CITY OF CHESTER

RECOVERY PLAN

PURSUANT TO THE

MUNICIPALITIES FINANCIAL RECOVERY ACT

February 1996

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Pittsburgh, Pennsylvania 15219

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TABLE OF CONTENTS

INTRODUCTION

CHAPTER I

History of Recovery Plan 1

CHAPTER II

Summary of Recommendations 3

CHAPTER III

Services and Operations Analysis 28

Administrative Management 29
Personnel Management 36
Financial Management 38
Intergovernmental Relations 48
Cable TV Franchise Agreement 50
Facilities Management 50
Professional Contractual Services 52
Public Safety 53
Streets and Highways 64
Recreation and Leisure Services 67
Insurance Coverage and Cost 70

CHAPTER IV

Budgetary and Financial Analysis 73

Review of Outstanding Debt 73
Real Property Tax 76
Revenue Enhancement 77
Earned Income Tax 79
Multi-Year Capital Program 81

Projected Short Term Budgets 87
Pension Plan Liabilities 90
Attachments

CHAPTER V

Collective Bargaining Issues 94

Introduction 94
Police 95
Fire 104
Teamsters Employees 112
Attachments

CHAPTER VI

Community and Economic Development 123

Introduction and Strategic Overview 123
Economic Development Priorties 127
New Industrial/Commercial Park Sites 129
Selectively Recruiting New Investments 131
Environmental Remediation 132
Technical Assistance For City Contractors 133
Enterprise Zone 134
Chester Redevelopment Authority 136
Comprehensive Plan and Land Use Regulation 139
CDBG Program 142
Residential Housing 144
Transportation Considerations 148

CHAPTER VII

Communications 152

CHAPTER VIII

Grant Requests 153

INTRODUCTION

In a petition executed on January 24, 1995, the Mayor of the City of Chester requested that the Pennsylvania Department of Community Affairs (the "Department" or "DCA") determine the City's eligibility as a distressed municipality under the Municipalities Financial Recovery Act, Act 47 of 1987 ("Act 47").

The Department then commenced a consultative investigation into the City's financial affairs pursuant to Act 47. What the Department found can be described as municipal chaos.

The Chester which called on DCA for assistance was a City beset by budget deficits, uncontrolled spending, and almost complete financial mismanagement. Mandated pensions and daily bills were not paid. Vendors were waiting 6 months and more to be compensated. The costs of labor and insurance were beyond any seen in other distressed communities. Basic budgetary, accounting, purchasing and financial controls were non-existent. Official squabbling and in-fighting were the norm. Audits were not performed, budgets were late, state and federal grants were being held due to City mismanagement, taxes were too high, services were poorly managed and service delivery was erratic at best. The City was being forced to survive on ever increasing unfunded debt loans, and City interest payments on debt had become excessive. The press, the public and the courts viewed Chester as an object of ridicule. Clearly, a fresh start was needed.

Following the appointment of the Coordinator under Act 47 in May, 1995, the Department and the Coordinator considered many factors and proposals in formulating a

Recovery Plan, as mandated under Section 241 of Act 47, including whether a recommendation should be made that the City declare bankruptcy pursuant to Chapter 9 of the United States Bankruptcy Code. Despite the deplorable financial status of the City, the Department and the Coordinator decided that a recommendation to declare bankruptcy as part of the Recovery Plan is not appropriate at this time. Instead, the decision was made to prepare a Recovery Plan in an attempt to address the City's problems with its elected officials in a constructive and cooperative manner through aggressive implementation of recommendations in the Recovery Plan. In the short term, critical creditor issues that affected the health and safety of City residents have been addressed with approval of an emergency loan from the DCA and Court approval of an unfunded debt loan.

The City has operated for several years with a major imbalance between revenues and expenditures. Practically speaking, the City has only limited ability to raise additional funds through taxation or borrowing, and current police and fire contracts restrict expenditure reductions. There are now few available alternatives for the City to pursue to achieve a balanced budget.

The City's ability to resolve its financial crisis outside of bankruptcy is absolutely dependent upon the aggressive implementation of this Recovery Plan in concert with the strong leadership of the Mayor and City Council. The Plan calls for the introduction of strong central administration of the City, professional management of day-to-day operations, strict and consistent budgetary, purchasing and other basic financial management controls and drastic reduction of operating expenditures. As set forth in Chapter V of this Plan, the successful reduction in operating expenditures hinges primarily upon the willingness of the City's three

CHAPTER I

History of Recovery Plan

This Recovery Plan is prepared in accordance with the Municipalities Financial Recovery Act, Act 47 of 1987 ("Act 47"), as amended, and the accompanying regulations of the Commonwealth's Department of Community Affairs (the "Department" or "DCA").

In a petition executed on January 24, 1995, the Mayor of the City of Chester (the "City") requested that the Department determine the City's eligibility as a distressed municipality under Act 47. On March 6, 1995, the Department issued its consultative evaluation which found that the City met three of Act 47's criteria for distressed municipalities in that the City had maintained a deficit over a three year period; expenditures had exceeded revenues for three years or more; and the City had failed to remit the minimum municipal obligation to at least one municipal employee pension fund as required by the Municipal Pension Plan Funding Standard and Recovery Act, Act 205 of 1984.

Based upon these findings, and following a public hearing held on March 6, 1995, the Department found on April 6, 1995, that the City was distressed pursuant to the criteria set forth in Act 47. On May 11, 1995, Eckert Seamans Cherin & Mellott was appointed Coordinator for the City under Act 47. On November 3, 1995, the Commonwealth and Eckert Seamans Cherin & Mellott executed a contract setting forth the Coordinator's responsibilities.

The subjects to be addressed in this Recovery Plan are set forth at Article I (Scope of Work) to the Contract, a copy of which is attached as Appendix A to this Recovery Plan.

In preparing this Recovery Plan, the Coordinator worked closely with City officials, particularly City Council, including the Council persons-elect elected by the electorate in bargaining units to make substantial voluntary concessions to reduce the costs to the City of their respective compensation packages.

In January of 1996 a new Mayor and two new Council members took office representing a new leadership team for the City. Since that time, Council has reorganized and initiated an aggressive approach to cost containment and City management issues. This Recovery Plan supports that approach and provides the resources, both technical and financial, through a partnership with state government, that coupled with strong leadership can lead the City out of its distressed status.

If all of these steps are taken by the City, there is an opportunity for the City to climb out of fiscal chaos. Without their successful implementation, the City's future is bleak and its fiscal options few.

CHAPTER II

Summary of Recommendations

In the following chapters of this Recovery Plan, the recommendations outlined below will be discussed.

Administrative Management

- At its reorganization meeting on January 3, 1996, Council appointed William J. Dodds as City Manager. Mr. Dodds will assist the Mayor and Council in administering the departments and agencies of City government. His powers and duties shall be as set forth in Chapter III.

At the time of the first vacancy in the office of City Manager, City Council shall appoint a City Administrator. He/she shall assist the Mayor and Council in administering the departments and agencies of City government.

The City shall apply to the Department for a grant under Act 47 to supplement the salary and benefits of the City Administrator, with the qualifications set forth in Chapter III, on a declining basis over a three year period.

The City Administrator's qualifications, powers and duties shall be as set forth in Chapter III.

Not later than January, 1997, Council shall discuss and give serious consideration to changing the City's form of government. Council should give consideration to a variety of forms of government, including without limitation Council/Manager and Strong Mayor/Council.

The City shall develop a revised Table of Organization delineating formal reporting lines of responsibility and procedural protocols by which all department supervisors and other management personnel shall communicate and coordinate their collective efforts.

The City shall prepare an Operating Procedures Manual for each City Department. The purpose of each manual is to provide for the establishment of an "institutional memory" whereby departmental operations can proceed unimpeded in the event of the loss or absence or key personnel.

With technical assistance from the Recovery Plan Coordinator, the City shall develop/adopt an Administrative Code.

November, 1995, supervisory employees, bargaining unit leadership and with representatives of the Department. Many conferences were held with civic organizations, governmental and economic development agencies and business and professional representatives.
Four public meetings were held throughout the City at which residents were given the opportunity to discuss the City's problems and potential solutions.

The Recovery Plan was filed with the City Clerk on February 27, 1996. The Plan Coordinator then held a series of meetings to discuss the filed Plan with City Council, the City's collective bargaining units and other individuals and organizations. On March 14, 1996, the Coordinator held a public hearing in City Council chambers to receive comments and questions on the Plan from the public.

Those current positions which have heretofore functioned as Assistant Department Heads (e.g., Police Commissioner, Fire Commissioner, Deputy Director of Accounts and Finance, etc.) shall function as departmental "supervisors" who shall report to and through the City Manager/Administrator, as Deputy Director of all Departments, on all operational matters.

The City shall undertake a major capacity building effort aimed at training management, supervisors and elected officials as to their respective roles and responsibilities and technical aspects of all programmatic functions of municipal government. The City shall take advantage of training programs offered or sponsored by the Department.

The City, through its Solicitor, shall undertake a comprehensive review of all City ordinances in an effort to update its regulatory measures. Where necessary, outdated ordinances shall be rescinded and new ordinances added to reflect current operations and existing law.

The City shall apply to the Department under Act 47 for grant funding to assist in the definition and development of a Local Area Network (LAN) to coordinate all data processing functions and to establish an interactive database for all personnel, financial, budgetary, management and operational functions. At a minimum, this system shall age receivables, track accounts payable, improve service charge billing procedures and generate interim and final financial statements.

The City shall apply to the Department for funding to support a Peer Study to review the staffing and operating procedures of the Department of Accounts and Finance. The Study shall also consider whether the duties and responsibilities of the City Treasurer can be better integrated with the staffing and operating procedures of the Department of Accounts and Finance.

The City Council has recently established, and shall continue in force, appropriate performance standards for the Office of the City Clerk, which shall include timetables for the prompt completion of all minutes of meetings of the City Council.

The City shall designate an individual as Records Retention Coordinator who shall head a City-wide task force that shall establish a records management plan in compliance with the State Records Retention Act. Critical elements of this plan shall include periodic disposal of unneeded records and an efficient retrieval system for City officials and employees. Council shall adopt such a records retention management plan.

Personnel Management

In order to attract and retain qualified professionals to assist in managing the City's departments, the City shall, as an immediate short-term measure, conduct a local competitive wage and salary survey for all existing and/or contemplated management position classifications.

Based on the finding of this survey, City Council shall consider salary adjustments that are warranted to maintain the City's competitiveness in the local government job market.

In order to fund any increased salaries under any new management compensation plan, the City shall apply to the Department prior to the end of 1996 for a grant under Act 47 to supplement the salary and benefits of key management positions on a declining basis over a three year period. This salary grant would be based on the difference between the 1995 salary base, if applicable, and those adopted by City Council for the three year funding period.

Within one year of adoption of this Plan, the City shall seek a grant from the Department to undertake a comprehensive Wage and Salary Classification Study. Key elements of this study shall be the development of written job descriptions for every position, including part-time positions.

The City shall assure that compensation increases for non-union employees are fair.

The City shall establish a personnel system which includes recruitment procedures, performance evaluation system, progressive disciplinary procedures, general work and safety rules, a grievance procedure for non-union employees, an efficient centralized personnel file and records system, the development and issuance of an employee handbook and personnel policies and procedures, a new employee orientation program, and an employee exit interview system. This system shall include a mechanism by which Council, upon recommendation of the Solicitor or outside labor counsel, determines whether to proceed to arbitration of disputes or appeal from such arbitration result.

The City shall establish mandatory residency requirements for all management personnel and for those positions not currently exempted from residence through collective bargaining. However, it is strongly recommended that the City Council give careful consideration to giving a good measure of flexibility to this requirement through the provision of waivers to be granted on a case by case basis. If the City is to attract individuals with the requisite experience, such a policy should remain in force until the City has stabilized its financial situation.

Current staffing needs shall be examined in all departments and unnecessary staff positions and/or unproductive staff shall be eliminated.

Financial Management

Structure

The Accounts and Finance Department shall organize its functions as outlined on the chart in Attachment A to Chapter III.

Purchasing

A purchasing unit shall function within the Accounts and Finance Department and be staffed independently of the cash disbursements (payables) function. All purchases shall be initiated through this unit. No purchases shall be made without prior written approval from a member of this unit.

The City shall keep current a list of approved vendors.

Consistent with the City's Charter and other applicable law, written purchasing procedures, including the use of purchase orders, shall be developed for purchases of goods or services under $10,000. Bidding procedures shall be established and implemented for all City operations for purchases of goods or services exceeding $10,000.

Before purchasing or leasing any vehicle or equipment for City use, the City shall review and consider whether "piggy-back" purchasing programs available through the Commonwealth or Delaware County offer more favorable terms.

A system shall be created and implemented to control the purchase and use of gasoline by authorized personnel. The system shall account for usage by City department, at a minimum.

Budget and Financial Controls

The Accounts and Finance Department shall be included in the City computer network as a LAN which can interact, as appropriate, with other departments.

The City shall develop a formal budget process, including a formal budget calendar and budget procedure, along with appropriate forms. Annual budgets shall be balanced based upon realistic revenue projections consistent with actual, historic results.

The City shall oversee and track all grant funding and/or reimbursements received by the City. This process shall be centralized and incorporated as part of the function of the Accounts and Finance Department.

The City shall develop a formal five-year capital improvement program aimed at meeting both the immediate and long-term needs of the City's physical plant and infrastructure. The program shall identify and prioritize each capital project, its cost and anticipated start and completion dates, the amount to be spent each year, and the method of financing the project. The capital program should be included as part of the annual municipal budgetary process. The City shall develop a capital equipment list and replacement schedule as part of the capital improvement program.

As part of the annual capital budget preparation process, at least one public hearing shall be held wherein the public can express its views on the capital needs of the City.

Decisions with respect to long-term borrowing and other means of financing shall be made in conjunction with the provisions of the City's capital improvement plan.

The Accounts and Finance Department shall prepare monthly reports on the actual revenues and expenditures of the City, as compared to the budgeted amounts, with appropriate commentary and analysis for review by Council.

The Accounts and Finance Department shall develop a formal cash management plan which projects and displays both expected revenues and disbursements on a monthly and weekly basis.

Written procedures shall be developed and implemented for internal control over cash receipts, cash disbursements and payroll.

Maintenance contracts shall be considered for such City equipment as the copying machines, elevators, air conditioning and heating units, traffic signals and vehicles.

The Department of Accounts and Finance shall coordinate the timing and needs of the independent auditors no later than February subsequent to year end. The department shall request a list of all material needed for the audit prior to commencement of the audit. The department Director shall designate individuals to prepare these materials and they will report to the Director. Audits shall be completed no later than June 30 of the year following year end.

Audit findings and management letter recommendations shall be addressed each year within 30 days of receipt of such recommendations.

At least every three years the City shall use written requests for proposals to obtain bids for the audit.

Council members have ceased using cars at the expense of the City and receiving reimbursement of vehicle maintenance and insurance costs. Council members may be reimbursed at a reasonable rate for private vehicle usage on City business.

Overtime shall be approved in writing by the respective department Directors prior to the City incurring such costs. Overtime shall be approved only in emergency and other strictly defined situations.

The City shall review the use of the City's phone system to assure its use for City business only. Each department Director will be held accountable for the usage in his/her department.

Copies of the 1988 to 1990 audit of drug forfeiture money shall be obtained and reviewed by Council. In addition, a formal audit from 1990 through the current year shall be undertaken in order to ensure that all marked monies are properly accounted for.

The City shall design and implement a preventative maintenance program for all City vehicles and equipment. That program shall include maintenance of a vehicle/equipment log for each piece of equipment, recording dates of work performed and nature of the work.

The City shall prepare and disseminate a request for bids for the repair and maintenance of its vehicles.

A review of the City's waste management and bulk collection agreements shall be undertaken in an effort to maintain reasonable services at the lowest possible cost.

Detailed schedules of future debt service requirements shall be presented in conjunction with both the annual operating and capital budgets.

The City shall undertake a formal fees and rates study in order to ensure that the cost of delivering specific services is recovered through the fees.

The formal responsibility for the investment of all City funds shall be vested in a single individual.

Council shall develop and formalize specific investment goals and criteria to be followed by the designated individual responsible for all City investments.

The City shall consider the adoption of procedures for the establishment of a City-wide petty cash account to be administered by the Accounts and Finance Department. If such account is established, the department shall maintain a petty cash book that tracks all cash transactions. A single individual shall be assigned responsibility for administering this petty cash account. Whether or not a City-wide petty cash account is created, the use of individual departmental petty cash accounts shall cease.

A quarterly, written report from the City Solicitor on the current number of labor arbitrations shall be developed so that the City can anticipate the fiscal implications for the current or future years.

A new chart of accounts shall be developed in order to establish better budgetary management.

All staff personnel in the various finance-related offices shall be trained in alternate operational areas so that temporary job assignments can be made to accommodate peak periods.

Payroll/Benefit Management

Payroll records shall be maintained in a secured location. Access to those documents and ledgers shall be limited to authorized personnel only.

To the extent consistent with applicable labor agreements and only if all City departments can be included, the City shall move from a weekly payroll to a bi-weekly payroll.

The City Administrator shall inform the health and life benefits coordinator on a monthly basis of new employees, employees who have left, were terminated, or retired.

Uniform time sheets shall be created for all departments and submitted to the Payroll Supervisor weekly. These time sheets shall include regular hours worked, overtime hours, sick hours, holidays, vacation hours, court time and other related information.

Time clocks shall be considered for purchase and utilization for all non-management staff. The time cards shall be reconciled to employee time sheets.

Legal documents and other sensitive materials shall be maintained in locked fire-proof cabinets.

Real Property Assessments

The City Council shall consider discussions with the Delaware County Board of Commissioners to investigate the viability of having the County be responsible for the administration of all City-wide assessments and appeals. Careful consideration must be given to the effect upon City revenues of any required adjustment to the City's millage to conform with any change in assessed valuation.

The City shall also undertake an analysis of benefits, if any, that might accrue if the City were to consider a separate millage levy for land and buildings.

Revenue Collection

The City shall establish and formalize acceptable reporting and work plan standards to be maintained by all contractors carrying out Act 511 tax collection related activities.

The City shall require Act 511 tax collection contractors to submit monthly progress reports on all City related activity. Where established standards are not being met, contracts should be canceled.

Beginning no later than January, 1997, the City shall contract with two separate entities to collect current and delinquent Act 511 taxes, respectively. The City shall obtain proposals for these services. Ample provision shall be made in all contracts to enable the City to immediately terminate services for lack of performance.

The City shall maintain its own Act 511 books and records and reconcile those records with the collection agency's reports at least, but not limited to, each quarter.

Procedures shall be established in the Accounts and Finance Department to ensure that rubbish and other bills for services rendered, current and delinquent, are sent out on a regular and timely basis.

Beginning no later than January, 1997, the City shall develop a procedure for sending an initial collection letter to all Act 511 tax delinquents prior to turning delinquent accounts less than 30 days old over to outside collectors. A similar procedure shall be developed for notification to real property tax delinquents prior to turning delinquent accounts over to the County Tax Claim Bureau.

Treasurer Functions

An Operations Manual for each respective position shall be established so as to ensure appropriate financial control and accountability.

Any cash receipts for licenses, permits, deed registrations, traffic tickets and other miscellaneous receipts received directly by the departments shall be forwarded to the Treasurer's Office daily.

The Treasurer's Office shall deposit collections daily to the depository institution.

Keys shall be obtained from the depository institution for the night deposit box and an escort shall be assigned to accompany the depositor each evening.

Keys to the safe in the Treasurer's Office shall not be maintained in the Treasurer's Office after hours.

The Treasurer's Office shall accept partial delinquent payments for rubbish and other services and properly account therefor.

The City shall secure the Treasurer's area as follows:

> The buzzer under the tellers' windows shall be connected to the Police Department.
>
> The security system installed shall be connected and activated, security windows shall be installed to the tellers' area, and the windows shall be repaired so that they can be locked in the evening.

The "panic" alarm in the Treasurer's Office shall be activated in the Police Department to establish appropriate security.

The current building security system for City Hall and the Annex shall be activated by the City.

Intergovernmental Relations

The City shall work with Delaware County and the Chester Upland School District to establish a joint task force to explore ways that "quality of life" services in the Chester area can be improved through intergovernmental program and facility management. Quality of life issues relate specifically to cultural, educational and recreational services, social services and family services which will enhance the City's social environment.

The city shall meet and discuss with the School District matters of joint concern such as facilities management and usage, tax policy and recreation programming.

The Chester Housing Authority (CHA) has established its own security personnel to provide security services to its housing communities. However, the CHA receiver has expressed continuing interest in using, and paying for, enhanced City police services within those communities. The City shall initiate discussions with the CHA receiver with the goal of negotiating a police services agreement with CHA.

The City shall cooperate with local representatives of CHA to alleviate and resolve the conditions leading to receivership of CHA so that CHA may be returned to local control and management.

The City shall pursue cooperative service arrangements with neighboring municipalities. To the extent that any Councils of Governments or local government consortiums exist, the City shall participate. Areas of cooperation for exploration include purchasing, equipment sharing, code enforcement, traffic signal maintenance, animal control, mutual aid for emergency services (police, fire and EMS), and any other services which lend themselves to cooperative efforts.

The City shall improve its communication with such federal and state agencies as HUD, DEP, PennDOT and the State Department of Commerce so that Chester projects and concerns receive due attention and consideration.

The City shall consider membership in the Pennsylvania League of Cities and Municipalities and shall pursue potential sources of funding for such membership dues.

Cable TV Franchise Agreement

The current Cable Television franchise holder shall be put on immediate notice that at the earliest possible date, the City intends to pursue formal renewal negotiations, as provided for in federal cable regulations.

In order to carry out these formal negotiations, the City should retain the services of a consultant who specializes in, and is fully cognizant of, the current federal regulations.

The provisions of the current franchise agreement shall be carefully examined by the consultant, with special attention being given to the definition of gross receipts. A formal audit of the annual gross receipt revenues remitted under the franchise agreement shall be undertaken by the City in order to verify and reconcile the accuracy and completeness of previous year payments received.

Facilities Management

The City shall apply to the Department for a grant to undertake a comprehensive facilities maintenance study to identity the relative priority of the City's facility maintenance and repair needs. The recommendations contained therein should quantify the current dollar cost to accomplish each task and prioritize the projects so that they can be included in the Annual Operating and Capital Budgets over a reasonable (five to seven years) term.

The City shall apply to the Department for a grant in order to undertake a public facilities space needs study that shall cover a planning period of no fewer than 20 years. The aim of this study shall be to identify the current and future needs of the City in terms of operating space and to formulate recommendations in terms of future capital planning. Particular emphasis shall be placed on locating new space for the City's Police Department which is currently operating under deplorable physical conditions and on replacing the Dock Street garage.

The City shall undertake a study in order to evaluate the City's compliance with current ADA requirements in and around its physical plant. The study should (1) determine the level of City compliance; (2) prioritize improvements considering need and available funding; and (3) recommend funding sources, including the City's capital budget.

Professional Contractual Services

The City shall undertake a comprehensive audit of all of its outside consultant services (including legal services) to determine the nature of the services, the extent to which they are required, and the extent to which they could be performed by current City employees.

Wherever possible, such relationships should be established on the basis of either a minimal retainer and/or a per-hour rate, with a not to exceed amount, on any given project or assignment.

Each department shall review its current staffing to ensure that current full-time staff is being utilized to the greatest extent possible to meet these needs.

All outside professional consulting services shall be required to submit to City Council, on a monthly basis, a detailed accounting of the number of hours spent, the topic or project undertaken, the results of those efforts to date, and an analysis of the work yet to be undertaken.

In order to ensure competitive rates, requests for proposals (RFP) shall be issued for all professional consulting services. Final selection should be based on the same standards applicable under State procurement laws.

The City shall conduct a thorough review of the City's use of outside legal services beyond the services provided by the City Solicitor's office. The analysis shall include fees paid by category of legal services provided and recommendations as to how outside legal fees may be reduced.

Public Safety

Police Services

Based upon successful implementation of the recommendations contained in Chapter V (Collective Bargaining Issues) of the Plan designed to reduce the cost per hour to the City of police services, the City shall make every effort to provide the following:

sufficient number of police officers to provide coverage and service seven days per week, twenty-four hours per day. This number shall take into account specific neighborhood safety needs as well as recognized police personnel manning standards

sufficient back-up support for officers on duty

police response capability to respond to emergencies within a reasonable period of time according to commonly accepted police professional standards

capability to handle investigations in terms of both manpower and training trained police officers in specialty areas such as juvenile, vice and narcotics effective, preventive patrols (foot and vehicle) and contact with citizens to minimize crime, traffic violations and other ordinance violations

regular, on-going training for all police personnel without regard to seniority to comply with Act 120 requirements, at a minimum

police vehicles sufficient in number and condition to support patrol and investigative work

other police equipment, including proper uniforms and specialized equipment, in operating condition

The City shall assign all sworn personnel only to duty which requires sworn officers, and all other functions not requiring a sworn officer shall be assigned to civilian personnel.

The Chief of Police and supervisory personnel shall dedicate sufficient time to the supervision and direction of the department.

The police communications system shall provide continuous communication among the 911 center, the police headquarters and/or any sub-station(s) and the officers on duty twenty-four hours per day, seven days per week.

A written directive shall establish the authority and responsibilities for all communications functions including radio, telephone, and data processing functions.

Procedures for effectively monitoring on-duty personnel shall be established and observed.

All calls for service shall be properly logged. Written directives shall be utilized to insure logging of date and time of request, name and address of complainant (if possible), type of incident, location of incident, time of dispatch/time of officer arrival, time of officer return to service and disposition or status of call.

There shall be a written policy for police record keeping.

There shall be a written field reporting manual.

There shall be effective supervisory review of all field reports to insure that the assignment has been satisfactorily completed and reported.

The City shall initiate all procedures necessary to assure that police supervisory personnel are not in the same bargaining unit as subordinate personnel in order to insure effective, objective supervision and discipline.

An index shall be maintained of incidents by type, location, time and day as well as stolen and recovered property.

There shall be a regular analysis of police activity, based on records and periodic reporting to elected officials, management, the media and the citizens of the community.

A maintenance and replacement schedule for police vehicles, to assure high performance, safety, and cost effectiveness, shall be utilized and shall be included as part of an overall municipal vehicle policy.

The City and the F.O.P. shall establish a meet and discuss work group as a vehicle to work out disagreements regarding implementation of collective bargaining.

The City shall regain its management prerogatives with regard to scheduling, job assignments, and other related issues.

The City shall conduct a comprehensive evaluation of sick leave usage and initiate disciplinary procedures for those employees who are either abusing this privilege or have chronic absenteeism.

The task of traffic sign maintenance shall remain assigned to the Streets and Highways Department.

The City shall re-evaluate its patrol sectors in order to assure the most effective use of personnel. All efforts shall be made to assign patrol to high crime areas and to prevent new trouble areas. City Police shall interact with the Chester Housing Authority security operation.

A power shift (e.g. 7:00 p.m. to 3:00 a.m. or other similar period) shall be re-instituted. It shall be properly supervised.

Consistent with applicable labor agreements, the City shall utilize a shift rotation policy for police personnel. Fixed shifts shall be eliminated. The Chief of Police shall have the right to assign and schedule personnel in order to provide the City with optimum, cost-effective police service. This will allow for all officers to develop a broader base for knowledge of the department and will facilitate a better in-service training program.

The City shall continue its operation of the DARE program with the expectation that the school district will maximize its funding effort with available drug/alcohol education funds.

Updated mutual aid agreements shall be developed and approved by the City for use with all communities with which the City provides or receives mutual police aid.

The City shall consider the establishment of neighborhood crime watch programs.

The City shall adopt a hot-pursuit policy pursuant to state law. This will help manage the City's liability and hopefully minimize future vehicle damage.

The Police Department shall be included in the City computer network as a LAN which can interact with the civilian, administrative components of the system. The City shall cease the practice of fragmented data processing for its operations.

The position and/or rank of detective shall be eliminated. Those officers assigned to plainclothes or investigative work shall work at their civil service rank at the appropriate rate of pay. Seniority may be a consideration for work assignments but only as an indication of experience.

The City shall apply to the Department to fund a thorough peer-to-peer management review and analysis of the police department as a means to improve productivity, discipline and professionalism.

The City shall review the Police Department's current organization of patrol sectors, shift assignments and manning to reduce dramatically the amount of overtime logged within the Police Department.

The City shall encourage retirement of as many eligible officers as possible and any long-term injured on duty officers shall be given honorable discharges.

The City has received federal grant money to hire additional police officers. As soon as the required local share for such grants can be secured by the City, those grant funds should be used to hire additional police officers.

The City shall allocate capital funds for the purchase of new police patrol vehicles. The City shall also apply to the Department for a grant to fund the purchase of public safety equipment, particularly police cars, at the rate of two cars per year for a total of six cars. 50% of the cost of such vehicles shall come from City funds, probably capital funds.

<u>Civil Service Procedures</u>

Civil Service Commission members responsible for the conduct of entry level exams shall be qualified by education and/or experience to perform this function.

Properly enacted and comprehensive civil service regulations (for both Police and Fire personnel) shall be utilized by the City. Among other items, these rules and regulations shall include the following requirements:

A background investigation shall be conducted prior to appointment.

A physical ability test shall be developed and utilized as a prerequisite to taking the written civil service examination.

Only the City appointed medical examiner shall conduct the pre-employment physical examination.

An emotional stability and/or psychological fitness examination shall be conducted by a qualified professional prior to appointment.

Individuals who are candidates for supervisory or management positions in the police or fire departments shall undergo higher level training in management prior to assuming duties.

A minimum 12 month probationary period for both entry level and promotional positions shall be required.

The work performance of all probationary employees shall be evaluated during and at the end of the probationary period. Formal assessments shall be undertaken, and no candidate shall be offered a permanent position if during probation there are documented indications of inability to perform to acceptable standards.

<u>Fire Services</u>

The City shall initiate all procedures necessary to assure that fire supervisory personnel are not in the same bargaining unit as subordinate personnel in order to insure effective, objective supervision and discipline.

The City shall review the Fire Department's current organization of shift assignments and manning to reduce the amount of overtime logged within the Fire Department.

All fire fighters shall be used for fire code enforcement and fire prevention especially during free time on scheduled shifts. The intent is to eliminate idle time which is an institutional problem in the fire service.

The City shall adopt and enforce the current BOCA basic fire code. Regular inspections shall take place on all covered buildings. In addition, fire drills and inspections shall take place at all schools, public buildings and hospitals.

NFPA 1500 standards shall be met to the extent possible by the City. The Fire Commissioner shall recommend to Council a schedule by which these standards can affordably be phased in.

The City shall develop and maintain effective, regular, on-going training for all fire personnel without regard to seniority.

The City shall adopt an Emergency Management Plan or update any such existing plan. The City shall also appoint a current Emergency Management Coordinator.

Updated mutual aid agreements shall be developed and approved by the City for use with all communities and fire companies with which the City provides or receives mutual fire aid.

Adequate and complete records of all Fire Department activities shall be maintained and reported regularly to City officials.

The Fire Department shall be included as a LAN within the City's computer network.

The City shall apply to the Department for a grant to fund a thorough peer-to-peer management review and analysis of the Fire Department as a means to improve productivity, discipline and professionalism. That review and analysis shall include a review, and incorporation where applicable, of the Fire Department Study conducted through the Department, dated September, 1992. The review shall include the possibility of utilizing City resident volunteer firefighters to supplement the paid force. The review shall also evaluate the viability of forming a Department of Public Safety to include the police and fire functions to encourage cross-training and full utilization of available manpower.

Code Enforcement

The City shall apply to the Department for a grant to fund an updated peer-to-peer study of the City's code enforcement program. The study should address the issues raised in the 1993 report prepared through the Department and other issues as defined by the peer consultant.

The City's Codified Ordinances at Part 15 (Fire Prevention Code) and Part 17 (Building and Housing) incorporate by reference a variety of national model codes. However, the versions of these codes adopted by the City are out of date and do not account for revisions to the Codes over the past several years.

The Solicitor shall review the City's Codified Ordinances and recommend to Council the adoption of current versions of the codes.

The City shall take advantage of available training programs to insure that its code enforcement personnel are properly educated and trained in the interpretation and application of the current versions of these codes.

Streets and Highways

The City shall retain the services of a consultant-traffic engineer to evaluate current traffic patterns and locations of traffic signals to eliminate unnecessary traffic signals and to install less restrictive traffic controls where necessary. The City Engineer has begun this analysis.

With the assistance of PECO, the City shall initiate a study to confirm the location of all street lights being billed to the City. That study shall also include an analysis of whether such lights are necessary, cost effective and efficient and whether selected street lights may be removed without compromising public safety.

The City shall initiate discussions with Westinghouse to renegotiate the Host Community Agreement related to the Westinghouse waste disposal facility. Such negotiations should reflect that Westinghouse has been granted a license to dispose of residual waste and should include discussion of reduced rates to the City for processing City waste.

The City shall initiate an analysis of the City labor force available to the Streets and Highways and Recreation Departments, including manpower levels, productivity and assignment schedules. The City shall continue its ongoing efforts to combine the labor forces from the two departments to facilitate greater efficiency and productivity.

A clear chain of command and organizational chart shall be established for the department. Non-union supervisory authority must be clarified and strengthened.

Management generated work rules shall be established which shall address standard operating procedures for all departmental tasks and functions.

A written work order system has been installed and shall be continued in order to document assigned jobs and completion thereof.

City maintenance workers shall be required to wear uniforms for ease in identification.

Time keeping procedures shall be handled by supervisory personnel with proper oversight of punch-in and out procedures. All non-management personnel shall punch a time clock and sign time cards at the end of each pay period. Supervisory approval shall be provided before processing of payroll.

Two-way radios shall be installed in all vehicles in order to insure employee safety and to improve operational efficiencies and accountability.

Radio protocols shall be instituted which will insure the ability to locate all vehicles and to confirm the status of employees and assigned work details.

Employees shall not be permitted to store any personal property in City buildings, especially that which may be recovered while on duty.

The City's vehicle weighing scales shall be reviewed to determine whether they can economically be made operational to control truck weight on City streets and to generate revenue from violations of weight regulations. If not, the City shall consider the purchase of a new scale as part of its capital budget process.

A general inventory of all City maintenance vehicles shall be made with an assessment made of each piece. Non-functional equipment shall be sold off for parts or scrap.

Streets and Highways facilities shall be inspected regularly and kept clean.

The City shall post proper height limitation signage on all rail and other overpasses.

The City shall adopt a Snow Emergency Operation Plan, including snow emergency priority routes and a methodology to respond to emergencies with existing equipment and personnel.

The City shall work with the Department to involve LTAP to assist in meeting the City's training needs in streets and highways.

<u>Recreation and Leisure Services</u>

The City shall conduct a comprehensive review of all recreation facilities in order to assess safety and functionality.

The City shall review the current use of facilities and current recreation programming. The recommendations set forth in the Recovery Action Program prepared by Carter Van Dyke Associates (January 1991) shall be implemented.

Through its Department of Recreation, the City shall assign overall management responsibility for the Community Center to the supervisory employee.

The City shall conduct a thorough review and internal audit of the expenditure of federal grant funds in the planning and construction of the Community Center. Using the information developed in such audit, the City, with the assistance of the Department, shall initiate discussions with the appropriate federal agency to reduce or eliminate the demand for return of federal grant funds.

The City shall initiate discussions with the Delaware County YMCA to retain the Y's services in programming and operating the swimming pool at the Community Center.

The City shall solicit private funds from interested parties to support recreation programming and activities at the Community Center.

The City shall review the terms and conditions under which the Community Center is currently made available to non-City users. The City shall establish a schedule of rent and fee rates for use of the Community Center's various facilities and shall collect such rentals and fees from all users. Such rates shall cover the City's costs and generate net revenue to the City.

The City shall develop and use written leases and facility use agreements.

Review of Outstanding Debt

The City has a number of general obligation bond issues outstanding including the Series of 1967, Series of 1973, Series of 1974, Series of 1986, Series of 1987 and Series of 1989. The total amount of principal outstanding for these bond issues appears to be approximately $15 million. The City should engage a financial advisor or investment banker to review this outstanding debt to determine whether any of the debt can be refunded or restructured in order to provide savings or cash flow relief to the City.

The City should investigate whether it would be in its financial interest to issue bonds for funding of its unfunded actuarial accrued pension liability pursuant to the recently enacted amendments to the Municipal Pension Plan Funding Standard and Recovery Act and the Local Government Unit Debt Act.

The City should issue a request for proposals for investment banking firms to review the City's financial situation and its unfunded actuarial accrued pension liability to evaluate whether the City could issue bonds for such purposes in the market and, if a bond issue is feasible and beneficial to the City, to structure a bond issue and to market the bonds.

The $1 Million General Obligation Note issued to the Department to evidence the emergency loan currently matures on August 31, 1996. The City shall apply to the Department to extend the maturity of the Note to 2006 and to provide for equal payments over that ten year period of $100,000 per year.

A review of the current usage of all tax exempt parcels (which represent about 52% of total assessments for the City) shall be undertaken by the Department of Accounts and Finance.

The City shall petition the County to reclassify parcels which should no longer be tax-exempt. The City shall also inquire as to taxable activities or events occurring at the tax exempt locations.

The Director of Accounts and Finance shall aggressively seek in-lieu-of tax payments for municipal services provided to tax exempt properties. Specifically, the City shall continue discussions with the Receiver for the Chester Housing Authority (CHA) for in-lieu-of tax payments or payments otherwise due under agreements between CHA and the City.

The City shall continue both the residential and non-residential LERTA programs.

In each of the years 1996, 1997 and 1998, the City shall petition the Court of Common Pleas of Delaware County, pursuant to Section 141 of the Act, to increase the rate of earned income taxation upon nonresidents beyond the current 1 % maximum rate imposed by Act 511 as follows: 1996 - 2%; 1997 - 2%; 1998 - 1.9%.

In order to communicate the City's determination to encourage new business to Chester, the City shall reduce the business privilege tax rate by 2% in 1997 and by 5% in 1998.

Multi-Year Capital Program

The City shall prepare a multi-year capital improvement program which shall include readily identifiable projects and the following detail:

anticipated start and completion dates
amount to be spent each year
method of financing

Annual funding for this program shall be addressed in the annual municipal budget.

At least one public hearing shall be held on the proposed plan.

Although long-term borrowing by the City is unlikely due to its current debt load, this area must be given consideration when reviewing funding plans.

The replacement of capital equipment shall be done in accordance with a formalized schedule.

The City's priorities for capital improvements shall include:

streets and highways
sidewalks
parks and recreation facilities
major capital equipment (fire trucks, etc.)
public buildings
sewers

Collective Bargaining

The City shall follow the specific recommendations in Chapter V regarding all labor negotiations.

In any labor negotiations which occur while this Plan is in effect, the City's negotiation team shall include at least: (a) the qualified public sector labor negotiator; (b) the City's chief administrative officer; and (c) the City's chief financial officer.

Police

The City shall retain the services of a qualified public sector labor negotiator, with substantial experience in negotiations and related proceedings under Act 195 and Act 111, to assist it in negotiating a new collective bargaining agreement with the FOP covering calendar year 1998 (and any subsequent calendar year while this Plan is in effect), to assist the City in administration of such agreement and the current agreement and, should the FOP and the police employees agree to meet with the City to discuss changes to the existing labor agreement to reduce the City's Total Average Cost Per Police Employee, to assist it in such negotiations.

The City shall make every reasonable effort to commence negotiations with the FOP for a new labor agreement pertaining to calendar year 1998 (and any subsequent period while this Plan is in effect) significantly in advance of the date required by Act 111 and shall make every good faith effort to achieve a negotiated labor agreement consistent with this Plan.

Fire

The City shall retain the services of a qualified public sector labor negotiator, with substantial experience in negotiations and related proceedings under Act 195 and Act 111, to assist it in negotiating a new collective bargaining agreement with the IAFF covering calendar year 1998 (and any subsequent calendar year while this Plan is in effect), to assist the City in administration of such agreement and the current agreement and, should the IAFF and the firefighters agree to meet with the City to discuss changes to the existing labor agreement to reduce the City's Total Average Cost Per Fire Employee, to assist it in such negotiations.

The City shall make every reasonable effort to commence negotiations with the IAFF for a new labor agreement pertaining to calendar year 1998 (and any subsequent period while this Plan is in effect) significantly in advance of the date required by Act 111 and shall make every good faith effort to achieve a negotiated labor agreement consistent with this Plan.

Teamsters

The City shall retain the services of a qualified public sector labor negotiator, with substantial experience in negotiations and related proceedings under Act 195 and Act 111, to assist it in collective bargaining with the Teamsters, and to assist the City in administration of the current labor agreement in negotiations over the wage reopeners and any negotiations to explore changes in the current labor agreement to reduce the City's Total Average Cost Per Teamsters Employee.

The City shall notify the Teamsters of its intent to terminate the existing agreement in advance of the July 1, 1998 notice deadline and shall offer to commence negotiations with the Teamsters for a new labor agreement significantly in advance of the date required by Act 195 and shall negotiate in good faith to achieve a new labor agreement consistent with this Plan.

Community and Economic Development

The City shall implement a program targeted at enhancing the competitiveness of City contractors. It is recommended that the City's responsibilities in this area be delegated to, and assumed by, CEDA or the Redevelopment Authority.

The City shall designate an agency, authority (the reinstated CRA or CEDA) or person acceptable to the Department who or which will, within the Department's program guidelines, be responsible for the development and administration of the Enterprise Zone Program in Chester. The City shall make all efforts to retain the current RDC consultant who has been working with the City in this area, to continue to provide such consulting services for the benefit of the City and the designated person or entity. The assistance of the Department must also be sought. The services of the RDC consultant should also include continued assistance in resolving the Department's concerns relating to prior audits of the program.

When the designated person or entity is capable of administering the program in Chester and a plan is formulated which includes requisite financial controls and auditing provisions, as well as public relations and promotional components, the City shall seek to have basic Enterprise Zone funding reinstated.

The City shall implement procedures for, among other things, reviewing revolving loan applications and determining the suitability of applicants. A loan review committee should be created now and later integrated with the efforts of the person or entity designated to administer the program in the City. Final development and recommendation of revolving loan procedures and guidelines should be part of the City's retention of the RDC consultant as a consultant for the program. The City shall adopt the procedures and guidelines so formulated.

The City shall proceed promptly to resolve the status of the Chester Redevelopment Authority (CRA) to maintain its existence as a legal entity under the Urban Redevelopment Law (URL).

Sufficient resources do not exist at this time to support a fully staffed Redevelopment Authority as well as a fully staffed Chester Economic Development Authority (CEDA). The City shall determine whether CRA, operating with the current CEDA staff, should replace CEDA, which would be dissolved, or whether both authorities would operate with only one being fully staffed.

In connection with the reinstatement of CRA, and in accordance with the URL, the City Planning Commission, working with the City Planner, shall designate the areas in Chester in need of redevelopment and formulate its redevelopment recommendations for such areas. The Planning Commission's efforts in this area shall be coordinated and carried out in conjunction with the recommendations discussed below relating to land use regulation, residential housing and vacant and abandoned properties.

The City has acquired $13,850 from the Coastal Zone Management Program to conduct the first phase of development of revised land use controls. Before enacting any land use controls for the Waterfront Development District, the City shall assure that appropriate consideration has been given to the proposed waterfront industrial site and to transportation considerations discussed elsewhere in this Recovery Plan. This phase will necessarily involve the restructuring of industrial land use controls that can be transferred to other areas of the City in later phases of the program to update the City's land use regulations.

Funding for phase three and related planning work should be sought from the Commonwealth in the Form of Act 47 funds for the first fiscal year. The City should seek additional funding for phase three planning activities from the Department in the form of a supplemental SPAG grant, from the Pennsylvania Department of Commerce in the form of Community Economic Recovery Program funds ("CERP") and/or through the Enterprise Zone Program.

The City Planning Commission shall designate the areas in Chester in need of redevelopment and formulate its recommendation for such areas. Such designations and recommendations shall be considered throughout the process of updating the City's land use regulations.

Of primary significance to HUD and community development groups operating in Chester is that there must be a single agreed upon entity charged with the responsibility of planning and executing the City's CDBG program. The City has selected CEDA as that entity. City Council should consider whether the reinstated CRA, if operating in place of CEDA with current CEDA staff, should be the designated entity. The City shall enter into a cooperation agreement with the selected entity in a form approved by HUD. The cooperation agreement shall contain provisions relating to administration of the CDBG program and its administration of the Emergency Shelter Grant Program, the HOME program and the Urban Development Action Grant program. Of course, it remains the City's responsibility to monitor the use of CDBG funds and to confirm compliance with applicable HUD regulations. Further, the City Accounts and Finance Department shall become and remain involved in review and approval of Commonwealth and federal grant program activities.

With the City's fiscal 1995 entitlement grant, the City has over $10 million in its CDBG line of credit which raises another concern for HUD, the City's ability to meet the timeliness provisions of the HUD regulations at C.F.R. §507.902(a) which require HUD to assess an entitlement grant recipient's timely use of grant funds. The City could be subject to sanctions if it is unable to meet the performance criteria. Therefore, as requested by HUD, the City shall develop a plan, acceptable to HUD, within three months of Plan adoption, which details how the City will come into compliance with the timeliness standards within a three year period. Such plan shall, at a minimum, include the following:

1. A schedule of the steps the City proposes to take to carry out all CDBG activities, including a description of the critical actions required to complete each activity, a timetable for taking those actions and quarterly projections of CDBG disbursements for these activities; and

2. A schedule indicating when CDBG disbursements are expected to be made for the City's CDBG program as a whole that will result in the elimination of the excess amount of undisbursed funds in the City's CDBG entitlement grant line of credit.

The City shall promptly sponsor a housing forum, which could be initiated in connection with the phase two land use regulation activities, intended, in part, to identify existing housing initiatives and persons and groups actively pursuing improved housing in Chester. A representative of each of the entities identified above, RDC and the Delaware County Planning Commission, HUD, the Department and the Pennsylvania Housing Finance Agency, as well as a representative of one or more private developers, shall be extended an invitation to participate in this forum. A working committee should emerge from this forum -- a committee which must facilitate the City's planning responsibilities in connection with phase two land use regulation activities, recommend the designation of redevelopment areas in connection with the formation of the Chester Redevelopment Authority and the formulation of the HUD compliance plan insofar as elements of such plan relate to housing initiatives. The committee must identify key housing development and rehabilitation opportunities in the City, recommend the allocation of local resources and identify and recommend the allocation of state and federal resources to improve housing.

In order to facilitate the work of the housing forum, the City shall apply to the Department for a grant to fund the retaining of a qualified consultant to assist in the development of a housing strategy. The consultant shall be selected pursuant to a request for proposal issued by the City.

Efforts have already been made by the City and must be continued to identify those abandoned properties which need to be razed and those abandoned properties which can be rehabilitated for reuse. To the extent possible, owners of vacant properties or properties that become vacant should be contacted to ascertain the owner's intent with respect to the property. Therefore, the City shall continue its ongoing program to so identify abandoned properties and to maintain contact with the owners.

City personnel involved in building permitting, licensing and inspection activities must consistently interpret and apply applicable building laws and regulations and must serve as an information resource regarding the applicable requirements. The City shall require such personnel to attend appropriate training courses offered by the Department. The City shall also develop and institute an ongoing in-house training and evaluation program aimed at ensuring consistent application of the City's building code and related regulations.

The City shall reassess the need for, and current application of, its current automatic sprinkler and monitored hardwire smoke detector ordinances, and shall then balance such evaluation against the burden such ordinances impose with respect to the rehabilitation and transfer of properties. The City shall address the issue and shall encourage and consider the input of the City Fire Department, the Landlord's Association and other affected community organizations.

CHAPTER III

Services and Operations Analysis

The services that cities provide to their citizens are the lifeblood of local government. The process by which those services are actually delivered (operations) is dependent upon a complex web of policies, procedures and coordination among many facets of a municipal organization working in unison. Therefore, the relative stability and success of any municipality is a direct reflection of an administrative infrastructure that is both accountable and purposeful in the pursuit of excellence.

In its Consultative Evaluation dated March 6, 1995, the Department characterized the City's administrative predicament as a "breakdown of governance of the City" (p. 12). The Department further observed that "[i]t appears that this lack of administrative policy and general management confusion had led to further breakdown of the chain of authority and supervision of employees in some areas with the result being the extremely inefficient use of personnel." (Id.).

The recommendations which follow are the result of a review of the operations and levels of service currently provided to the citizens of Chester. This Plan acknowledges the progress made by the Mayor and City Council since January, 1996 in initiating important management and fiscal controls. The purpose of these recommendations is to institutionalize these fundamental changes in the manner in which Chester's government functions on a day-to-day basis. These changes are critical to any opportunity for the City to attain administrative, financial and operational stability, the hallmark of good local government.

Administrative Management

This Recovery Plan recommends a two phase approach to accomplish fundamental changes in the organization and operation of City government.

Phase 1. City Administrator Operating Under City Council as Department Directors.

At its reorganization meeting on January 3, 1996, Council appointed William J. Dodds as City Manager. Mr. Dodds will assist the Mayor and Council in administering the departments and agencies of City government. His powers and duties shall be as follows:

Powers and Duties

- serves as both Chief Administrative Officer and Personnel Director of City.
- responsible to City Council as a whole for efficient administration of the affairs of the City.
- supervises and is responsible for activities of all City departments.
- serves as Deputy Director of all departments.
- Council members acting in executive capacity as Department Directors should execute their direction through the City Manager/Administrator.
- hires and discharges all employees with the prior approval of the majority of City Council and consistent with Civil Service, collective bargaining agreements and other applicable law.
- attends all meetings of City Council with the right to take part in discussions.
- prepares and submits to City Council a budget for next fiscal year.
- administers budget after its adoption by City Council

- keeps Council informed as to conduct of City affairs and City's financial status.
- directs the centralized purchase of equipment and services, assuring that proper bidding procedures are followed.
- establishes and manages procedures for handling City funds, including: collection of fees and taxes; custody of receipts; and borrowing and investment strategy.
- coordinates the City's economic/community development efforts among the City, the Chester Redevelopment Authority and the Chester Economic Development Authority and federal, state and county agencies.
- searches out and applies for sources of grants, credits and discounts.

At the time of the first vacancy in the office of City Manager, City Council shall appoint a City Administrator. He/she shall assist the Mayor and Council in administering the departments and agencies of City government. The City Administrator shall be appointed by, and serve at the pleasure of, the City Council. The City shall apply to the Department for a grant under Act 47 to supplement the salary and benefits of the City Administrator, with the following qualifications, on a declining basis over a three year period. The City shall cooperate with the Department and Coordinator in conducting an open recruitment process for the City Administrator.

The City Administrator's qualifications, powers and duties shall be as follows:

Qualifications

- chosen on the basis of executive and administrative abilities.
- Bachelor's Degree in Public Administration, Political Science, Business Management or a closely related field. An MPA/MBA is desirable.
- minimum of five years progressively responsible municipal government administrative/financial management experience, particularly budgetary experience. An MPA/MBA or equivalent can be substituted for one year of experience.
- fundamental understanding of personnel, purchasing, data processing, and finance practices within a municipal government environment.
- experience working with, and involvement in, an ethnically diverse community setting.
- ability to deal effectively with staff, City Council and the community.
- need not be a resident of the City at the time of appointment, but shall establish residency within six months of appointment and during tenure in office unless otherwise waived by City Council.

Powers and Duties

- serves as both Chief Administrative Officer and Personnel Director of City.
- responsible to City Council as a whole for efficient administration of the affairs of the City.
- supervises and is responsible for activities of all City departments.

- serves as Deputy Director of all departments.
- Council members acting in executive capacity as Department Directors should execute their direction through the City Administrator.
- hires and discharges all employees with the prior approval of the majority of City Council and consistent with Civil Service, collective bargaining agreements and other applicable law.
- attends all meetings of City Council with the right to take part in discussions.
- in cooperation with the Director of Accounts and Finance Department, prepares and submits to City Council a budget for next fiscal year.
- administers budget after its adoption by City Council
- keeps Council informed as to conduct of City affairs and City's financial status.
- directs the centralized purchase of equipment and services, assuring that proper bidding procedures are followed.
- establishes and manages procedures for handling City funds, including: collection of fees and taxes; custody of receipts; and borrowing and investment strategy.
- coordinates the City's economic/community development efforts among the City, the Chester Redevelopment Authority and the Chester Economic Development Authority and federal, state and county agencies.
- searches out and applies for sources of grants, credits and discounts.

Phase 2. Consideration of Change in Form of Government.

Not later than January, 1997, Council shall discuss and give serious consideration to changing the City's form of government. Council should give consideration to a variety of forms of government, including without limitation Council/Manager and Strong Mayor/Council.

In reviewing forms of government, Council should consider the advantages of separating the executive functions of government from the legislative functions.

Other Administrative Management Recommendations are as Follows:

- The City shall develop a revised Table of Organization delineating formal reporting lines of responsibility and procedural protocols by which all department supervisors and other management personnel shall communicate and coordinate their collective efforts.
- The City shall prepare an Operating Procedures Manual for each City Department. The purpose of each manual is to provide for the establishment of an "institutional memory" whereby departmental operations can proceed unimpeded in the event of the loss or absence of key personnel.
- With technical assistance from the Recovery Plan Coordinator, the City shall develop/adopt an Administrative Code.
- Those current positions which have heretofore functioned as Assistant Department Heads (e.g., Police Commissioner, Fire Commissioner, Deputy Director of Accounts and Finance, etc.) shall function as departmental

"supervisors" who shall report to and through the City Manager/Administrator, as Deputy Director of all Departments, on all operational matters.

- The City shall undertake a major capacity building effort aimed at training management, supervisors and elected officials as to their respective roles and responsibilities and technical aspects of all programmatic functions of municipal government. The City shall take advantage of training programs offered or sponsored by the Department.
- The City, through its Solicitor, shall undertake a comprehensive review of all City ordinances in an effort to update its regulatory measures. Where necessary, outdated ordinances shall be rescinded and new ordinances added to reflect current operations and existing law.
- The City shall apply to the Department under Act 47 for grant funding to assist in the definition and development of a Local Area Network (LAN) to coordinate all data processing functions and to establish an interactive database for all personnel, financial, budgetary, management and operational functions. At a minimum, this system shall age receivables, track accounts payable, improve service charge billing procedures and generate interim and final financial statements. In consultation with the Plan Coordinator, the City may find it necessary to make interim purchases of personal computer hardware which shall be network compatible. LAN development shall include a detailed needs analysis by a qualified computer

consultant, including input from City Council and key employees and phased introduction of new hardware. It is understood that the Department grant may not be sufficient to complete the entire project and that other funds, including the City's capital budget, may be required to supplement the grant.

- The City shall apply to the Department for funding to support a Peer Study to review the staffing and operating procedures of the Department of Accounts and Finance. The Study shall also consider whether the duties and responsibilities of the City Treasurer can be better integrated with the staffing and operating procedures of the Department of Accounts and Finance.

- The City Council has recently established, and shall continue in force, appropriate performance standards for the Office of the City Clerk, which shall include timetables for the prompt completion of all minutes of meetings of the City Council.

- The City shall designate an individual as Records Retention Coordinator who shall head a City-wide task force that shall establish a records management plan in compliance with the State Records Retention Act. Critical elements of this plan shall include periodic disposal of unneeded records and an efficient retrieval system for City officials and employees. Council shall adopt such a records retention management plan.

Personnel Management

It is essential for this Recovery Plan to be effective that the City develop a strong internal human resource capacity. This makes it crucial that qualified and competent individuals fill key administrative positions. This section sets forth personnel management recommendations that are not covered in Chapter V (Collective Bargaining). Consistent with the recommendation made earlier in this chapter, the City Manager/Administrator shall be designated as the City's Personnel Officer. The chief responsibilities of this position are to deal with grievances, employee benefit matters, pension issues, labor management issues, recruitment and other personnel related inquiries/issues.

- In order to attract and retain qualified professionals to assist in managing the City's departments, the City shall, as an immediate short-term measure, conduct a local competitive wage and salary survey for all existing and/or contemplated management position classifications.
- Based on the finding of this survey, City Council shall consider salary adjustments that are warranted to maintain the City's competitiveness in the local government job market.
- In order to fund any increased salaries under any new management compensation plan, the City shall apply to the Department prior to the end of 1996 for a grant under Act 47 to supplement the salary and benefits of the supervisor in the Accounts and Finance Department and the supervisor in the Parks/Recreation Department on a declining basis over a three year period. See Chapter VIII for the proposed salaries and grant supplement

schedule. The City shall cooperate with the Department and the Coordinator to prepare minimum qualifications and the powers and duties of these positions and in conducting an open recruitment process for these positions. This salary grant would be based on the difference between the 1995 salary base, if applicable, and those adopted by City Council for the three year funding period.

- Within one year of adoption of this Plan, the City shall seek a grant from the Department to undertake a comprehensive Wage and Salary Classification Study. Key elements of this study shall be the development of written job descriptions for every position, including part-time positions. The duties and responsibilities delineated in these job descriptions shall be in addition to the job specifications provided in any current collective bargaining agreement(s).

- The City shall assure that compensation increases for non-union employees are fair.

- The City shall establish a personnel system which includes recruitment procedures, performance evaluation system, progressive disciplinary procedures, general work and safety rules, a grievance procedure for non-union employees, an efficient centralized personnel file and records system, the development and issuance of an employee handbook and personnel policies and procedures, a new employee orientation program, and an employee exit interview system. This system shall include a mechanism by which Council, upon recommendation of the Solicitor or outside labor counsel, determines whether to proceed to arbitration of disputes or appeal from such arbitration result.

- The City shall establish mandatory residency requirements for all management personnel and for those positions not currently exempted from residence through collective bargaining. However, it is strongly recommended that the City Council give careful consideration to giving a good measure of flexibility to this requirement through the provision of waivers to be granted on a case by case basis. If the City is to attract individuals with the requisite experience, such a policy should remain in force until the City has stabilized its financial situation.
- Current staffing needs shall be examined in all departments and unnecessary staff positions and/or unproductive staff shall be eliminated.

Financial Management

In its Consultative Evaluation dated March 6, 1995, the Department emphasized the City's history of ineffective administrative and financial management practices. These practices included the lack of independent audits since 1992, the operation with a deficit (expenditures exceeding revenues) for five consecutive years, pension funding deficiencies, the consistent funding of deficits with unfunded debt borrowings rather than by immediately reducing expenditures to match actual revenues, the inability to adopt realistic budgets in a timely fashion, and what the Department described as "a general lack of budgetary and financial management controls."

> "Purchases have been made in the past with or without having a purchase order beforehand, and regardless of whether the money had been appropriated. Periodic budget to actual reports, which are an essential budget control, do not exist. There is no system in place to insure that the departments follow the budget." (p. 10).

As stated above, this Plan acknowledges the progress made by the Mayor and City Council since January, 1996 in addressing many of these administrative and financial management problems. The following recommendations are designed to build upon that progress and to institutionalize fundamental financial management practices to reduce, and then eliminate, the historic financial chaos within which the City has functioned.

<u>Structure</u>

- The Accounts and Finance Department shall organize its functions as outlined on the chart in Attachment A to this Chapter.

<u>Purchasing</u>

- A purchasing unit shall function within the Accounts and Finance Department and be staffed independently of the cash disbursements (payables) function. All purchases shall be initiated through this unit. No purchases shall be made without prior written approval from a member of this unit.
- The City shall keep current a list of approved vendors.
- Consistent with the City's Charter and other applicable law, written purchasing procedures, including the use of purchase orders, shall be

developed for purchases of goods or services under $10,000. Bidding procedures shall be established and implemented for all City operations for purchases of goods or services exceeding $10,000.

- Before purchasing or leasing any vehicle or equipment for City use, the City shall review and consider whether "piggy-back" purchasing programs available through the Commonwealth or Delaware County offer more favorable terms.
- A system shall be created and implemented to control the purchase and use of gasoline by authorized personnel. The system shall account for usage by City department, at a minimum.

Budget and Financial Controls

- The Accounts and Finance Department shall be included in the City computer network as a LAN which can interact, as appropriate, with other departments.
- The City shall develop a formal budget process, including a formal budget calendar and budget procedure, along with appropriate forms. Annual budgets shall be balanced based upon realistic revenue projections consistent with actual, historic results.
- The City shall oversee and track all grant funding and/or reimbursements received by the City. This process shall be centralized and incorporated as part of the function of the Accounts and Finance Department.

- The City shall develop a formal five-year capital improvement program aimed at meeting both the immediate and long-term needs of the City's physical plant and infrastructure. The program shall identify and prioritize each capital project, its cost and anticipated start and completion dates, the amount to be spent each year, and the method of financing the project. The capital program should be included as part of the annual municipal budgetary process. The City shall develop a capital equipment list and replacement schedule as part of the capital improvement program.
- As part of the annual capital budget preparation process, at least one public hearing shall be held wherein the public can express its views on the capital needs of the City.
- Decisions with respect to long-term borrowing and other means of financing shall be made in conjunction with the provisions of the City's capital improvement plan.
- The Accounts and Finance Department shall prepare monthly reports on the actual revenues and expenditures of the City, as compared to the budgeted amounts, with appropriate commentary and analysis for review by Council.
- The Accounts and Finance Department shall develop a formal cash management plan which projects and displays both expected revenues and disbursements on a monthly and weekly basis.

- Written procedures shall be developed and implemented for internal control over cash receipts, cash disbursements and payroll.
- Maintenance contracts shall be considered for such City equipment as the copying machines, elevators, air conditioning and heating units, traffic signals and vehicles.
- The Department of Accounts and Finance shall coordinate the timing and needs of the independent auditors no later than February subsequent to year end. The department shall request a list of all material needed for the audit prior to commencement of the audit. The department Director shall designate individuals to prepare these materials and they will report to the Director. Audits shall be completed no later than June 30 of the year following year end.
- Audit findings and management letter recommendations shall be addressed each year within 30 days of receipt of such recommendations.
- At least every three years the City shall use written requests for proposals to obtain bids for the audit.
- Council members have ceased using cars at the expense of the City and receiving reimbursement of vehicle maintenance and insurance costs. Council members may be reimbursed at a reasonable rate for private vehicle usage on City business.

- Overtime shall be approved in writing by the respective department Directors prior to the City incurring such costs. Overtime shall be approved only in emergency and other defined situations.
- The City shall review the use of the City's phone system to assure its use for City business only. Each department Director will be held accountable for the usage in his/her department.
- Copies of the 1988 to 1990 audit of drug forfeiture money shall be obtained and reviewed by Council. In addition, a formal audit from 1990 through the current year shall be undertaken in order to ensure that all marked monies are properly accounted for.
- The City shall design and implement a preventative maintenance program for all City vehicles and equipment. That program shall include maintenance of a vehicle/equipment log for each piece of equipment, recording dates of work performed and nature of the work.
- The City shall prepare and disseminate a request for bids for the repair and maintenance of its vehicles.
- A review of the City's waste management and bulk collection agreements shall be undertaken in an effort to maintain reasonable services at the lowest possible cost.
- Detailed schedules of future debt service requirements shall be presented in conjunction with both the annual operating and capital budgets.

- The City shall undertake a formal fees and rates study in order to ensure that the cost of delivering specific services is recovered through the fees.
- The formal responsibility for the investment of all City funds shall be vested in a single individual.
- Council shall develop and formalize specific investment goals and criteria to be followed by the designated individual responsible for all City investments.
- The City shall consider the adoption of procedures for the establishment of a City-wide petty cash account to be administered by the Accounts and Finance Department. If such an account is established, the department shall maintain a petty cash book that tracks all cash transactions. A single individual shall be assigned responsibility for administering this petty cash account. Whether or not a City-wide petty cash account is created, the use of individual departmental petty cash accounts shall cease.
- A quarterly, written report from the City Solicitor on current litigation and the current number of labor arbitrations shall be developed so that the City can anticipate the fiscal implications for the current or future years.
- A new chart of accounts shall be developed in order to establish better budgetary management.
- All staff personnel in the various finance-related offices shall be trained in alternate operational areas so that temporary job assignments can be made to accommodate peak periods.

Payroll/Benefit Management

- Payroll records shall be maintained in a secured location. Access to those documents and ledgers shall be limited to authorized personnel only.
- To the extent consistent with applicable labor agreements and only if all City departments can be included, the City shall move from a weekly payroll to a bi-weekly payroll.
- The City Administrator shall inform the health and life benefits coordinator on a monthly basis of new employees, employees who have left, were terminated, or retired.
- Uniform time sheets shall be created for all departments and submitted to the Payroll Supervisor weekly. These time sheets shall include regular hours worked, overtime hours, sick hours, holidays, vacation hours, court time and other related information.
- Time clocks shall be considered for purchase and utilization for all non-management staff. The time cards shall be reconciled to employee time sheets.
- Legal documents and other sensitive materials shall be maintained in locked fire-proof cabinets.

Real Property Assessments

- The City Council shall consider discussions with the Delaware County Board of Commissioners to investigate the viability of having the County be responsible for the administration of all City-wide assessments and appeals. Careful consideration must be given to the effect upon City revenues of any required adjustment to the City's millage to conform with any change in assessed valuation.

- The City shall also undertake an analysis of benefits, if any, that might accrue if the City were to consider a separate millage levy for land and buildings.

<u>Revenue Collection</u>

- The City shall establish and formalize acceptable reporting and work plan standards to be maintained by all contractors carrying out Act 511 tax collection related activities.
- The City shall require Act 511 tax collection contractors to submit monthly progress reports on all City related activity. Where established standards are not being met, contracts should be canceled.
- Beginning no later than January, 1997, the City shall contract with two separate entities to collect current and delinquent Act 511 taxes, respectively. The City shall obtain proposals for these services. Ample provision shall be made in all contracts to enable the City to immediately terminate services for lack of performance.
- The City shall maintain its own Act 511 books and records and reconcile those records with the collection agency's reports at least, but not limited to, each quarter.

- Procedures shall be established in the Accounts and Finance Department to ensure that rubbish and other bills for services rendered, current and delinquent, are sent out on a regular and timely basis.
- Beginning no later than January, 1997, the City shall develop a procedure for sending an initial collection letter to all Act 511 tax delinquents prior to turning delinquent accounts less than 30 days old over to outside collectors. A similar procedure shall be developed for notification to real property tax delinquents prior to turning delinquent accounts aover to the County Tax Claim Bureau.

Treasurer Functions

- An Operations Manual for each respective position shall be established so as to ensure appropriate financial control and accountability.
- Any cash receipts for licenses, permits, deed registrations, traffic tickets and other miscellaneous receipts received directly by the departments shall be forwarded to the Treasurer's Office daily.
- The Treasurer's Office shall deposit collections daily to the depository institution.
- Keys shall be obtained from the depository institution for the night deposit box and an escort shall be assigned to accompany the depositor each evening.
- Keys to the safe in the Treasurer's Office shall not be maintained in the Treasurer's Office after hours.

- The Treasurer's Office shall accept partial delinquent payments for rubbish and other services and properly account therefor.
- The City shall secure the Treasurer's area as follows:

  The buzzer under the tellers' windows shall be connected to the Police Department.

  The security system installed shall be connected and activated, security windows shall be installed to the tellers' area, and the windows shall be repaired so that they can be locked in the evening.
- The "panic" alarm in the Treasurer's Office shall be activated in the Police Department to establish appropriate security.
- The current building security system for City Hall and the Annex shall be activated by the City.

<u>Intergovernmental Relations</u>

The City and its elected officials must assume a more active role in the development of improved intergovernmental relations in the region.

- The City shall work with Delaware County and the Chester Upland School District to establish a joint task force to explore ways that "quality of life" services in the Chester area can be improved through intergovernmental program and facility management. Quality of life issues relate specifically to cultural, educational and recreational services, social services and family services which will enhance the City's social environment.

- The city shall meet and discuss with the School District matters of joint concern such as facilities management and usage, tax policy and recreation programming.
- The Chester Housing Authority (CHA) has established its own security personnel to provide security services to its housing communities. However, the CHA receiver has expressed continuing interest in using, and paying for, enhanced City police services within those communities. The City shall initiate discussions with the CHA receiver with the goal of negotiating a police services agreement with CHA.
- The City shall cooperate with local representatives of CHA to alleviate and resolve the conditions leading to receivership of CHA so that CHA may be returned to local control and management.
- The City shall pursue cooperative service arrangements with neighboring municipalities. To the extent that any Councils of Governments or local government consortiums exist, the City shall participate. Areas of cooperation for exploration include purchasing, equipment sharing, code enforcement, traffic signal maintenance, animal control, mutual aid for emergency services (police, fire and EMS), and any other services which lend themselves to cooperative efforts.
- The City shall improve its communication with such federal and state agencies as HUD, DEP, PennDot and the State Department of Commerce

so that Chester projects and concerns receive due attention and consideration.

- The City shall consider membership in the Pennsylvania League of Cities and Municipalities and shall pursue potential sources of funding for such membership dues.

Cable TV Franchise Agreement

The current Cable Television franchise holder shall be put on immediate notice that at the earliest possible date, the City intends to pursue formal renewal negotiations, as provided for in federal cable regulations.

In order to carry out these formal negotiations, the City should retain the services of a consultant who specializes in, and is fully cognizant of, the current federal regulations.

The provisions of the current franchise agreement shall be carefully examined by the consultant, with special attention being given to the definition of gross receipts. A formal audit of the annual gross receipt revenues remitted under the franchise agreement shall be undertaken by the City in order to verify and reconcile the accuracy and completeness of previous year payments received.

Facilities Management

The various buildings that the City owns represent a large portion of its assets. In order to properly maintain the City's facilities, ample provisions must be made in both the annual operating and capital budgets for maintenance, repair, and, in some instances, replacement.

Therefore, the following recommendations are made in addition to those concerning specific facilities discussed in various sections of this plan:

- The City shall apply to the Department for a grant to undertake a comprehensive facilities maintenance study to identify the relative priority of the City's facility maintenance and repair needs. The recommendations contained therein should quantify the current dollar cost to accomplish each task and prioritize the projects so that they can be included in the Annual Operating and Capital Budgets over a reasonable (five to seven years) term.
- The City shall apply to the Department for a grant in order to undertake a public facilities space needs study that shall cover a planning period of no fewer than 20 years. The aim of this study shall be to identify the current and future needs of the City in terms of operating space and to formulate recommendations in terms of future capital planning. Particular emphasis shall be placed on locating new space for the City's Police Department, which is currently operating under deplorable physical conditions, and on replacing the Dock Street garage.
- The City shall undertake a study in order to evaluate the City's compliance with current ADA requirements in and around its physical plant. The study should (1) determine the level of City compliance; (2) prioritize improvements considering need and available funding; and (3) recommend funding sources, including the City's capital budget.

Professional Contractual Services

In order to ensure that the City can fully meet its legal, engineering and other professional service needs and yet at the same time minimize, to the greatest extent possible, the cost thereof, the following are recommended:

- The City shall undertake a comprehensive audit of all of its outside consultant services (including legal services) to determine the nature of the services, the extent to which they are required, and the extent to which they could be performed by current City employees. Wherever possible, such relationships should be established on the basis of either a minimal retainer and/or a per-hour rate, with a not to exceed amount, on any given project or assignment.
- Each department shall review its current staffing to ensure that current full-time staff is being utilized to the greatest extent possible to meet these needs.
- All outside professional consulting services shall be required to submit to City Council, on a monthly basis, a detailed accounting of the number of hours spent, the topic or project undertaken, the results of those efforts to date, and an analysis of the work yet to be undertaken.
- In order to ensure competitive rates, requests for proposals (RFP) shall be issued for all professional consulting services. Final selection should be based on the same standards applicable under State procurement laws.

- The City shall conduct a thorough review of the City's use of outside legal services beyond the services provided by the City Solicitor's office. The analysis shall include fees paid by category of legal services provided and recommendations as to how outside legal fees may be reduced.

Public Safety

Police Services

Public Safety services are one of the primary reasons for the existence of local government in Pennsylvania. The ability of a municipal police department to provide protection to persons and property has a direct impact on a community's viability and success. When a police department is unable, for whatever reason, to perform its function, the general public develops a disrespect for law and order which results in unacceptable levels of criminal activity. In the City of Chester these problems have occurred, resulting in unsafe streets and unappealing living conditions which only worsen difficult economic problems. Loss of population and business continues, thus further reducing the tax base and the ability of the City to pay for essential services such as police protection. Chester's crime rate illustrates the need for a strong, well-trained, properly equipped police force.

The Police Department is currently staffed with 107 sworn officers, including the Police Commissioner. Support is provided by 7 clerical personnel, 52 crossing guards and a paint crew foreman. The department is housed in a sub-standard structure located at 5th Street and the Avenue of the States. The building is generally inaccessible to handicapped individuals and is poorly maintained.

The principal tool for police patrol effort is the motor vehicle. The lack of an adequate number of functioning patrol vehicles has created a serious operational problem for the City both in terms of finances and operations. According to City insurance records, the City has assigned 46 vehicles to the Police Department, including several motorcycles and special purpose vehicles. Nevertheless, the City is constantly pressed to have enough functioning vehicles to cover daily patrol. The City has also used some foot patrols when the schedule and manpower permit.

The following observations and recommendations are made in order for the City to strengthen its police service:

- Based upon successful implementation of the recommendations contained in Chapter V (Collective Bargaining Issues) of the Plan designed to reduce the cost per hour to the City of police services, the City shall make every effort to provide the following:
    - sufficient number of police officers to provide coverage and service seven days per week, twenty-four hours per day. This number shall take into account specific neighborhood safety needs as well as recognized police personnel manning standards
    - sufficient back-up support for officers on duty
    - police response capability to respond to emergencies within a reasonable period of time according to commonly accepted police professional standards

- capability to handle investigations in terms of both manpower and training
- trained police officers in specialty areas such as juvenile, vice and narcotics
- effective, preventive patrols (foot and vehicle) and contact with citizens to minimize crime, traffic violations and other ordinance violations
- regular, on-going training for all police personnel without regard to seniority to comply with Act 120 requirements, at a minimum
- police vehicles sufficient in number and condition to support patrol and investigative work
- other police equipment, including proper uniforms and specialized equipment, in operating condition

- The City shall assign all sworn personnel only to duty which requires sworn officers, and all other functions not requiring a sworn officer shall be assigned to civilian personnel.
- The Chief of Police and supervisory personnel shall dedicate sufficient time to the supervision and direction of the department.
- The police communications system shall provide continuous communication among the 911 center, the police headquarters and/or any sub-station(s) and the officers on duty twenty-four hours per day, seven days per week.

- A written directive shall establish the authority and responsibilities for all communications functions including radio, telephone, and data processing functions.
- Procedures for effectively monitoring on-duty personnel shall be established and observed.
- All calls for service shall be properly logged. Written directives shall be utilized to insure logging of date and time of request, name and address of complainant (if possible), type of incident, location of incident, time of dispatch/time of officer arrival, time of officer return to service and disposition or status of call.
- There shall be a written policy for police record keeping.
- There shall be a written field reporting manual.
- There shall be effective supervisory review of all field reports to insure that the assignment has been satisfactorily completed and reported.
- The City shall initiate all procedures necessary to assure that police supervisory personnel are not in the same bargaining unit as subordinate personnel in order to insure effective, objective supervision and discipline.
- An index shall be maintained of incidents by type, location, time and day as well as stolen and recovered property.
- There shall be a regular analysis of police activity, based on records and periodic reporting to elected officials, management, the media and the citizens of the community.

- A maintenance and replacement schedule for police vehicles, to assure high performance, safety, and cost effectiveness, shall be utilized and shall be included as part of an overall municipal vehicle policy.
- The City and the F.O.P. shall establish a meet and discuss work group as a vehicle to work out disagreements regarding implementation of collective bargaining.
- The City shall regain its management prerogatives with regard to scheduling, job assignments, and other related issues.
- The City shall conduct a comprehensive evaluation of sick leave usage and initiate disciplinary procedures for those employees who are either abusing this privilege or have chronic absenteeism.
- The task of traffic sign maintenance shall remain assigned to the Streets and Highways Department.
- The City shall re-evaluate its patrol sectors in order to assure the most effective use of personnel. All efforts shall be made to assign patrol to high crime areas and to prevent new trouble areas. City Police shall interact with the Chester Housing Authority security operation.
- A power shift (e.g. 7:00 p.m. to 3:00 a.m. or other similar period) shall be re-instituted. It shall be properly supervised.
- Consistent with applicable labor agreements, the City shall utilize a shift rotation policy for police personnel. Fixed shifts shall be eliminated. The Chief of Police shall have the right to assign and schedule personnel in

order to provide the City with optimum, cost-effective police service. This will allow for all officers to develop a broader base for knowledge of the department and will facilitate a better in-service training program.

- The City shall continue its operation of the DARE program with the expectation that the school district will maximize its funding effort with available drug/alcohol education funds.
- Updated mutual aid agreements shall be developed and approved by the City for use with all communities with which the City provides or receives mutual police aid.
- The City shall consider the establishment of neighborhood crime watch programs.
- The City shall adopt a hot-pursuit policy pursuant to state law. This will help manage the City's liability and hopefully minimize future vehicle damage.
- The Police Department shall be included in the City computer network as a LAN which can interact with the civilian, administrative components of the system. The City shall cease the practice of fragmented data processing for its operations.
- The position and/or rank of detective shall be eliminated. Those officers assigned to plainclothes or investigative work shall work at their civil service rank at the appropriate rate of pay. Seniority may be a consideration for work assignments but only as an indication of experience.

- The City shall apply to the Department to fund a thorough peer-to-peer management review and analysis of the police department as a means to improve productivity, discipline and professionalism.
- The City shall review the Police Department's current organization of patrol sectors, shift assignments and manning to reduce dramatically the amount of overtime logged within the Police Department.
- The City shall encourage retirement of as many eligible officers as possible and any long-term injured on duty officers shall be given honorable discharges.
- The City has received federal grant money to hire additional police officers. As soon as the required local share for such grants can be secured by the City, those grant funds should be used to hire additional police officers.
- The City shall allocate capital funds for the purchase of new police patrol vehicles. The City shall also apply to the Department for a grant to fund the purchase of public safety equipment, particularly police cars, at the rate of two cars per year for a total of six cars. 50% of the cost of such vehicles shall come from City funds, probably capital funds.

Civil Service Procedures

- Civil Service Commission members responsible the conduct of entry level exams shall be qualified by education and/or experience to perform this function.

- Properly enacted and comprehensive civil service regulations (for both Police and Fire personnel) shall be utilized by the City. Among other items, these rules and regulations shall include the following requirements:
    - A background investigation shall be conducted prior to appointment.
    - A physical ability test shall be developed and utilized as a prerequisite to taking the written civil service examination.
    - Only the City appointed medical examiner shall conduct the pre-employment physical examination.
    - An emotional stability and/or psychological fitness examination shall be conducted by a qualified professional prior to appointment.
    - Individuals who are candidates for supervisory or management positions in the police or fire departments shall undergo higher level training in management prior to assuming duties.
    - A minimum 12 month probationary period for both entry level and promotional positions shall be required.
    - The work performance of all probationary employees shall be evaluated during and at the end of the probationary period. Formal assessments shall be undertaken, and no candidate shall be offered a permanent position if during probation there are documented indications of inability to perform to acceptable standards.

Fire Services

Another key public safety service for City residents is fire protection and prevention. As the City's housing and building stock ages, the risk of fire increases and the need for a well staffed, well trained fire department also increases.

The City is currently served by a full-time paid Fire Department which is responsible for fire prevention and suppression. The Department maintains headquarters at the Main Station at 14th and Upland Streets in addition to a second station located at 3rd and Tilghman. The primary equipment inventory is made up of 16 vehicles including a squirt/pumper, a foam pumper, a dash pumper, a ladder/pumper and other related equipment. The current staffing consists of 66 fire fighters, including the Commissioner and officer positions.

The following recommendations are provided:

- The City shall initiate all procedures necessary to assure that fire supervisory personnel are not in the same bargaining unit as subordinate personnel in order to insure effective, objective supervision and discipline.
- The City shall review the Fire Department's current organization of shift assignments and manning to reduce the amount of overtime logged within the Fire Department.
- All fire fighters shall be used for fire code enforcement and fire prevention especially during free time on scheduled shifts. The intent is to eliminate idle time which is an institutional problem in the fire service.
- The City shall adopt and enforce the current BOCA basic fire code. Regular inspections shall take place on all covered buildings. In addition,

- fire drills and inspections shall take place at all schools, public buildings and hospitals.
- NFPA 1500 standards shall be met to the extent possible by the City. The Fire Commissioner shall recommend to Council a schedule by which these standards can affordably be phased in.
- The City shall develop and maintain effective, regular, on-going training for all fire personnel without regard to seniority.
- The City shall adopt an Emergency Management Plan or update any such existing plan. The City shall also appoint a current Emergency Management Coordinator.
- Updated mutual aid agreements shall be developed and approved by the City for use with all communities and fire companies with which the City provides or receives mutual fire aid.
- Adequate and complete records of all Fire Department activities shall be maintained and reported regularly to City officials.
- The Fire Department shall be included as a LAN within the City's computer network.
- The City shall apply to the Department to fund a thorough peer-to-peer management review and analysis of the Fire Department as a means to improve productivity, discipline and professionalism. That review and analysis shall include a review, and incorporation where applicable, of the Fire Department Study conducted through the Department, dated

September, 1992. The review shall include the possibility of utilizing City resident volunteer firefighters to supplement the paid force. The review shall also evaluate the viability of forming a Department of Public Safety to include the police and fire functions to encourage cross-training and full utilization of available manpower.

Code Enforcement

The City's health, housing, building and fire code enforcement are the responsibility of the Department of Public Safety. The strict but fair enforcement of these codes is obviously critical to the safety of City residents and the viability of its housing stock.

In a report prepared through the Department, dated November, 1993, a peer-to-peer consultant made several observations and recommendations concerning the City's code enforcement program. That report raised such concerns as the legal enforceability of notices sent by the inspectors; training provided to inspectors; logging of violation notices; and the fact that current editions of model codes such as the BOCA Building Code were not being enforced.

- The recommendation is therefore made that the City shall apply to the Department to fund an updated peer-to-peer study of the City's code enforcement program. The study should address the issues raised in the 1993 report and other issues as defined by the peer consultant.

The City's Codified Ordinances at Part 15 (Fire Prevention Code) and Part 17 (Building and Housing) incorporate by reference a variety of national model codes, such as the BOCA Basic Fire Prevention Code, Life Safety Code, BOCA Basic Building Code, BOCA

National Existing Structures Code, BOCA Basic Mechanical Code, BOCA Basic Plumbing Code, and the National Electric Code. However, the versions of these codes adopted by the City are out of date and do not account for revisions to the Codes over the past several years.

- The recommendation is therefore made that the Solicitor review the City's Codified Ordinances and recommend to Council the adoption of current versions of these codes.
- It is also recommended that the City take advantage of available training programs to insure that its code enforcement personnel are properly educated and trained in the interpretation and application of the current versions of these codes.

Streets and Highways

One of the key factors to enhancing the City's image as an attractive place to live and work is the maintenance of streets, sewers and public property.

The primary maintenance facility is located on West 2nd Street. Current staffing consists of 48 employees, including the City Engineer and street maintenance personnel. Equipment utilized by the Department includes trucks, sewer maintenance equipment and street sweepers. A total of 29 vehicles are assigned to these services.

The following recommendations are made:

- The City shall retain the services of a consultant-traffic engineer to evaluate current traffic patterns and locations of traffic signals to eliminate unnecessary traffic signals and to install less restrictive traffic controls where necessary. The City Engineer has begun this analysis.

- With the assistance of PECO, the City shall initiate a study to confirm the location of all street lights being billed to the City. That study shall also include an analysis of whether such lights are necessary, cost effective and efficient and whether selected street lights may be removed without compromising public safety.
- The City shall initiate discussions with Westinghouse to renegotiate the Host Community Agreement related to the Westinghouse waste disposal facility. Such negotiations should reflect that Westinghouse has been granted a license to dispose of residual waste and should include discussion of reduced rates to the City for processing City waste.
- The City shall initiate an analysis of the City labor force available to the Streets and Highways and Recreation Departments, including manpower levels, productivity and assignment schedules. The City shall continue its ongoing efforts to combine the labor forces from the two departments to facilitate greater efficiency and productivity.
- A clear chain of command and organizational chart shall be established for the department. Non-union supervisory authority must be clarified and strengthened.
- Management generated work rules shall be established which shall address standard operating procedures for all departmental tasks and functions.

- A written work order system has been installed and shall be continued in order to document assigned jobs and completion thereof.
- City maintenance workers shall be required to wear uniforms for ease in identification.
- Time keeping procedures shall be handled by supervisory personnel with proper oversight of punch-in and out procedures. All non-management personnel shall punch a time clock and sign time cards at the end of each pay period. Supervisory approval shall be provided before processing of payroll.
- Two-way radios shall be installed in all vehicles in order to insure employee safety and to improve operational efficiencies and accountability.
- Radio protocols shall be instituted which will insure the ability to locate all vehicles and to confirm the status of employees and assigned work details.
- Employees shall not be permitted to store any personal property in City buildings, especially that which may be recovered while on duty.
- The City's vehicle weighing scales shall be reviewed to determine whether they can economically be made operational to control truck weight on City streets and to generate revenue from violations of weight regulations. If not, the City shall consider the purchase of a new scale as part of its capital budget process.

- A general inventory of all City maintenance vehicles shall be made with an assessment made of each piece. Non-functional equipment shall be sold off for parts or scrap.
- Streets and Highways facilities shall be inspected regularly and kept clean.
- The City shall post proper height limitation signage on all rail and other overpasses.
- The City shall adopt a Snow Emergency Operation Plan, including snow emergency priority routes and a methodology to respond to emergencies with existing equipment and personnel.
- The City shall work with the Department to involve LTAP to assist in meeting the City's training needs in streets and highway.

<u>Recreation and Leisure Services</u>

The provision of recreation and leisure services to City residents is a critical component of the overall quality of life in the City. This is especially true as it relates to the development of the youth of the community. The existing effort is under-funded and as a result inadequate programming and facilities exist.

The City currently has 267 acres dedicated to outdoor recreation. The facilities include 8 public parks, 1 public boat access area, 15 play areas and parklets, 8 schools with recreation facilities, 11 private facilities and one YWCA building.

The following minimum recommendations shall be implemented:

- The City shall conduct a comprehensive review of all recreation facilities in order to assess safety and functionality.
- The City shall review the current use of facilities and current recreation programming. The recommendations set forth in the Recovery Action Program prepared by Carter Van Dyke Associates (January 1991) shall be implemented.

The City's Community Center has never reached its potential as a recreation asset. During its planning and construction, inadequate contracting, construction management and accounting procedures and controls resulted in a demand from the federal government that grant funds exceeding $200,000 be returned to the federal government. Recreation programming at the Center has been limited. Although many non-governmental organizations have used the Center, written lease agreements have not been used and the collection of rent and fees has been, at best, uneven. The following recommendations are designed to increase the value of the Community Center to the City as a recreation asset.

- Through its Department of Recreation, the City shall assign overall management responsibility for the Center to the supervisory employee.
- The City shall conduct a thorough review and internal audit of the expenditure of federal grant funds in the planning and construction of the Center. Using the information developed in such audit, the City, with the assistance of the Department, shall initiate discussions with the appropriate federal agency to reduce or eliminate the demand for return of federal grant funds.

- The City shall initiate discussions with the Delaware County YMCA to retain the Y's services in programming and operating the swimming pool at the Center.
- The City shall solicit private funds from interested parties to support recreation programming and activities at the Center.
- The City shall review the terms and conditions under which the Center is currently made available to non-City users. The City shall establish a schedule of rent and fee rates for use of the Center's various facilities and shall collect such rentals and fees from all users. Such rates shall cover the City's costs and generate net revenue to the City.
- The City shall develop and use written leases and facility use agreements.

Insurance Coverage and Cost

Coverage and Cost of Insurance

The City's insurance coverage is managed by Brokerage Professionals, Inc. The coverage is provided by various underwriters.

The 1995 and 1996 (budgeted) insurance coverage and related costs are as follows:

Coverage — Premiums

	1995	Budget 1996
Bonds	$7,500	$8,600
Commercial Vessel	0	$1,000
Health		$2,511,804
Life	$65,724	$70,000
Police Professional	$212,285	$210,000
Property	$51,452	$52,000
Public Officials	$56,347	$50,000
Vehicles	$251,190	$250,000
Workers' Compensation	$1,828,001	*$1,646,146
Self Insurance	$86,755	$75,000
Risk Management (Broker's Fee)	$18,000	$18,000

* Based on current calculations, Workers' Compensation premiums are projected as follows: 1997 - $1,447,794; 1998 - $1,234,617.

Recommendations

The City shall prepare a current listing of vehicles in the City. A comparison should be made to reconcile the vehicles owned and currently operating to the vehicles insured. Old or non-existent vehicles should be removed from the insurance policy.

The City shall prepare a current listing of all the buildings owned and operated by the City. A reconciliation of the buildings should be made to the buildings insured by the property policy.

The City shall determine the reasonableness of the Police Professional and Public Officials coverage as compared to other cities. Coverage shall be reduced/increased where practical.

Workers' compensation premiums represent a significant percentage of the regular and overtime pay budget and total budgeted expenditures. In part, the cost is very high due to a disabilities provision in the police pension plan. If an officer retires with a disability, his compensation increases 30%. (For a disability, the retirement benefit is equal to 80% of the last 12 months of compensation; for a normal retirement, the benefit is equal to 50% of the last 12 months compensation.) This provides an incentive for officers to retire with a disability, thus increasing the cost to the City for workers' compensation and increasing the City's unfunded pension plan liability. In 1993, over 40% of the retiring officers claimed a disability. An estimated $1,500,000 in annual retirement costs could be saved by eliminating this provision and substantial costs could be saved by modifying this provision. The City shall attempt to eliminate or modify this provision.

The City shall prepare an analysis on a monthly basis of all officers receiving workers' compensation benefits. The City shall attempt to accomplish the result that the retirement benefits received by these officers be reduced by the amount of the workers' compensation payments as per the retirement plan. Elimination of these duplicate payments will result in a cost savings to the City in the range of $20,000 to $35,000 per year.

City Council shall review the effectiveness of the City's current efforts in risk management and loss control. Particular emphasis shall be given to the condition of parks and play facilities, public buildings and police operations. Advice and recommendations shall be sought from the City's insurance broker. Based upon this review, the City shall prepare and adopt a strategic plan for risk management and loss control.

CHAPTER IV

Budgetary and Financial Analysis

Review of Outstanding Debt

The City made application to the Department for an emergency loan in the principal amount of $1 million available under Act 47 and issued a General Obligation Note in such amount to the Department to evidence the loan.

On December 28, 1995, the City issued its Guaranteed Host Community Revenue Bonds, Series of 1995 (the "1995 Bonds") in the aggregate principal amount of $13,645,000 for the purposes of funding a portion of the City's unfunded debt due to deficits from fiscal years 1994 and 1995 and refunding the City's Series of 1992 and Series of 1993 Bonds (the "1992 and 1993 Bonds"). The partial funding of unfunded debt is a step toward fiscal stability while budgetary controls and other appropriate actions are taken to avoid future deficits. The proceeds of 1992 and 1993 Bonds were used to fund deficits, and the host community fees paid to the City related to the Delaware County Resource Recovery Facility and the City's full faith, credit and taxing power were pledged for the security of the 1992 and 1993 Bonds. In order to market the 1995 Bonds, the investment banking firm of Dolphin & Bradbury recommended that the host community fees be pledged as security for the 1995 Bonds, as well as such bonds being a general obligation of the City. The outstanding 1992 and 1993 Bonds had to be refunded to eliminate debt service coverage covenants in the 1992 and 1993 Bonds that would have prevented the host community fees from being used as security for the 1995 Bonds. Thus, the 1995 Bond issue was a combined financing for refunding and for providing funds to pay a portion of the deficits. The

1995 Bonds provided approximately $6,100,000 for purposes of deposit to the City's General Fund.

As the proceeds from the 1995 Bonds only partially funded the outstanding deficits, it is expected that the City will have to issue additional bonds or notes in 1996 to fund the remaining outstanding deficits of approximately $4 million. The City had petitioned the Court of Common Pleas of Delaware County in October of 1995 for approval to issue bonds or notes for the funding of all the outstanding deficits in accordance with requirements of the Local Government Unit Debt Act, as amended. However, the Court approved only a partial funding of the outstanding deficits, with the City being required to return to the Court in 1996 for the approval of the additional funding. A delay until June, 1996 to fund the remainder of the outstanding deficit also was recommended by Dolphin & Bradbury for bond marketing purposes.

Other than the 1995 Bonds, the City has a number of general obligation bond issues outstanding including the Series of 1967, Series of 1973, Series of 1974, Series of 1986, Series of 1987 and Series of 1989. The total amount of principal outstanding for these bond issues is approximately $15 million. The City should engage a financial advisor or investment banker to review this outstanding debt to determine whether any of the debt can be refunded or restructured in order to provide savings or cash flow relief to the City.

The City should also investigate whether it would be in its financial interest to issue bonds for the funding of its unfunded actuarial accrued pension liability pursuant to the recently enacted amendments to the Municipal Pension Plan Funding Standard and Recovery Act and the Local Government Unit Debt Act, such amendments being Acts 168 and 169 of 1994 respectively. The City's pension system had an unfunded actuarial accrued pension liability of approximately

$19 million as of its actuarial valuation date of January 1, 1994. The City should issue a request for proposals for investment banking firms to review the City's financial situation and its unfunded actuarial accrued pension liability to evaluate whether the City could issue bonds for such purposes in the market and, if a bond issue is feasible and beneficial to the City, to structure a bond issue and to market the bonds. Such a bond issue may provide cash flow relief to the City in 1996.

The $1 Million General Obligation Note issued to the Department to evidence the emergency loan currently matures on August 31, 1996. The City shall apply to the Department to extend the maturity of the Note to 2006 and to provide for equal payments over that ten year period of $100,000 per year as follows:

Date	Amount	Date	Amount
June 1, 1997	$50,000	October 1, 1997	$50,000
June 1, 1998	$50,000	October 1, 1998	$50,000
June 1, 1999	$50,000	October 1, 1999	$50,000
June 1, 2000	$50,000	October 1, 2000	$50,000
June 1, 2001	$50,000	October 1, 2001	$50,000
June 1, 2002	$50,000	October 1, 2002	$50,000
June 1, 2003	$50,000	October 1, 2003	$50,000
June 1, 2004	$50,000	October 1, 2004	$50,000
June 1, 2005	$50,000	October 1, 2005	$50,000
June 1, 2006	$50,000	October 1, 2006	$50,000

Real Property Tax

The City's 1995 and 1994 tax duplicates are as follows:

1995		1994	
Taxable Parcels:		**Taxable Parcels:**	
Assessment	$ 9,878,984	Assessment	$ 9,462,895
Assessed Value (@ 961.03 mills)	$ 9,494,000	Assessed Value (@ 929.03 mills)	$ 8,791,313
Actual Tax Billed	9,493,979	Actual Tax Billed	8,791,507
Collections	7,074,860	Collections	$ 6,586,319
Collections as a percentage of assessed value	74.52%	Collections as a percentage of assessed value	74.92%
Nontaxable Parcels:		**Nontaxable Parcels:**	
Assessment	$10,732,685	Assessment	$11,043,892
Nontaxable Parcels as a percentage of total parcels	52%	Nontaxable Parcels as a percentage of total parcels	54%
Total Assessment	**$20,611,669**	**Total Assessment**	**$20,506,787**

The twenty largest taxpayers are as follows:

- Scott Paper
- Chester Solid Waste Associates
- Park Terrace Apts.
- Commonwealth R/E Investors
- Boyd C. Wagner
- Delaware Co. Industrial Development Authority (Fidel. Ctr.)
- Delaware Co. Industrial Development Authority (Howard Johnson's)
- United Stinson Ltd.
- Wellingford Estates
- PQ Corporation
- Degussa Corp.
- Palmerhouse Associates
- Medford's Foods
- Chester Apts. Assoc.
- S-R St. James Assoc.
- Bevedere DHS, Inc.
- PA Housing Partners
- Crozer Chester Med. Ctr. (Community Hospital)
- Metro Machine of PA, Inc.
- Riverfront Capital (Penn Ship)

The twenty largest tax exempt parcels and categories are as follows:

Churches (approximately 100-200)	Delaware City Electric Company
Chester Housing Authority	Deshong Estate A.O.
Chester Redevelopment Authority	J. Lewis Crozer Library
CRRA (Chester Resource Recovery)	PB & WRR Co.
Chester Upland School District	PECO
Chester Water Authority	Penn Central
City of Chester	PA Higher Educational Facility
Commonwealth of PA	Salvation Army
Delaware River Port Authority (DRPA)	United States Postal Service
Delcora	Widener University

Revenue Enhancement Recommendations:

Tax Exempt Properties

A review of the current usage of all tax exempt parcels (which represent about 52% of total assessments for the City) shall be undertaken by the Department of Accounts and Finance.

The City shall petition the County to reclassify parcels which should no longer be tax-exempt. The City shall also inquire as to taxable activities or events occurring at the tax exempt locations.

In-Lieu-Of Tax Payments

The Director of Accounts and Finance shall aggressively seek in-lieu-of tax payments for municipal services provided to tax exempt properties. Specifically, the City shall continue discussions with the Receiver for the Chester Housing Authority (CHA) for in-lieu-of tax payments or payments otherwise due under agreements between CHA and the City.

The City has enacted ordinances, pursuant to state enabling legislation, to abate real property taxation upon improvements to both residential and non-residential properties (LERTA Program).

The residential tax abatement program was enacted through Ordinance No. 11 in 1988. Certain census tracts within the City are included in the program which abates taxes on improvements to deteriorated dwellings, and new construction of apartments up to ten thousand dollars ($10,000) and/or on new residential construction up to forty thousand ($40,000). The taxes are abated according to the following schedule:

Length	Portion
First Year	100%
Second Year	100%
Third Year	100%

After the third year, the exemption terminates.

According to the City Records, there are four dwelling units currently taking advantage of this opportunity; however they expire in 1996.

The nonresidential tax abatement program was enacted by the City through Ordinance No. 21 in 1979. Certain census tracts included in the City are included in the nonresidential program which abates taxes up to ten million dollars ($10,000,000). The taxes are abated in accordance with the following schedule:

Length	Portion
First Year	100%
Second Year	90%
Third Year	80%
Fourth Year	70%
Fifth Year	60%
Sixth Year	50%
Seventh Year	40%
Eighth Year	30%
Ninth Year	20%
Tenth Year	10%

- According to City records, there are only 14 property owners currently in the nonresidential LERTA program.

Recommendations

The City shall continue both the residential and non-residential LERTA programs.

Earned Income Tax

The City currently imposes an earned income tax at the rate of 3% on residents and at the rate of 1% on nonresidents working in the City. The nonresident rate is the maximum rate of earned income taxation under Act 511, the Local Tax Enabling Act. The 1% nonresident rate is split with the School District. Pursuant to Act 511, nonresidents receive a credit against the City's tax for the amount of earned income tax paid to the municipalities where they live.

Pursuant to Section 141 of the Act, upon the enactment of this Recovery Plan, the City has the authority to petition the Court of Common Pleas of Delaware County to increase the rate of taxation for earned income beyond the 1% maximum rate under Act 511. The Court is authorized to extend annually the increased taxing power of the City until the termination date of the Plan. The purpose of this increased taxing power is to allow the City to spread the City's tax burden to those nonresidents benefiting from City services and to provide the City with new revenue during implementation of the Recovery Plan and while costs are being reduced.

Recommendations

The residents of the City are already relatively heavily taxed. This Recovery Plan recommends no increase in either the real property or earned income tax rates upon City residents. Any such increase would only further discourage new residents from moving to the City and interfere with the City's efforts in economic and community development. To the same end, the Plan recommends no increase in the refuse collection rate for the term of the existing contract.

However, it is not unfair to expect those who work in the City, but live elsewhere, to share in paying for the services provided to them and their employers in the City.

In each of the years 1996, 1997, and 1998, the City shall petition the Court of Common Pleas of Delaware County, pursuant to Section 141 of the Act, to increase the rate of earned income taxation upon nonresidents beyond the current 1% maximum rate imposed by Act 511 as follows:

Year	Nonresident Rate
1996	2%
1997	2%
1998	1.9%

The petitions shall provide that the additional tax revenues resulting from the increased rate of taxation shall not be shared with the School District.

If the petitions are granted, the increased rates of taxation as approved by the Court shall be promptly implemented and collected by the City.

The revenues resulting from the increased rates of earned income taxation implemented pursuant to this Recovery Plan are estimated to be as follows: $1,000,000 in 1996 (six months); $2,000,000 in 1997 and $1,850,000 in 1998. These funds shall be used for general government purposes; however, the proceeds of the increased nonresident earned income tax shall be used for capital expenditures if permitted by other improvements to the general operating budget.

In addition, in order to communicate the City's determination to encourage new business to locate in Chester, this Plan recommends that the City shall reduce the Business Privilege Tax rate by 2% in 1997 and by 5% in 1998.

Multi-Year Capital Program

The City is in dire need of a multi-year capital improvement plan which for the most part will have to be funded through CDBG funds as well as state liquid fuels tax funds. The opportunity for grant and private funding and the use of a portion of the increased nonresident earned income tax proceeds are also possibilities. The following items are recommended:

- The City shall prepare a multi-year capital improvement program which shall include readily identifiable projects and the following detail:
  - anticipated start and completion dates
  - amount to be spent each year
  - method of financing
- Annual funding for this program shall be addressed in the annual municipal budget.

- At least one public hearing shall be held on the proposed plan.
- Although long-term borrowing by the City is unlikely due to its current debt load, this area must be given consideration when reviewing funding plans.
- The replacement of capital equipment shall be done in accordance with a formalized schedule.
- The City's priorities for capital improvements shall include:
  - streets and highways
  - sidewalks
  - parks and recreation facilities
  - major capital equipment (fire trucks, etc.)
  - public buildings
  - sewers

The attached schedules are recommended for the initial format.

Proposed Capital Improvement Program

Expenditure by Major Category

1996 - 2000

	1996	1997	1998	1999	2000	TOTALS
Capital Equipment						
Streets/Highways						
Sidewalks						
Parks/Recreational Facilities						
Public Buildings						
Sewers						
TOTALS						

Proposed Capital Improvement Program

By Funding Source

	General Fund	CDGB Funds	Liquid Fuels Funds	Other Sources
Capital Equipment				
Streets/Highways				
Sidewalks				
Parks/Recreational Facilities				
Public Buildings				
Sewers				
TOTALS				

Streets/Highways Schedule

(Or Other Category)

	1996	1997	1998	1999	2000	TOTALS
Street Surfacing						
TOTALS						

Capital Equipment

Department ______________	1996	1997	1998	1999	2000
[Itemized Equipment]					
TOTALS					

Projected Short Term Budgets

With budgetary and operational modifications recommended in this Recovery Plan, it is possible for the City to improve its financial condition over the next several years. However, any such improvement is absolutely dependent upon the voluntary labor concessions discussed in Chapter V and implementation of the financial and operations management recommendations of the Plan.

Projected revenue and expenditure budgets (with and without consideration of the Recovery Plan) are shown in Attachment B to this Chapter.

Revenue enhancement shown for 1997 and 1998 in those budgets is based on committed and aggressive implementation of the Recovery Plan by the City in cooperation with the Coordinator:

Real estate tax revenue should increase because of more aggressive monitoring of the collection efforts of the contractor and reclassification of some parcels from the exempt to the taxable category. The budgets incorporate a 3% increase for 1997 and a 5% increase for 1998.

Earned income tax revenue should increase because of more aggressive monitoring of the collection efforts of the contractor and the increased rate on non-residents pursuant to Act 47 ("Act 47 Additional Earned Income Tax"). The budgets incorporate a 4% increase for 1997 and a 6% increase for 1998 based upon more aggressive collection efforts.

Occupational Privilege and Business Privilege taxes should increase modestly because of more aggressive monitoring of the collection efforts of the contractor and the impact of employment at the new prison. The budgets also reflect the Plan recommendation that the Business Privilege Tax rate be reduced by 2% in 1997 (retail portion from .0045% to .0044% and wholesale portion from .0035% to .0034%) and by 5% in 1998 (retail portion from .0044% to .0043% and wholesale portion from .0034% to .0033%) to encourage new businesses to locate in Chester.

Licenses and Permit revenue should increase due to new economic development activity pursuant to the Plan. The budgets incorporate 3% increases in license revenue in both 1997 and 1998 and 2% increases in permit revenue in both 1997 and 1998.

Interest income should increase modestly due to increased efficiency in cash management and investment practices. The budgets incorporate 2% increases in both 1997 and 1998.

Grant revenue will increase due to grants available through Act 47 and the Recovery Plan and more aggressive efforts by the City in seeking new grants. The Act 47 grants are summarized in Chapter VIII.

Cable TV revenues should increase as the result of the audit of past franchise payments to the City and monitoring current payments more closely. The budgets incorporate 2% increases in both 1997 and 1998.

Host Community Fee income should increase as the result of negotiations with Westinghouse on the rate per ton for existing municipal waste and new revenue from the treatment of residual waste. The budgets incorporate 5% increases in both 1997 and 1998.

Reimbursements from CDBG funds should increase as the City develops its capacity to perform reimbursable public works projects and to document other reimbursable activities in accordance with federal guidelines. The budgets incorporate a 5% increase in 1997.

Expense modifications shown for 1997 and 1998 are also based on committed and aggressive implementation of the Recovery Plan by the City in cooperation with the Coordinator:

Capital fund expenditures should increase due to allocation of some of the Act 47 Additional Earned Income Tax and the availability of other revenues not required for General Fund expenditures.

Debt Service based on the Recovery Plan reflects amortization of the Department's emergency loan of $1 million at no interest. Debt service without consideration of the Plan reflects amortization of the emergency loan at 7% interest and amortization of unfunded debt loans to fund the deficits at 7%.

Health insurance expenses are reduced to reflect bargaining unit concessions contemplated in the Recovery Plan.

Workers' Compensation expenses are reduced to reflect projections by the insurance broker.

Payroll expenses are reduced to reflect bargaining unit concessions contemplated in the Recovery Plan.

Utilities expenses reflect 2% increases without consideration of the Plan. Based on the Recovery Plan, the budgets are flat to reflect a reduction in usage equal to the 2% inflation rate.

Vehicle repairs expenses are reduced to reflect increased control over such expenses pursuant to the Recovery Plan. The budgets incorporate a 2% increase in 1997 and 1998 without consideration of the Plan and a 2% decrease in 1997 and 1998 with consideration of the Plan.

Pension Plan Liabilities

The City has three defined benefit pension funds including police, fire and non-uniform personnel.

Act 205 of 1984, the Municipal Pension Plan Funding Standard and Recovery Act, requires certification of the Minimum Municipal Obligation (MMO) to the governing body by the Chief Administrative Officer each September 30 for inclusion as an expense in the following year's budget.

In its Consultative Evaluation, the Department found that there was a funding deficiency for the 1994 MMO in excess of $1,000,000 and that therefore criterion 8 of Act 47 had been met. This deficiency was rectified by the City in December of 1995 with a portion of the proceeds of its unfunded debt loan.

The Department also concluded that the City's unfunded accrued liability is substantial for the police and non-uniform pension plans as shown by Table 1 below. The City has applied for and qualified under Distress Level III, as defined in Act 205 of 1984, and therefore the amortization periods are extended to the maximum periods allowed by law rather than being limited to the future service of the participants in each of the plans. Being able to spread this unfunded liability cost over a longer period has helped to hold the normal cost of the pension plans at a more reasonable level. The normal cost expressed as a percentage of payroll for each pension plan was calculated by the Department as shown in Table 2.

TABLE 1
TOTAL UNFUNDED ACTUARIAL ACCRUED LIABILITY

	POLICE	FIRE	NON-UNIFORM
As of 1/1/93	$15,173,020	$(440,578)	$4,712,283
As of 1/1/92	$14,157,113	$149,737	$4,567,047

As of 1/1/94, the comparable figures are: Police - $16,568,890; Fire: ($1,602,416); Non-uniform - $4,651,175.

TABLE 2
NORMAL COST AS PERCENT OF ANNUAL PAYROLL

	POLICE	FIRE	NON-UNIFORM
1995	12.8%	12.2%	5.4%
1994	11.7%	12.3%	6.0%
1993	11.9%	11.4%	6.3%

Fund ratio is a comparison of assets to accrued liability and provides a measurement of the fiscal position of pension funds. Chester's fund ratios based on the 1994 actuarial reports are as follows:

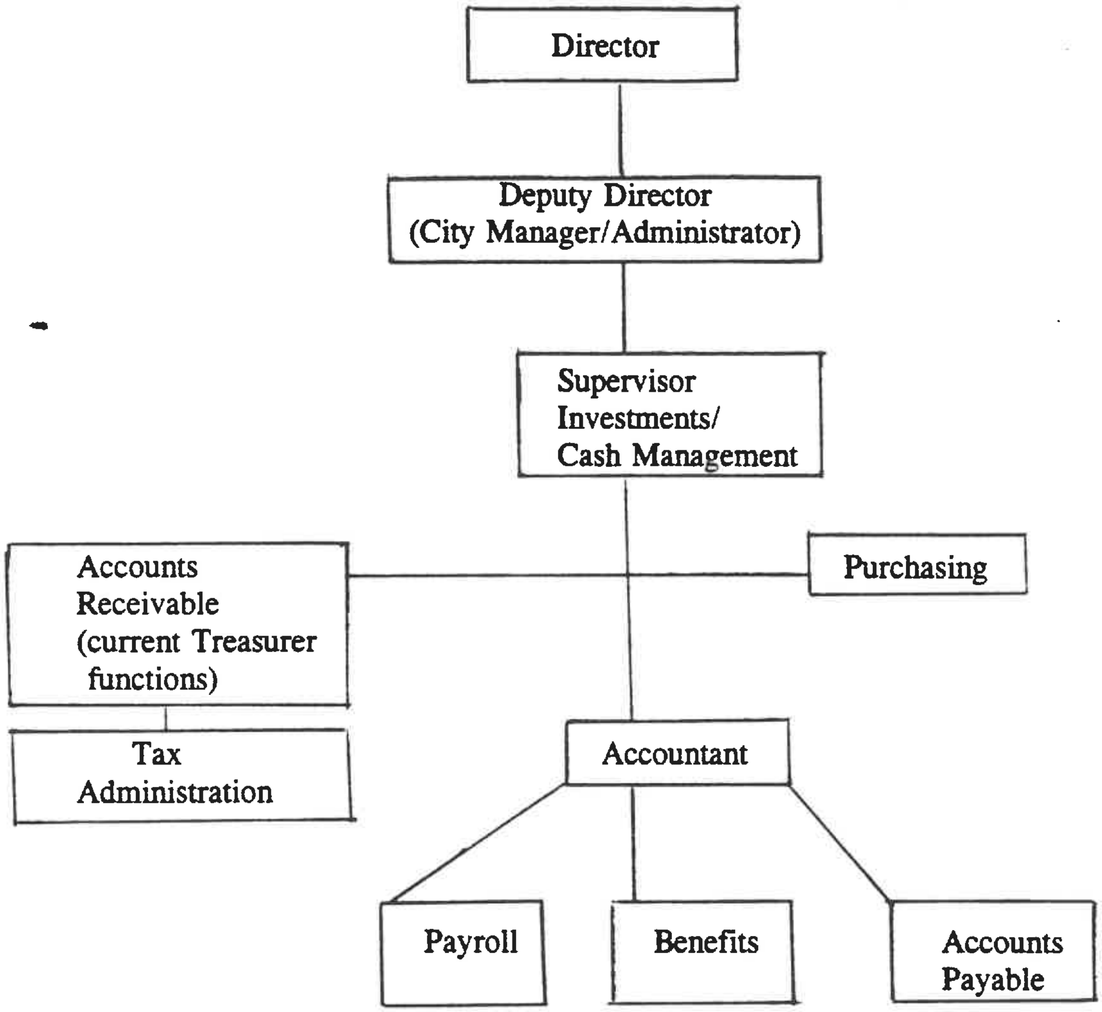
Police	45.1%
Fire	152.2%
Non-uniform	53.2%

The Status Report on Local Government Pension Plans prepared by the Public Employee Retirement Commission and dated May, 1995 states that pension fund ratios under normal circumstances should reside in the range of 50% to 150% and only 9.0% of all municipal pension plans in Pennsylvania have low fund ratios (50% or below). On the basis of such trends, the Chester Police pension fund has an extremely high unfunded pension liability relative to other Pennsylvania municipal fund plans, and the Chester non-uniform pension plan ratio falls within the low end of the range under normal circumstances.

The 1996 MMO for each pension plan has been calculated and is included in the City's 1996 budget. Nevertheless, payment of the City's pension obligations remains a significant expense category in the City's general fund budget. This Recovery Plan therefore recommends that the City investigate whether it is in its financial interest to issue bonds to fund its unfunded actuarial accrued pension liability pursuant to recently enacted legislation. The details are set forth above under Review of Outstanding Debt.

Accounts and Finance Department

Organization



Attachment A

Chapter IV– Projected Short Term Budgets

Projected Revenue	1996 Budget (No Consideration of Recovery Plan)	1996 Budget (Based on Recovery Plan)	1997 Budget (No Consideration of Recovery Plan)	1997 Budget (Based on Recovery Plan)	1998 Budget (No Consideration of Recovery Plan)	1998 Budget (Based on Recovery Plan)
Real Estate Tax	7,595,000	7,595,000	7,595,000	7,822,850	7,595,000	8,213,993
Earned Income Tax	6,300,000	6,300,000	6,300,000	6,552,000	6,300,000	6,945,120
Act 47 Additional Earned Income Tax	0	1,000,000	0	2,000,000	0	1,850,000
Occupational Privilege Tax	95,000	95,000	99,500	100,450	99,500	105,955
Business Privilege Tax	1,055,000	1,055,000	1,055,000	1,044,450	1,055,000	1,002,672
Licenses	147,895	147,895	147,895	152,332	147,895	156,902
Permits	386,729	386,729	386,729	394,464	386,729	402,353
Fines	135,479	135,479	135,479	135,479	135,479	135,479
Interest Earned	80,000	80,000	80,000	81,600	80,000	83,232
Rental Income	28,567	28,567	28,567	28,567	28,567	28,567
PURTA	195,094	195,094	195,094	195,094	195,094	195,094
Pay in Lieu	77,000	77,000	77,000	77,000	77,000	77,000
Grants	532,000	912,000	532,000	810,000	532,000	563,500
Police Services	26,534	26,534	26,534	26,534	26,534	26,534
Cable TV	187,374	187,374	187,374	191,121	187,374	194,944
Trash Collection	1,193,712	1,193,712	1,193,712	1,217,586	1,193,712	1,241,938
Host Community Fees	2,246,010	2,246,010	2,246,010	2,358,311	2,246,010	2,476,226
Misc. Income	313,865	313,865	313,865	313,865	313,865	313,865
Other Receivables	33,763	33,763	33,763	33,763	33,763	33,763
State Pension Aid	1,063,177	1,063,177	1,062,114	1,062,114	1,061,052	1,061,052
Reimbursements– CEDA	36,000	36,000	36,000	37,800	36,000	39,690
Reimbursements– CDBG	691,000	691,000	691,000	725,550	691,000	725,550
	22,419,199	23,799,199	22,422,636	25,360,929	22,421,574	25,873,427

Attachment B

Chapter IV– Projected Short Term Budgets

Projected Expenses	1996 Budget (No Consideration of Recovery Plan)	1996 Budget (Based on Recovery Plan)	1997 Budget (No Consideration of Recovery Plan)	1997 Budget (Based on Recovery Plan)	1998 Budget (No Consideration of Recovery Plan)	1998 Budget (Based on Recovery Plan)
Capital Fund	105,779	105,779	105,779	763,050	105,779	1,881,805
Debt Service	3,347,077	3,347,077	3,454,077	3,447,077	3,454,077	3,447,077
Additional Debt Service			243,087		602,402	
Act 47 Grant Programs		380,000		278,000		31,500
Fuel	120,000	120,000	120,000	120,000	120,000	120,000
Insurance						
Bonds	8,600	8,600	8,600	8,600	8,600	8,600
Commercial Vessel	1,000	1,000	1,000	1,000	1,000	1,000
Health– Current	1,808,854	1,808,854	1,808,854	1,419,655	1,808,854	1,030,455
Health– Retired	697,473	697,473	1,046,210	554,405	1,569,314	411,336
Life	70,000	70,000	70,000	70,000	70,000	70,000
Police Professional	210,000	210,000	210,000	210,000	210,000	210,000
Property	52,000	52,000	52,000	52,000	52,000	52,000
Public Officials	50,000	50,000	50,000	50,000	50,000	50,000
Risk Management	18,000	18,000	18,000	18,000	18,000	18,000
Self Insurance Claims	75,000	75,000	75,000	75,000	75,000	75,000
Vehicle	250,000	250,000	250,000	250,000	250,000	250,000
Worker's Compensation	1,646,146	1,646,146	1,447,794	1,175,590	1,234,617	705,034
1996 Concession Bargaining	0	(1,271,844)	0	0	0	0
Lease Payments	72,821	72,821	72,821	72,821	72,821	72,821
Outside Services	20,000	20,000	20,000	20,000	20,000	20,000
Payroll	11,179,322	11,179,322	11,738,288	11,021,416	12,325,203	10,863,510
Pension	2,570,250	2,570,250	2,570,250	2,570,250	2,570,250	2,570,250
Trash Removal	807,897	807,897	807,897	807,897	807,897	807,897
Unemployment	69,100	69,100	69,100	69,100	69,100	69,100
Utilities	570,469	570,469	581,878	570,469	593,516	570,469
Vehicle Repairs	66,070	66,070	67,391	64,749	68,739	63,454
Misc.	875,185	875,185	892,689	857,681	910,542	840,528
Total Expenses	24,691,043	23,799,199	25,780,715	24,546,759	27,067,711	24,239,635
Surplus (shortfall)	(2,271,844)	0	(3,358,080)	814,171	(4,646,138)	1,633,792

Note:
miscellaneous items consist primarily of materials & supplies, postage, repair parts and maint. supplies, reimbursements for police academy school, and uniform maint.

Projected Expenses by Department	1996 Budget (No Consideration of Recovery Plan)	1996 Budget (Based on Recovery Plan)	1997 Budget (No Consideration of Recovery Plan)	1997 Budget (Based on Recovery Plan)	1998 Budget (No Consideration of Recovery Plan)	1998 Budget (Based on Recovery Plan)
REDUCT. FOR '96 CONCESSIONS	–	(1,271,844)				
PUBLIC AFFAIRS						
Mayor's Office	175,406	175,406	177,594	173,218	179,826	171,074
Planning Department	92,400	92,400	92,400	92,400	92,400	92,400
City Solicitors' Office	298,389	298,389	300,577	296,201	302,809	294,057
Police Department	8,164,921	8,164,921	8,502,489	8,067,989	8,856,869	7,971,102
Library Contributions	63,000	63,000	63,000	63,000	63,000	63,000
Public Affairs Total	8,794,116	8,794,116	9,136,060	8,692,809	9,494,903	8,591,632
ACCOUNTS AND FINANCE						
Finance Directors Office	288,305	288,305	288,305	288,305	288,305	288,305
City Treasurers' Office	154,569	154,569	154,569	154,569	154,569	154,569
City Assessor	34,962	34,962	34,962	34,962	34,962	34,962
City Clerk	64,046	64,046	64,046	64,046	64,046	64,046
Data Processing	52,380	52,380	52,380	52,380	52,380	52,380
Debt Principal	1,845,000	1,845,000	2,172,184	1,945,000	2,507,992	1,945,000
Debt Interest	1,502,077	1,502,077	1,524,980	1,502,077	1,548,486	1,502,077
Insurance & Miscellaneous	4,001,061	4,001,061	4,157,143	2,992,540	4,472,882	1,984,132
Refunds	100,000	100,000	100,000	100,000	100,000	100,000
City Controller	51,837	51,837	51,837	51,837	51,837	51,837
Duplicating	5,490	5,490	5,490	5,490	5,490	5,490
Personnel	46,170	46,170	46,170	46,170	46,170	46,170
Purchasing	57,451	57,451	57,451	57,451	57,451	57,451
Accounts & Finance Total	8,203,348	8,203,348	8,709,517	7,294,827	9,384,571	6,286,419
PUBLIC SAFETY						
Director Public Safety	51,547	51,547	51,547	51,547	51,547	51,547
Fire Department	3,758,624	3,758,624	3,928,502	3,709,064	4,106,808	3,659,548
Building Inspector	71,786	71,786	71,786	71,786	71,786	71,786
Health Department	251,154	251,154	253,342	248,966	255,574	246,822
Housing Inspectors	204,760	204,760	204,760	204,760	204,760	204,760
Public Safety	4,337,871	4,337,871	4,509,937	4,286,123	4,690,475	4,234,463
STREETS AND PUBLIC IMPROVEMENT						
Director Streets Department	99,656	99,656	155,553	83,865	214,244	68,075
City Engineer	100,720	100,720	100,720	100,720	100,720	100,720
Trash Removal	771,764	771,764	771,764	771,764	771,764	771,764
Bulk Waste	348,964	348,964	348,964	348,964	348,964	348,964
Recycling	78,036	78,036	78,036	78,036	78,036	78,036

Highway Maintenance	860,684	860,684	865,248	860,684	869,903	860,684
City Garage	111,661	111,661	113,849	109,473	116,081	107,329
Streets & Public Improvements Total	2,371,485	2,371,485	2,434,133	2,353,506	2,499,712	2,335,572
PARKS						
Director of Parks & Public Property	56,745	56,745	56,745	56,745	56,745	56,745
Building Maintenance	53,619	53,619	53,619	53,619	53,619	53,619
Utilities	337,343	337,343	344,189	337,343	351,171	337,343
Parks Total	447,707	447,707	454,553	447,707	461,535	447,707
RECREATION						
Recreation & Park Maintenance	345,274	345,274	345,274	345,274	345,274	345,274
Recreation Programs	85,463	85,463	85,463	85,463	85,463	85,463
Recreation Total	430,737	430,737	430,737	430,737	430,737	430,737
Capital Fund	105,779	105,779	105,779	763,050	105,779	1,881,605
Act 47 Grant Programs	0	380,000	0	278,000	0	31,500
TOTAL CITY	24,691,043	23,799,199	25,780,715	24,546,759	27,067,711	24,239,635

CHAPTER V

Collective Bargaining Issues

Introduction

In preparing this section of the Recovery Plan, the Coordinator met with representatives of the affected bargaining unit employees and members of City Council.

The City's costs for labor are a major component (80%) of its annual budget. Consequently, any program or plan for alleviating the City's financial distress must, necessarily, consider the impact of the costs incurred by the City pursuant to its collective bargaining agreements with the labor unions representing City employees.

As is detailed in the separate sections on the collective bargaining units, the Coordinator analyzed the provisions and costs of each labor agreement now in effect. The analyses revealed that the average cost to the City for each hour of work actually performed by the City's bargaining unit employees ranges from a high of more than $58.00 (police) to a low of over $20.00 (teamsters). The total average annual compensation per employee ranges, in 1995, from over $118,000 (police) to over $35,000 (teamsters). These costs are unreasonable given the City's limited resources. Under the terms of existing labor agreements and arbitration awards, these costs will greatly increase in 1996 and 1997. In 1997, the average total annual compensation for each police employee will be over $139,000; the total average annual compensation for each firefighter will be over $84,000 and the total average annual compensation for each employee covered by the teamsters labor contract will be over $38,000. Such costs cannot continue if the City is to become fiscally sound.

The main components of these unreasonably high costs are **not** the base wages of most bargaining unit employees. Consequently, the Coordinator does not recommend or encourage any action that would have the effect of reducing the base wage rates of most employees. The principal factors contributing to the City's exorbitant costs for labor are costs for overtime and premium pay (nearly $1,000,000 in the police and fire departments), which result from restrictions on the City's management discretion to staff operations efficiently, and hidden costs. These include the number of hours employees are paid for when they are not working (e.g. at least 552 hours per year in the Fire Department), the extraordinary level of benefits provided to inactive employees (particularly, retiree health insurance) and poorly structured insurance and other benefit programs. As a result of such factors, the employees' benefits, including fringe benefits, range from 95% to nearly 260% of the employees' average hourly base wages. These costs must be reduced.

The Coordinator's Recommendations, as to the bargaining units this Plan can affect, direct the City, the bargaining unit employees and their unions to substantially reduce the City's

Total Average Cost Per Employee in 1998 and encourage the parties to do so, not by reducing the base pay of most employees or by eliminating needed benefits, but by reducing the amount of unworked time the City is required to pay for as if the employees were working; by eliminating staffing restrictions which mandate overtime and by restructuring employee benefits intelligently so that the employees still receive a necessary safety net of benefits, but at a reduced cost to the City.

Although this Plan cannot compel the Police or Fire Unions or the employees to take action to reduce the City's Total Average Cost Per Employee before the existing labor agreements and Act 111 arbitration awards expire in December, 1997, or compel the Teamsters Union or employees to take such action prior to the expiration of the existing collective bargaining agreement in December, 1998, the Coordinator urges the City, the Labor unions and the employees to begin now to work cooperatively together to reduce the Total Average Cost Per Employee as quickly as possible since the continuation and impending escalation of such costs seriously jeopardize the City's ability to become fiscally sound. Accordingly, the Coordinator is requesting that each of the Unions representing the City workers agree now to begin bargaining for the purpose of reducing the City's personnel costs and implement cost reductions by June, 1996.

POLICE

The City's police officers (including all uniformed officers, with the exception of the Police Chief and his senior staff) comprise a bargaining unit represented by Lodge No. 19 of the Fraternal Order of Police (FOP). There is no current, comprehensive document memorializing the terms and conditions of the police officers' employment or the rights and duties of the bargaining unit employees, the FOP and the City. The last such comprehensive written agreement (adopted in December, 1993) was in effect for calendar years 1992-1994. That agreement reflected the terms of an interest arbitration award issued October 29, 1992, which applied to calendar years 1992, 1993 and 1994. Subsequent bargaining did not lead to agreement, either. On June 12, 1995, another interest arbitration award, pursuant to Act 111, set term and conditions of employment for the period from January 1, 1994 through December 31, 1997.

The timing, duration and effect of the last interest arbitration award is unfortunate because it commits the City to continuing an upward spiral of personnel costs that already place an unreasonable and unnecessarily high burden on the City's fiscal resources.

To establish a baseline for Recovery Plan recommendations concerning this collective bargaining unit, the Coordinator reviewed and costed out the current labor agreement, as established by the December, 1993 written contract and the subsequent interest arbitration award. (See Appendix A, attached.) This resulted in findings that the cost to the City is now more than $58.45 per hour on average for each hour of work actually performed by the bargaining unit members and that the cost to the City of all benefits provided pursuant to the current labor agreement equals approximately 259% of the average base hourly wage for hours worked. The Coordinator's cost analysis does not include, and the foregoing numbers do not reflect, administrative costs. Overtime costs are a particular problem; some officers are paid more than $20,000 of annual overtime. The Coordinator's review of the current labor agreement further reveals that, as is the case with respect to the labor agreements covering the other bargaining units, the existing labor agreement substantially restricts the City's ability to reduce the unreasonably and unnecessarily high Total Average Cost Per Police Employee.

In 1995, the City's Total Average Cost Per Police Employee is $118,595. In 1996 and 1997, these costs will escalate dramatically so that, in 1997, the Total Compensation Per Actual Hour Worked will rise to $69.00 in 1997 and the cost of all benefits will rise to 264% of the employees' average base hourly wages. In 1997, the Total Average Cost Per Police Employee will rise to $139,648.

It is quite obvious that the City does not have the resources to maintain its existing complement of municipal law enforcement personnel, much less to expand its staff of police officers, if such extraordinarily high costs continue. The Total Average Cost Per Police Employee not only is more than the City and its taxpayers can reasonably afford, it substantially exceeds the level necessary to provide the working Police Officers with a fair living wage and a reasonable safety net of benefits, taking into account their skill and the risks they incur in the course of their work.

The costs imposed on the City and its taxpayers by the current labor arbitration award will force the City to explore alternatives, such as reductions in the number of police officers and/or Chapter 9 Bankruptcy.

The City clearly needs to maintain an adequate corps of qualified police officers. The City will not be able to do so unless it can both (1) provide a solid wage and benefit package to all officers; and (2) reduce its current Total Average Cost Per Police Employee. These two, seemingly inconsistent, objectives can be achieved if the City and the FOP will immediately start working together cooperatively to identify and eliminate provisions in the current labor agreement that either unnecessarily restrict the City's ability to manage its law enforcement operations and direct its work force efficiently and effectively, or result in, or substantially restrict the City's ability to reduce, the high costs of employee benefits and of compensation and benefits provided to inactive personnel.

For all of the reasons recited herein, the Coordinator urged the FOP to agree to meet with the City for this purpose. The Coordinator appreciates the FOP's expressed willingness to meet to discuss these issues. While the Coordinator cannot compel the police officers or the FOP to relinquish or forego any of the rights, benefits or compensation awarded by the interest arbitrator, the Coordinator strongly encourages the FOP and the police officers to do so, in the long-term interests of the bargaining unit employees and of the City and its residents.

1998 is the first year this Plan can mandate changes in the current labor agreement. With respect to 1998 (and any subsequent period while this Plan remains in effect), the Coordinator makes the Recommendations set out below, which will become binding if this

Recovery Plan is adopted. These Recommendations mandate a drastic reduction in the Total Average Cost Per Police Employee in 1998. As noted in the Recommendations, **if** the FOP and the police officers agree to take action **now** to reduce the Total Average Cost Per Police Employee for 1996 and 1997 by at least 25% of the current Total Average Cost Per Police Employee, the level of reduction otherwise required for 1998 could be reduced.

Recommendations

1. Unless, and only to the extent that, applicable law requires a change in any of the wages, benefits, terms, provisions or conditions enumerated herein, any labor agreement entered into after this Plan becomes effective between the City and the FOP (whether resulting from collective bargaining between the parties or interest arbitration pursuant to Act 111 or otherwise) covering calendar year 1998 and any other period while this Plan is in effect **must not** contain, require or provide for any of the following: new overtime or premium pay requirements; any increase in overtime or premium pay requirements; new benefits; any improvements in existing benefits; any new paid or unpaid leave; any improvements to existing paid or unpaid leaves; any additional pay for time not worked; any improvements in existing pay for time not worked; any new designations that time not worked counts as time worked for the purpose of computing overtime or premium pay or increases in existing designations of same; any new benefits for retirees or other inactive employees (e.g., those in layoff or disability status); any improvements in existing benefits for retirees or other inactive employees; any provision authorizing police officers to retain witness fees received for court appearance time for which they are compensated by the City; any other term or provision which adds any new or additional restrictions on the City's Management Rights;[1] any provision which restricts or impairs the City's ability to effect a lay-off or other reduction in workforce or to procure police or public safety services from any source; any provision which prohibits the City from using in any arbitration hearing evidence not produced in advance of such hearing; any provision authorizing any arbitrator to impose on the City attorneys' fees, expenses or any other penalty, except interest on any backpay award; any provision authorizing any police officer to select counsel in any case in which

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[1]The term "Management Rights," as used in these Recommendations, includes, without limitation, the rights to: promulgate and enforce work rules, policies and procedures; select, hire, promote, transfer, assign, determine the duties of, evaluate, layoff, recall, reprimand, suspend, discharge and otherwise discipline employees; establish, eliminate and redefine positions in accordance with the City's needs; determine the qualifications and establish performance standards for jobs and assignments; determine the methods, processes and means of performance, where and when worked shall be performed, and the equipment to be used; determine the composition of the work force; create, abolish and change jobs and job duties; determine employee's hours and days of work, work schedules, shifts and reporting stations; determine whether to assign overtime and the amount required; require employees to work overtime; determine when a job vacancy exists, and select the best qualified candidate to fill it; take necessary actions in emergency situations; extend, curtail or change City operations and otherwise manage the City, its operations and its employees in its discretion.

the City is paying the police officer's attorney's fees; any provision which expands bargaining unit employees' rights to present grievances to the City or to appeal grievances to arbitration; any provision which obligates the City to pay police officer wage rates to any officer for work done in any job which job is not required by law to be performed by a police officer (e.g., public contact, dispatch, turnkey, records clerks); any provision obligating the City to provide "light duty" to any police officer who is unable to perform the essential functions of his or her job, with or without reasonable accommodation and without posing a direct threat to the health or safety of others; or any provision binding the City to promote or assign police officers on the basis of seniority, rather than qualifications or performance, except to the extent that preference is accorded to the most senior of officers having relatively equal qualifications and/or performance histories.

2. Unless and only to the extent that this Recommendation is modified or amended by the Coordinator as a result of any reductions in the Total Average Cost Per Police Employee negotiated by the City and the FOP for calendar years 1996 and 1997, any labor agreement between the City and the FOP (whether resulting from collective bargaining or interest arbitration or otherwise) covering calendar year 1998 and any other period while this Plan is in effect <u>must</u> <u>not</u> result in a Total Average Cost Per Police Employee for the first calendar year after the expiration of the current labor agreement (which, with respect to the FOP agreement, means calendar year 1998) that is greater than 75% of the Total Average Cost Per Police Employee for 1995 shown on Appendix A to this Chapter when calculated using the same methodology and formula used in calculating the Total Average Cost Per Police Employee shown on Appendix A. For each subsequent calendar year that this Plan is in effect, the labor agreement between the City and the FOP (whether resulting from collective bargaining or interest arbitration pursuant to Act 111 or otherwise) <u>must</u> <u>not</u> result in Total Average Cost Per Police Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Police Employee shown on Appendix A) that is greater than the Total Average Cost Per Police Employee for the preceding year, plus two percent (2%). Thus, for example, if this Plan remains in effect for calendar year 1999, the labor agreement between the City and the FOP (whether resulting from collective bargaining or interest arbitration pursuant to Act 111 or otherwise) must not result in a Total Average Cost Per Police Employee in 1999 that is greater than 77% of the Total Average Cost Per Police Employee for 1995 shown on Appendix A to this Chapter, when calculated using the same methodology and formula used in calculating the Total Average Cost Per Police Employee shown on Appendix A. This Recommendation shall not be contravened by any agreement or award that retroactively effects any increase in the Total Average Cost Per Police Employee for any period prior to calendar year 1998. Without limiting the generality of the preceding sentence, this means, for example, that no labor negotiations and no interest arbitration award issued while this Plan is in effect can retroactively increase the wages, compensation, benefits, fringe benefits, retirement benefits, insured benefits or other terms and conditions of employment in any way that would result in a Total Average Cost Per Police Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Police Employee shown on Appendix A) for calendar years 1995, 1996 or 1997 that is any greater than the Total Average Cost Per Police Employee for calendar years 1995,

1996 or 1997 resulting from the existing provisions of the current labor agreement as shown on Appendix A.

3. Unless and only to the extent that this Recommendation is modified or amended by the Coordinator as a result of reductions in the Total Average Cost Per Police Employee negotiated by the City and the FOP for calendar years 1996 and 1997, any labor agreement between the City and the FOP (whether resulting from collective bargaining or interest arbitration pursuant to Act 111 or otherwise) covering calendar year 1998 and any other period while this Plan is in effect **must not** contain, require or provide for **any** wage increases (whether in the form of increases to base wages or wage supplements, such as, longevity pay, sick pay incentives, cost of living adjustments or otherwise) for any bargaining unit employee(s) unless (and only unless) any such labor agreement achieved (whether through negotiation, interest arbitration pursuant to Act 111 or otherwise) between the City and the FOP results in Total Average Cost Per Police Employee that, for calendar year 1998 (the first calendar year after the expiration of the current labor agreement) is no greater than 75% of the Total Average Cost Per Police Employee for 1995 shown on Appendix A (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Police Employee for 1995 shown on Appendix A); and that, for each subsequent calendar year while this Plan is in effect, is no greater than the Total Average Cost Per Police Employee (as calculated using the same methodology and formula used in calculating the Total Average Cost Per Police Employee shown on Appendix A) for the preceding calendar year, plus two percent (2%). This Recommendation shall not be contravened by any agreement or award that retroactively effects any increase in the Total Average Cost Per Police Employee for any period prior to calendar year 1998. Without limiting the generality of the preceding sentence, this means, for example, that no labor negotiations and no interest arbitration award issued while this Plan is in effect can retroactively increase the wages, compensation, benefits, fringe benefits, retirement benefits, insured benefits or other terms and conditions of employment in any way that would result in a Total Average Cost Per Police Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Police Employee shown on Appendix A) for calendar years 1995, 1996 or 1997 that is any greater than the Total Average Cost Per Police Employee for calendar years 1995, 1996 or 1997 resulting from the existing provisions of the current labor agreement as shown on Appendix A.

4. Any labor agreement between the City and the FOP entered into after this Plan becomes effective (whether resulting from collective bargaining or interest arbitration pursuant to Act 111 or otherwise) covering calendar year 1998 and any other period in which this Plan remains in effect **shall require** that the parties work to establish an effective labor management committee and to negotiate and implement functional operating guidelines and procedures to enable the labor management committee to function as an effective forum for discussion and resolution of workplace issues, other than grievances, **shall contain** a provision prohibiting pyramiding of overtime and other premium pay; **shall contain** provisions authorizing the City, in its discretion, to award compensatory time off in lieu of overtime pay for overtime hours worked; and **shall contain** a provision authorizing the City to implement validated fitness standards for all active police officers.

5. No person or entity, including (without limitation) the City, the FOP and any arbitrator appointed pursuant to Act 111, shall continue in effect past the stated expiration date of the current labor agreement (which, with respect to the FOP agreements is December 31, 1997) the wages, benefits or other terms and conditions of the existing labor agreement to the extent that such wages, benefits or other terms or conditions are inconsistent with the Recommendations made herein. Specifically, and without limiting the generality of the preceding sentence, no person or entity (including, without limitation the City, the FOP and any arbitrator appointed pursuant to Act 111) shall continue in effect past December 31, 1997 the wages, benefits or other terms or conditions of the existing labor agreement to the extent that such continuation would result in a Total Average Cost Per Police Employee after the stated expiration date of the current labor agreement that is greater that 75% of the Total Compensation Per Actual Hour Worked for 1995 shown on Appendix A, when calculated using the same formula and methodology used in calculating the Total Average Cost Per Police Employee for 1995 shown on Appendix A.

6. If this Plan extends or is extended to cover any period of time subsequent to December 31, 1998 then, unless and until the Recommendations made in this section of this chapter of this Plan are amended or revised, any labor agreement between the City and the FOP (whether resulting from collective bargaining, interest arbitration pursuant to Act 111 or otherwise) covering such subsequent period shall comply with the Recommendations made herein without regard to the period of agreement specified in any such Recommendation.

7. The City shall retain the services of a qualified public sector labor negotiator, with substantial experience in negotiations and related proceedings under Act 195 and Act 111, to assist it in negotiating a new collective bargaining agreement with the FOP covering calendar year 1998 (and any subsequent calendar year while this Plan is in effect), to assist the City in administration of such agreement and the current agreement and, should the FOP and the police employees agree to meet with the City to discuss changes to the existing labor agreement to reduce the City's Total Average Cost Per Police Employee, to assist it in such negotiations.

8. The City shall make every reasonable effort to commence negotiations with the FOP for a new labor agreement pertaining to calendar year 1998 (and any subsequent period while this Plan is in effect) significantly in advance of the date required by Act 111 and shall make every good faith effort to achieve a negotiated labor agreement consistent with this Plan.

9. In any labor negotiations which occur while this Plan is in effect, the City's negotiation team shall include at least: (a) the qualified public sector labor negotiator; (b) the City's chief administrative officer; and (c) the City's chief financial officer.

Guidance

The foregoing Recommendations mean that the City and the FOP must find ways to reduce the City's costs for Compensation Benefits and other Benefits (as identified in Appendix A), ways to increase the number of regular hours bargaining unit employees work, on average, each year, and ways to decrease overtime and other premium pay.

Under the Recommendations, the City and the FOP are free to choose the means of reducing the Total Average Cost Per Police Employee. Although the choice is that of the parties, the Coordinator strongly encourages both parties not to reduce such cost by reducing the police officers' base pay. Instead, the Coordinator strongly encourages the City and the FOP to reduce the other cost components. The Coordinator strongly encourages the parties to focus on changes to the following:

- The existing package of health insurance benefits. Among other options, the parties should further explore employee premium participation; annual and lifetime caps on benefits payable; increased deductibles; increasing co-insurance amounts on medical, prescription and vision coverages; designating a specific provider(s) for prescription drug benefits; the substantial cost savings that would be achieved by changing medical and prescription coverages to conform to the levels and types of benefits provided to other City employees so that such insurances may be bid out for a larger group and placed with carriers offering the most competitive rates; opt-out programs; elimination of coverage for spouses or dependents for whom coverage is available through any other employer; reductions in or elimination of dental and vision coverage as City-paid benefits and cafeteria plan options.[2]

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[2]Active Police Officers (except those hired after August 1, 1995) have Keystone Personal Choice Medical and Drug coverages. Assuming 107 active Police Officers are employed in 1996, the costs for these coverages is projected to be over $700,000. All other active City employees have KeyCare 10 medical and drug coverages with co-pays of $1 for generic drugs and $3 for brand name drugs. Changing coverages for the active police officers hired prior to August 1, 1995 to the Keycare 10 coverage other City employees presently have would result in an annual savings of approximately $196,000 for providing such coverage to active police officers. Changing the current coverage to KeyCare 10 with higher prescription co-pays ($6 generic and $10 brand name), which police officers hired on and after August 1, 1995 have, would result in annual savings of approximately $224,000. If all active City employees agreed to such change in coverage, the City would save approximately $270,000 each year. Changing coverage for active police officers to KeyCare Select with prescription drug co-pays of $6 for generic drugs and $10 for brand name drugs would result in annual savings of $243,000 for active police officers. If all active City employees agreed to change to such coverage, the City would save approximately (continued...)

- City-paid Health insurance for retirees and other inactive personnel and their families should be eliminated. Alternatively, reductions in such coverage and premium participation should be adopted.[3]

- Pension benefits. Non-Service-Connected Disability Pension benefits should be eliminated. The City should provide longterm disability insurance (on a premium participation basis) to its officers instead of this pension benefit. Eligibility conditions for service-connected disability pensions should be changed to impose standards and procedures to insure that only those police officers who are genuinely disabled to work qualify for these benefits. Additionally, such pension benefits should be reduced by all other benefits received (from any source) that relate to any disability or medical condition, including workers' compensation benefits, longterm disability benefits and social security disability benefits. The level of benefits for service-connected disability pensions should be reduced so as not to exceed the level for other pension benefits. The eligibility conditions for nondisability pensions should also be changed. A one-time early retirement incentive, and an increase in the age and length of service requirements for subsequent retirements should be explored. All benefits should be based on average earnings for a five (5) year period, as opposed to being based on the earnings received in the last 12 months before retirement. Benefits should be adjusted to reflect social security benefits.

- Sick leave and sick leave incentives. The annual allowance of 17 days should be reduced to 10 since employees are permitted to accumulate such leave. Payment of unused sick leave on retirement, death or other

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[2](...continued)
$321,000 annually. If dental and vision coverages were eliminated, the City would save approximately $100,000 for active police officers, and a total of $223,000 if such coverage were eliminated as a City-paid benefit for all active City employees.

[3]Retired police officers have Blue Cross/Blue Shield insurance with deductibles of not more than $100 and .50¢ co-pay for prescriptions. Changing such coverage to the KeyCare 10 plan all active City employees (except police officers) currently have would result in annual savings over $114,000. Changing such coverage to KeyCare 10 with prescription co-pays of $6 and $10 would result in annual savings of nearly $124,000 and changing such coverage to KeyCare Select with prescription co-pays of $6 and $10 would result in annual savings of more than $130,000. If all City retirees were covered by the KeyCare 10 plan all active City employees (except police officers) currently have, the City would save $423,000 annually. If all City retirees were covered by the KeyCare 10 plan with $6 and $10 prescription co-pays, the City would save nearly $513,000 annually. If all City retirees were covered by the KeyCare Select Plan with $6 and $10 deductibles, the City would save over $572,000 annually.

termination of employment should be eliminated. Further, given the high cost per hour of the existing sick leave compensation benefits, the parties should negotiate or authorize the City to implement appropriate controls to prevent abuse. The labor agreement should specify clearly that officers are only eligible for sick pay for scheduled days of work missed due to accidents, illness, injury or other medical conditions of the officer for which the officer is not eligible to receive workers compensation, disability insurance benefits, heart and lung benefits or other income replacement provided or funded by the City.

- Annual vacation allowances should be reduced from a maximum of 30 days after 23 years of service and 25 days after 17 years of service to a maximum of 20 days after 15 years of service and a maximum of 15 days after seven years of service. Holidays should be reduced from 14 per year to 10 per year and personal days should be reduced from four per year to two per year. Payment of unused vacation, personal holidays and designated holidays on retirement should be eliminated.

- Practices and provisions which limit the City's ability to control and reduce overtime, other premium pay time and court appearance time should be eliminated.

- The provision mandating overtime or premium pay after eight hours work per day should be deleted.

- Paid union leave provisions should be deleted. Officers should be permitted to use accrued or vacation or personal days for such purposes.

- Rank and shift differentials and longevity pay should not be percentages of base pay, but should be flat amounts and longevity pay should be reduced.

- The education expense reimbursement and education salary incentive provisions should be revised to specify that officers are eligible for such reimbursements and incentives only with respect to courses and degrees that relate directly to their work for the City and are approved in advance by the City. The City should not be paying officers to prepare or qualify for other careers.

- The parties should consult with and adopt recommendations made by a qualified workers' compensation consultant to reduce the City's high cost for such coverage, including, without limitation, prohibitions on other employment and recommendations for reducing injury risks and for promoting the prompt return of injured officers to full, active duty.

- To reduce stress-related and other injuries, the labor agreement should expressly authorize the City to prohibit police officers from moonlighting at other jobs, including self-employment.

- The labor agreement should specify that only officers who are actively at work accrue vacation, personal days or sick leave.

- "Detective and "investigator" duties should be assignments, not ranks.

- The four hour call back minimum needs to be reduced to two hours.

FIRE

The City's fire department employees (including all uniformed fire department personnel, with the exception of the Fire Chief and his secretary) comprise a bargaining unit represented by the International Association of Firefighters, Local Union No. 1400 (IAFF). The last two efforts by the City and the IAFF to negotiate a labor agreement were unsuccessful, and the terms of the parties' labor agreements were determined by arbitrators pursuant to Act 111. The last interest arbitration award was issued on February 14, 1995, for the period from January 1, 1995 through December 31, 1997. That arbitration award amended the collective bargaining agreement between the parties covering the period from January 1, 1992 through December 31, 1994, as adopted by resolution of the Council of the City of Chester, dated August 12, 1993.

The timing, duration and effect of the last interest arbitration award is unfortunate because it commits the City to continuing an upward spiral of personnel costs that already place an unreasonable and unnecessarily high burden on the City's fiscal resources.

To establish a baseline for Recovery Plan recommendations concerning this collective bargaining unit, the Coordinator reviewed and costed out the current labor agreement, as established by the written contract adopted in August, 1993 and the subsequent interest arbitration award. (See Appendix B, attached.) This resulted in findings that the cost to the City is now more than $32.53 per hour on average for each hour of work actually performed by the bargaining unit members and that the cost to the City of all benefits provided pursuant to the current labor agreement equals approximately 148% of the average base hourly wage for hours worked. The Coordinator's cost analysis does not include, and the foregoing numbers do not reflect, administrative costs. Time not worked is a particular problem; the analysis revealed that firefighters were paid, on average in 1995, for 552 hours not worked. The Coordinator's review of the current labor agreement further reveals that, as is the case with respect to the labor agreements covering the other bargaining units, the existing labor agreement substantially restricts the City's ability to reduce the unreasonably and unnecessarily high Total Average Cost Per Fire Employee.

In 1995, the City's Total Average Cost Per Fire Employee is $70,753. In 1996 and 1997, these costs will escalate dramatically so that, in 1997, the Total Compensation Per Actual Hour Worked will rise to $39.13 in 1997 and the cost of all benefits will rise to 153% of the employees' average base hourly wages. In 1997, the Total Average Cost Per Fire Employee will rise to $84,169.

While it is obvious that the City, its residents and businesses need quality fire protection, it is equally obvious that the City does and will not have the resources to maintain an adequate paid corps of firefighters and necessary equipment, much less to expand its staff of firefighters, if such extraordinarily high costs continue. The Total Average Cost Per Fire Employee not only is more than the City and its taxpayers can reasonably afford, it substantially exceeds the level necessary to provide the working firefighters with a fair living wage and a reasonable safety net of benefits, taking into account their skill and the risks they incur in the course of their work.

The costs imposed on the City and its taxpayers by the current labor arbitration award will force the City to explore alternatives, such as creating a volunteer corps of firefighters or filing for Chapter 9 bankruptcy.

The City will not be able to maintain a City fire department unless it can reduce its current Total Average Cost Per Fire Employee. This objective can be achieved if the City and the IAFF will start now working together, to identify and eliminate provisions in the current labor agreement that either unnecessarily restrict the City's ability to manage its fire department operations and direct its work force efficiently and effectively, or result in, or substantially restrict the City's ability to reduce, the high costs of employee benefits and of compensation and benefits provided to inactive personnel.

For all of the reasons recited herein, the Coordinator urged the IAFF to agree to meet with the City for the purpose. The Coordinator appreciates the IAFF's expressed willingness to meet to discuss these issues. While the Coordinator cannot compel the firefighters or the IAFF to relinquish or forego any of the rights, benefits or compensation awarded by the interest arbitrator, the Coordinator strongly encourages the firefighters or the IAFF to do so, in the long-term interests of the bargaining unit employees and of the City and its residents.

1988 is the first year this Plan can mandate changes in the current labor agreement, generally. With respect to 1988 (and any other period while this Plan remains in effect), the Coordinator makes the Recommendations set out below, which will become binding if this Recovery Plan is adopted. These Recommendations mandate a drastic reduction in the Total Average Cost Per Fire Employee in 1998. As noted in the Recommendations, if the IAFF and the firefighters take action now to reduce the Total Average Cost Per Fire Employee for 1996 and 1997 by at least 20% (in 1996) of the current Total Average Cost Per Fire Employee, the level of reduction otherwise required for 1998 could be reduced. The Recommendations also address bargaining and any arbitration in 1996 with respect to "an additional staffing increase," as provided in paragraph 17 of the February 14, 1995 interest arbitration award.

Recommendations

1. Any agreement and any arbitration award between the City and the IAFF with respect to "an additional staffing increase," as provided in paragraph 17 of the February 14, 1995 interest arbitration award **shall not** require the City to increase the existing minimum staffing levels.

2. Unless, and only to the extent that, applicable law requires a change in any of the wages, benefits, terms, provisions or conditions enumerated herein, any labor agreement entered into after this Plan becomes effective between the City and the IAFF (whether resulting from collective bargaining between the parties or interest arbitration pursuant to Act 111 or otherwise) covering calendar year 1998 and any other period while this Plan is in effect **must not** contain, require or provide for any of the following: new overtime or premium pay requirements; any increase in overtime or premium pay requirements; new benefits; any improvements in existing benefits; any new paid or unpaid leave; any improvements to existing paid or unpaid leaves; any additional pay for time not worked; any improvements in existing pay for time not worked; any new designations that time not worked counts as time worked for the purpose of computing overtime or premium pay or increases in existing designations of same; any new benefits for retirees or other inactive employees (e.g., those in layoff or disability status); any improvements in existing benefits for retirees or other inactive employees; any other term or provision which adds any new or additional restrictions on the City's Management Rights (as defined in footnote 1 of this Chapter of the Plan on Collective Bargaining Issues); any provision which limits the time within which the City may take disciplinary action; any provision limiting the City's ability to determine, in accordance with applicable civil service regulations, the requirements for any position or promotion or whether an individual meets such requirements; any minimum manning provision; any provision which restricts or impairs the City's ability to effect a lay-off or other reduction in workforce or to procure fire protection services from any source; any provision which restricts the City's ability to present evidence at any arbitration hearing; any provision which expands any arbitrator's authority to grant relief in any grievance arbitration proceeding; any provision which obligates the City to promote or assign uniformed firefighters on the basis of seniority, rather than on the basis of qualifications and performance, except to the extent that preference is accorded to the most senior of those firefighters having relatively equal qualifications and/or performance histories; any provision obligating the City to provide "light duty" to firefighters who are unable to perform the essential functions of their jobs, with or without reasonable accommodation and without posing a direct threat to the safety or health of themselves or others; or any provision which expands bargaining unit employees' rights to present grievances to the City or to appeal grievances to the City or to appeal grievances to arbitration.

3. Unless and only to the extent that this Recommendation is modified or amended by the Coordinator as a result of any reductions in the Total Average Cost Per Fire Employee negotiated by the City and the IAFF for calendar years 1996 and 1997, any labor agreement between the City and the IAFF (whether resulting from collective bargaining or interest arbitration or otherwise) covering calendar year 1998 and any other period while this Plan is in

effect **must not** result in a Total Average Cost Per Fire Employee for the first calendar year after the expiration of the current labor agreement (which, with respect to the IAFF agreement, means calendar year 1998) that is greater than 80% of the Total Average Cost Per Fire Employee for 1995 shown on Appendix B to this chapter when calculated using the same methodology and formula used in calculating the Total Average Cost Per Fire Employee shown on Appendix B. For each subsequent calendar year that this Plan is in effect, the labor agreement between the City and the IAFF (whether resulting from collective bargaining or interest arbitration pursuant to Act 111 or otherwise) **must not** result in Total Average Cost Per Fire Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Fire Employee shown on Appendix B) that is greater than the Total Average Cost Per Fire Employee for the preceding year, plus one and a half percent (1.5%). Thus, for example, if this Plan remains in effect for calendar year 1999, the labor agreement between the City and the IAFF (whether resulting from collective bargaining or interest arbitration pursuant to Act 111 or otherwise) must not result in Total Average Cost Per Fire Employee in 1999 that is greater than 81.5% of the Total Average Cost Per Fire Employee for 1995 shown on Appendix B to this Chapter, when calculated using the same methodology and formula used in calculating the Total Average Cost Per Fire Employee shown on Appendix B. This Recommendation shall not be contravened by any agreement or award that retroactively effects any increase in the Total Average Cost Per Fire Employee for any period prior to calendar year 1998. Without limiting the generality of the preceding sentence, this means, for example, that no labor negotiations and no interest arbitration award issued while this Plan is in effect can retroactively increase the wages, compensation, benefits, fringe benefits, retirement benefits, insured benefits or other terms and conditions of employment in any way that would result in a Total Average Cost Per Fire Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Fire Employee shown on Appendix B) for calendar years 1995, 1996 or 1997 that is any greater than the Total Average Cost Per Fire Employee for calendar years 1995, 1996 or 1997 resulting from the existing provisions of the current labor agreement as shown on Appendix B.

4. Unless and only to the extent that this Recommendation is modified or amended by the Coordinator as a result of reductions in the Total Average Cost Per Fire Employee negotiated by the City and the IAFF for calendar years 1996 and 1997, any labor agreement between the City and the IAFF (whether resulting from collective bargaining or interest arbitration pursuant to Act 111 or otherwise) covering calendar year 1998 and any other period while this Plan is in effect **must not** contain, require or provide for **any** wage increases (whether in the form of increases to base wages or wage supplements, such as, longevity pay, sick pay incentives, cost of living adjustments or otherwise) for any bargaining unit employee(s) unless (and only unless) any such labor agreement achieved (whether through negotiation, interest arbitration pursuant to Act 111 or otherwise) between the City and the IAFF results in Total Average Cost Per Fire Employee that, for calendar year 1998 (the first calendar year after the expiration of the current labor agreement) is no greater than 80% of the Total Average Cost Per Fire Employee for 1995 shown on Appendix B (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Fire Employee for 1995 shown on Appendix B); and that, for each subsequent calendar year while this Plan is in effect, is no greater

than the Total Average Cost Per Fire Employee (as calculated using the same methodology and formula used in calculating the Total Average Cost Per Fire Employee shown on Appendix B) for the preceding calendar year, plus one and a half percent (1.5%). This Recommendation shall not be contravened by any agreement or award that retroactively effects any increase in the Total Average Cost Per Fire Employee for any period prior to calendar year 1998. Without limiting the generality of the preceding sentence, this means, for example, that no labor negotiations and no interest arbitration award issued while this Plan is in effect can retroactively increase the wages, compensation, benefits, fringe benefits, retirement benefits, insured benefits or other terms and conditions of employment in any way that would result in a Total Average Cost Per Fire Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Fire Employee shown on Appendix B) for calendar years 1995, 1996 or 1997 that is any greater than the Total Average Cost Per Employee for calendar years 1995, 1996 or 1997 resulting from the existing provisions of the current labor agreement as shown on Appendix B.

5. Any labor agreement between the City and the IAFF entered into after this Plan becomes effective (whether resulting from collective bargaining or interest arbitration pursuant to Act 111 or otherwise) covering calendar year 1998 and any other period in which this Plan remains in effect <u>**shall require**</u> that the parties work to establish an effective labor management committee and to negotiate and implement functional operating guidelines and procedures to enable the labor management committee to function as an effective forum for discussion and resolution of workplace issues, other than grievances; <u>**shall contain**</u> a provision prohibiting pyramiding of overtime and other premium pay; <u>**shall contain**</u> provisions authorizing the City, in its discretion, to award compensatory time off in lieu of overtime pay for overtime hours worked; <u>**shall contain**</u> a provision authorizing the City to implement validated fitness standards for all active firefighters; and <u>**shall contain**</u> provisions authorizing the City to assign firefighters to be "on call" to respond to fires at on call pay rates not exceeding $6.00 per straight time hour.

6. No person or entity, including (without limitation) the City, the IAFF and any arbitrator appointed pursuant to Act 111, shall continue in effect past the stated expiration date of the current labor agreement (which, with respect to the IAFF agreement is December 31, 1997) the wages, benefits or other terms and conditions of the existing labor agreement to the extent that such wages, benefits or other terms or conditions are inconsistent with the Recommendations made herein. Specifically, and without limiting the generality of the preceding sentence, no person or entity (including, without limitation the City, the IAFF and any arbitrator appointed pursuant to Act 111) shall continue in effect past December 31, 1997 the wages, benefits or other terms or conditions of the existing labor agreement to the extent that such continuation would result in a Total Average Cost Per Fire Employee after the stated expiration date of the current labor agreement that is greater than 80% of the Total Compensation Per Actual Hour Worked for 1995 shown on Appendix B, when calculated using the same formula and methodology used in calculating the Total Average Cost Per Fire Employee for 1995 shown on Appendix B.

7. If this Plan extends or is extended to cover any period of time subsequent to December 31, 1998 then, unless and until the Recommendations made in this section of this chapter of this Plan are amended or revised, any labor agreement between the City and the IAFF (whether resulting from collective bargaining, interest arbitration pursuant to Act 111 or otherwise) covering such subsequent period shall comply with the Recommendations made herein without regard to the period of agreement specified in any such Recommendation.

8. The City shall retain the services of a qualified public sector labor negotiator, with substantial experience in negotiations and related proceedings under Act 195 and Act 111, to assist it in negotiating a new collective bargaining agreement with the IAFF covering calendar year 1998 (and any subsequent calendar year while this Plan is in effect), to assist the City in administration of such agreement and the current agreement and, should the IAFF and the firefighters agree to meet with the City to discuss changes to the existing labor agreement to reduce the City's Total Average Cost Per Fire Employee, to assist it in such negotiations.

9. The City shall make every reasonable effort to commence negotiations with the IAFF for a new labor agreement pertaining to calendar year 1998 (and any subsequent period while this Plan is in effect) significantly in advance of the date required by Act 111 and shall make every good faith effort to achieve a negotiated labor agreement consistent with this Plan.

10. In any labor negotiations which occur while this Plan is in effect, the City's negotiation team shall include at least: (a) the qualified public sector labor negotiator; (b) the City's chief administrative officer; and (c) the City's chief financial officer.

Guidance

The foregoing Recommendations mean that the City and the IAFF must find ways to reduce the City's costs for Compensation Benefits and other Benefits (as identified in Appendix B), ways to decrease the number of hours bargaining unit employees are paid for, but do not work, and ways to decrease overtime and other premium pay.

Under the Recommendations, the City and the IAFF are free to choose the means of reducing the Total Average Cost Per Fire Employee. Although the choice is that of the parties, the Coordinator strongly encourages both parties not to reduce such cost by reducing the firefighters' base pay. Instead, the Coordinator strongly encourages the City and the IAFF to reduce the other cost components. The Coordinator strongly encourages the parties to focus on changes to the following:

- The existing package of health insurance benefits. Among other options, the parties should further explore employee premium participation; annual and lifetime caps on benefits payable; increased deductibles; increasing co-insurance amounts on major medical, prescription and vision coverages; designating a specific provider(s) for prescription drug benefits; the possibility of reducing the costs by changing coverage designations to plans reducing the costs for coverage that may be bid out for a larger group and placed with carriers offering the most competitive rates; enhanced opt-out programs; elimination of coverage for family members for whom coverage is available through other employers; reductions in or elimination of dental and vision coverage as City-paid benefits and cafeteria plan options.[4]

- City-paid Health insurance for retirees and other inactive personnel and their families should be eliminated. Alternatively, reductions in such coverage and premium participation should be adopted.[5]

- Pension benefits. Disability pension benefits for firefighters who become disabled to work for reasons not attributable to their employment should be eliminated. The City, on a premium participation basis, should provide longterm disability insurance to the firefighters instead of this pension benefit. Eligibility conditions for service-related disability pensions should be changed to impose standards and procedures to insure that only those firefighters who are genuinely disabled to work qualify for these benefits. Additionally, such pension benefits should be reduced by all other benefits received (from any source) that relate to any disability or medical condition, including workers' compensation benefits, longterm disability

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[4]Increasing prescription co-pay amounts from the existing levels of $1 (generic) and $3 (brand names) to $6 and $10, respectively, would reduce the City's cost for coverage by over $17,000 annually for active firefighters. If all active City employees agreed to do so, the City would save approximately $270,000 annually. Changing coverage to KeyCare Select with prescription co-pays of $6 and $10 would reduce the City's costs by nearly $30,000 annually. If all active City employees changed to such coverage, the City would save approximately $321,000 annually. Eliminating dental and vision coverages for active firefighters as a City-paid benefit would save the City over $60,000 annually. Eliminating such coverage as a City-paid benefit for all active City employees would save the City $223,000 annually.

[5]Retired firefighters have Blue Cross/Blue Shield insurance with deductibles of not more than $100 and $2 co-pay for prescriptions. Changing such coverage to the KeyCare plan all active City employees (except police officers) now have would save the City about $48,000 annually. Changing such coverage to KeyCare 10 with prescription co-pays of $6 and $10 would save the City over $51,000 annually and changing such coverage to KeyCare Select with prescription co-pays of $6 and $10 would save the City nearly $54,000 annually. If all City retirees were covered by the KeyCare 10 plan all active City employees (except police officers) currently have, the City would save $423,000 annually. If all City retirees were covered by the KeyCare 10 plan with $6 and $10 prescription co-pays, the City would save nearly $513,000 annually. If all City retirees were covered by the KeyCare Select Plan with $6 and $10 deductibles, the City would save over $572,000 annually.

benefits and social security disability benefits. The level of benefits for disabilities due to injury received while actually performing duties for the City should be reduced so as not to exceed the level for other pension benefits. The eligibility conditions for nondisability pensions should also be changed. An increase in the age and length of service requirements should be explored. All benefits should be based on average earnings for a five (5) year period.

- Sick leave and sick leave incentives. The annual allowance of 21 days should be reduced to 10 since employees are permitted to accumulate such leave. Payment of unused sick leave on retirement or other termination of employment should be eliminated. Further, given the high cost per hour of the existing sick leave compensation benefits, the parties should negotiate or authorize the City to implement greater controls to prevent abuse. Any policy or provision should specify clearly that firefighters are only eligible for sick pay for scheduled days of work missed due to accidents, illness, injury or other medical conditions of the firefighter for which s/he is not eligible to receive workers compensation, disability insurance benefits, heart and lung benefits or other income replacement provided or funded by the City. Sick leave should not be available for absences due to family members' illnesses; each firefighter has vacation and personal days available for such family-related absences.

- Annual vacation allowances should be reduced from a maximum of 26 days after 21 years of service and 21 days after 15 years of service to a maximum of 20 days after 15 years of service and a maximum of 15 days after seven years of service. Holidays should be reduced from 14 per year to 10 per year and personal days should be reduced from four per year to two per year.

- Practices and provisions which limit the City's ability to control and reduce overtime and other premium pay time should be eliminated.

- The provision mandating overtime or premium pay for work in excess of a firefighter's regular work shift should be deleted.

- The provision mandating that vacation, injury, funeral leave and union business leave be counted as time worked for the purposes of computing overtime needs to be deleted.

- Paid leave provisions for union conventions and seminars, meetings with legal counsel and labor negotiations should be deleted. Firefighters should be permitted to use accrued or vacation or personal days for such purposes.

- Rank and shift differentials and longevity pay should not be percentages of base pay, but should be flat amounts and longevity pay should be reduced.

- The education expense reimbursement and education salary incentive provisions should be revised to specify that firefighters are eligible for such reimbursements and incentives only with respect to courses and degrees that relate directly to their work for the City and are approved in advance by the City. The City should not be paying firefighters to prepare or qualify for other careers.

- The parties should consult with and adopt recommendations made by a qualified workers' compensation consultant to reduce the City's high cost for such coverage, including, without limitation, prohibitions on other employment and recommendations for reducing injury risks and for promoting the prompt return of injured firefighters to full, active duty.

- The labor agreement should specify that only firefighters who are actively at work accrue vacation, personal days or sick leave.

- To reduce stress-related and other injuries, the labor agreement should expressly authorize the City to prohibit firefighters from moonlighting at other jobs, including self-employment.

- The four hour call back minimum needs to be reduced to two hours.

- All severance pay provisions should be deleted.

- The probationary period for new hires should be expanded to six months.

- A reasonable geographic territory within which firefighters must reside should be established.

- The requirement that the City pay wages weekly, rather than monthly (with or without a mid-month draw) should be deleted.

TEAMSTERS EMPLOYEES

All fulltime and regular part-time employees (excluding certain confidential employees, elected officials, uniformed police officers and firefighters, and managerial and professional employees) employed in the Finance, Highways, Public Safety, Parks and Public Affairs departments, as well as nonuniformed personnel employed in the liquid fuels, rodent control and lead programs, comprise a bargaining unit represented by Teamsters Local Union

Act 195 and shall negotiate in good faith to achieve a new labor agreement consistent with this Plan.

4. Unless, and only to the extent that, applicable law requires a change in any of the wages, benefits, terms, provisions or conditions enumerated herein, any labor agreement between the City and the Teamsters entered into while this Plan is in effect (whether resulting from collective bargaining between the parties or otherwise) <u>must not</u> contain, require or provide for any of the following: any new overtime or premium pay requirements; any increase in overtime or premium pay requirements; any new benefits; any improvements in existing benefits; any new paid or unpaid leave; any improvements to existing paid or unpaid leaves; any additional pay for time not worked; any improvements in existing pay for time not worked; any new designations that time not worked counts as time worked for the purpose of computing overtime or premium pay or any increases in existing designations of same; any new benefits for retirees or other inactive employees (e.g., those in layoff or disability status); any improvements in existing benefits for retirees or other inactive employees; any provision requiring the City to pay bargaining unit employees to attend any trial, hearing or other legal proceeding, except to the extent that such employee attends any such proceeding at the request of the City; any provision which impairs or restricts the City's ability to engage qualified contractors to perform services for the City, including services currently provided by bargaining unit personnel; any provision which restricts or impairs the City's ability to effect a layoff or other reduction in its workforce; any provision which prohibits the City from using in any arbitration hearing evidence not produced in advance of such hearing; any provision which results in the loss by the City of any grievance for failing to comply with deadlines for response to any grievance or on any basis other than a determination made by a duly appointed arbitrator after an evidentiary hearing; any provision which expands any arbitrator's authority to grant relief in any arbitration proceeding; any provision which obligates the City to promote or assign or to permit bumping of any employee on the basis of seniority, rather than on the basis of qualifications and performance, except to the extent that preference is accorded to the most senior of those employees having relatively equal qualifications and performance histories; any provision obligating the City to provide "light duty" to any employee who is unable to perform the essential functions of his or her job, with or without reasonable accommodation and without posing a direct threat to the health or safety of the employee or others; any other term or provision which adds any new or additional restrictions on the City's Management Rights (as defined in footnote 1 to this chapter); or any provision which expands the bargaining unit employees' rights to present grievances to the City or to appeal grievances to arbitration.

5. Unless and only to the extent that this Recommendation is modified or amended by the Coordinator as a result of any reductions negotiated between the City and the Teamsters in the Total Average Cost Per Teamsters Employee[6] for 1996, 1997 and 1998 (as

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[6]As used in this Chapter, "Teamsters Employee" means those employees/positions that were covered by the labor agreement executed on March 1, 1993. The term "Teamsters Employees" does not include crossing guards.

shown on Appendix C to this Chapter and calculated using the same formula and methodology used in calculating the Total Average Cost Per Teamsters Employee shown on Appendix C), the City **shall not** agree and **shall not** be ordered to give or provide any increase in wages or salaries for any bargaining unit employees, whether pursuant to the annual wage reopeners provided in the current labor agreement or otherwise.

6. Unless and only to the extent that this Recommendation is modified or amended by the Coordinator as a result of any reductions negotiated between the City and the Teamsters in the Total Average Cost Per Teamsters Employee for 1996, 1997 and 1998 (as shown on Appendix C to this Chapter and calculated using the same formula and methodology used in calculating the Total Average Cost Per Teamsters Employee shown on Appendix C), any labor agreement between the City and the Teamsters (whether resulting from collective bargaining or otherwise) covering calendar year 1999 or any other period while this Plan is in effect **must not** result in a Total Average Cost Per Teamsters Employee that is greater than 85% of the Total Average Cost Per Teamsters Employee for 1995 shown on Appendix C to this Chapter, when calculated using the same methodology and formula used in calculating the Total Average Cost Per Teamsters Employee shown on Appendix C. For each subsequent calendar year that this Plan is in effect, the labor agreement between the City and the Teamsters (whether resulting from collective bargaining or otherwise) **must not** result in a Total Average Cost Per Teamsters Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Teamsters Employee shown on Appendix C) that is greater than the Total Average Cost Per Teamsters Employee for the preceding year, plus one percent (1%). Thus, for example, if this Plan remains in effect in the year 2000, the labor agreement between the City and the Teamsters (whether resulting from collective bargaining or otherwise) must not result in a Total Average Cost Per Teamsters Employee in 2000 that is greater than 86% of the Total Average Cost Per Teamsters Employee for 1995 shown on Appendix C to this Chapter, when calculated using the same methodology and formula used in calculating the Total Average Cost Per Teamsters Employee shown on Appendix C. This Recommendation shall not be contravened by any agreement or award that retroactively effects any increase in the Total Average Cost Per Teamsters Employee for any period prior to calendar year 1998. Without limiting the generality of the preceding sentence, this means, for example, that no labor negotiations or order while this Plan is in effect can retroactively increase the wages, compensation, benefits, fringe benefits, retirement benefits, insured benefits or other terms and conditions of employment in any way that would result in a Total Average Cost Per Teamsters Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Teamsters Employee shown on Appendix C) for calendar years 1996, 1997 or 1998 that is any greater than the Total Average Cost Per Teamsters Employee for calendar years 1995, 1996 or 1997 resulting from the existing provisions of the current labor agreement as shown on Appendix C.

7. Unless and only to the extent that this Recommendation is modified or amended by the Coordinator as a result of any reductions for calendar years 1996, 1997 and 1998 negotiated between the City and the Teamsters in the Total Average Cost Per Teamsters Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost per Teamsters Employee shown on Appendix C) any labor agreement between the City and

the Teamsters (whether resulting from collective bargaining or otherwise) negotiated after this Plan goes into effect covering calendar year 1999 or any other period while this Plan is in effect **must not** contain, require or provide for **any** wage increase (whether in the form of increases to base wages or wage supplements, such as cost-of-living adjustments, longevity pay, sick leave incentives or otherwise for any Teamsters Employees unless (and only unless) any such labor agreement (whether achieved through negotiation or otherwise) between the City and the Teamsters results in a Total Average Cost Per Teamsters Employee that, for calendar year 1999, is no greater than 85% of the Total Average Cost Per Teamsters Employee for 1995 shown on Appendix C (when calculated using the same methodology and formula used in calculating the Total Average Cost per Teamsters Employee shown on Appendix C) and that for each subsequent calendar year while this Plan is in effect is no greater than the Total Average Cost Per Teamsters Employee (as calculated using the same formula and methodology used in calculating the Total Average Cost Per Teamsters Employee shown on Appendix C) for the preceding calendar year, plus one percent 1%. This Recommendation shall not be contravened by any agreement or order that retroactively effects any increase in the Total Average Cost Per Teamsters Employee for any period prior to calendar year 1998. Without limiting the generality of the preceding sentence, this means, for example, that no labor negotiations or order while this Plan is in effect can retroactively increase the wages, compensation, benefits, fringe benefits, retirement benefits, insured benefits or other terms and conditions of employment in any way that would result in a Total Average Cost Per Teamsters Employee (when calculated using the same methodology and formula used in calculating the Total Average Cost Per Teamsters Employee shown on Appendix C) for calendar years 1996, 1997 and 1998 that is any greater than the Total Average Cost Per Teamsters Employee for calendar years 1995, 1996 or 1997 resulting from the existing provisions of the current labor agreement as shown on Appendix C.

8. Any labor agreement between the City and the Teamsters entered into after this Plan is adopted (whether resulting from collective bargaining or otherwise) **shall require** that the parties establish an effective labor-management committee and to negotiate and implement functional operating guidelines and procedures to enable the labor-management committee to function as an effective forum for discussion and resolution of workplace issues other than grievances; **shall contain** a provision prohibiting pyramiding of overtime and other premium pay; **shall contain** a provision authorizing the City, in its discretion, to award compensatory time off in lieu of overtime pay for overtime hours worked; and **shall contain** provisions authorizing the City at its sole discretion to assign employees to be "on call" at on call pay rates not exceeding $5.00 per hour.

9. Any labor agreement between the City and the Teamsters entered into after this Plan becomes effective (whether resulting from collective bargaining or otherwise) covering any period subsequent to 1998 while this Plan remains in effect **shall** authorize the City, in its sole discretion, to contract out to responsible bidders work of the types contracted out by other municipal governments, including, without limitation, repair and construction of roads, sidewalks, curb cuts, storm sewers, sanitary sewers and other infrastructures; janitorial services; repair and maintenance of vehicles, other equipment, buildings and other City facilities and groundskeeping services, subject only to the City's obligation to notify the Teamsters and to discuss the effects

of such contracting out on bargaining unit employees where such contracting out would result in layoff(s) of such employee(s) or reduction(s) in such employee(s)' straight time hours of work.

10. Any labor agreement between the City and the Teamsters entered into after this Plan is adopted (whether resulting from collective bargaining or otherwise) covering any period subsequent to 1998 while this Plan remains in effect **shall not** contain any minimum manning requirement or any provision prohibiting or restricting layoffs, but **shall** provide that, at least 30 days before the City takes any action that would result in the layoff(s) of bargaining unit employee(s) or in reduction(s) in such employee(s)' weekly straight time hours of work, the City shall advise the Teamsters of the contemplated action and of the expected effect(s) of same on the bargaining unit employees and shall, upon request by the Teamsters, meet with it to explore: (a) alternatives to the contemplated action, such as changes in work methods, productivity standards, scheduling, wage rates or other matters that would make it equally or more economical and efficient for the City to have the work done by bargaining unit employees than by contractor(s); and (b) other alternatives to the layoff of bargaining unit employees, such as providing such employees with cross-training and/or preference in filling vacancies in other City jobs for which they are fully qualified.

11. No person or entity, including (without limitation) the City, the Teamsters, any mediator and any factfinder, shall continue in effect past the stated expiration date of the current labor agreement the wages, benefits or other terms and conditions of the existing labor agreement to the extent that such wages, benefits or other terms and conditions are inconsistent with the Recommendations made herein. To the extent that such continuation would result in a Total Average Cost Per Teamsters Employee after the stated expiration date of the current labor agreement that is greater than 85% of the Total Average Cost Per Teamsters Employee shown on Appendix C, when calculated using the same methodology and formula used in calculating the Total Cost Per Teamsters Employee shown on Appendix C.

12. If this Plan is extended to cover any period of time subsequent to December 31, 1998, then, unless and until the Recommendations made in this section of this Chapter of this Plan are revised, any labor agreement between the City and the Teamsters (whether resulting from collective bargaining or otherwise) covering such subsequent period shall comply with the Recommendations made herein, without regard to the period of agreement specified in any such Recommendation.

Guidance

The foregoing Recommendations mean that, in order for the bargaining unit employees to obtain a wage increase (and even to maintain their current wage rates), the City and the Teamsters must find ways to reduce the City's cost for Compensation Benefits and other Benefits (as identified in Appendix C) provided in the existing collective bargaining agreement and to increase the number of hours bargaining unit employees work on straight time wages, on average, each year.

Under the Recommendations, the City and the Teamsters are free to choose the mans of controlling the Total Average Cost Per Teamsters Employee. Although the choice is that of the parties, the Coordinator strongly encourages the City and the Teamsters not to reduce the employees' take home pay, but to work together to reduce other components of the Total Average Cost Per Teamsters Employee and to reduce such other components enough that the bargaining unit employees will be able to obtain a wage increase. The Coordinator encourages the parties to focus on changes to the following:

- The existing package of health insurance benefits. Among other options, the parties should further explore employee participation; increased deductibles; increasing co-insurance amounts on major medical, prescription and vision coverages; the possibility of reducing the costs by changing coverage designations to plans reducing the City's costs for coverage and which may be bid out for a larger group and placed with carriers offering the most competitive rates; opt-out programs; elimination of coverage for family members for whom coverage is available through other employers; reductions in or elimination of dental and vision coverages as City-paid benefits and cafeteria plan options.[7]

- City-paid health insurance for retirees and their families should be eliminated. Alternatively, reductions in such coverage and premium participation should be explored.[8]

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[7]Increasing prescription co-pay amounts from the existing levels $1 (generic) and $3 (brand name) to $6 and $10 respectively, would reduce the City's cost for coverage for active Teamsters employees by nearly $30,000 annually. If all active City employees accepted such change, the City would save approximately $270,000 annually. Changing coverage for active Teamsters employees to KeyCare Select with prescription co-pays of $6 and $10 would reduce the City's costs by over $50,000 annually. If all active City employees changed to such coverage, the City would save approximately $321,000 annually. Eliminating, as a City-paid benefit, dental and vision coverage for active Teamsters employees would save the City over $62,000 annually. Eliminating, as a City-paid benefit, such coverage for all active City employees would save the City over $223,000 annually.

[8]Retired Teamsters employees have Blue Cross/Blue Shield insurance with deductibles of not more than $100 and $1 co-pay for prescriptions. Changing such coverage to the KeyCare 10 plan all active employees (except police officers) now have would save the City approximately $65,000 annually. Changing such coverage to KeyCare 10 with $6 and $10 prescription co-pays would save the City nearly $67,000 annually and changing such coverage to KeyCare Select with prescription co-pays of $6 and $10 would save the City approximately the same amount. If all City retirees were covered by the KeyCare 10 plan all active employees (except police officers) currently have, the City would save $423,000 annually. If all City retirees were covered by the

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- The agreement should expressly provide that City-paid health insurance is not available for any employees except active employees.

- The requirement for overtime or premium pay after eight hours per day and for work on weekends should be deleted to permit the City to schedule work crews for four ten hour days without incurring overtime.

- The requirement that employees be paid a minimum of 4 hours if called to work should be changed to provide a minimum of 2 hours pay or work at the employee's straight time or overtime rate, whichever is applicable.

- Similarly, the requirement that highway department employees be paid a minimum of 4 hours at time and a half if called in and that any employee called in on a weekend be paid a minimum of 4 hours at time and a half should be deleted.

- The requirement for double time and a half pay for work on holidays and Sundays should be deleted. Employees who work on holidays should be eligible either for double time or a compensatory day off.

- Overtime equalization should be measured over an extended period. The agreement should expressly provide that the City has the discretion to select which employee can perform the work most efficiently. Additionally, if an employee is bypassed for an overtime opportunity, the sole remedy should be the opportunity to work an equal amount of overtime in the future.

- The prohibition against bargaining unit work by foremen or salaried personnel in non-emergency situations should be deleted.

- The requirement that holidays not worked be counted as time worked toward overtime should be deleted.

- Reporting pay hours not worked should not be counted as time worked toward overtime.

- The annual allowance of 6 personal days should be reduced to two.

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[8](...continued)
KeyCare 10 plan with $6 and $10 prescription co-pays, the City would save nearly $513,000 annually. If all City retirees were covered by the KeyCare Select Plan with $6 and $10 deductibles, the City would save over $572,000 annually.

- The annual 12 days per year paid sick leave allowance should be reduced to 10 days since employees are allowed unlimited accumulation. Given the high cost of sick leave compensation, the parties should negotiate or authorize the City to implement appropriate controls to prevent abuse. The labor agreement should clearly specify that employees are only eligible for sick pay for scheduled days of work missed due to accidents, illness, injury or other medical conditions of the employee for which the employee is not eligible to receive workers' compensation, disability insurance benefits or other income replacement provided or funded by the City.

- Advance notice and verification requirements for paid funeral leave and jury duty leave should be added to prevent abuse and facilitate scheduling changes.

- Bereavement leave should be limited to a maximum of 4 days.

- The annual allowances of 25 days of vacation for employees with 20 or more years of service, of 20 days of vacation for employees with 15-19 years of service and of 15 days of vacation for employees with 10-14 years of service should be reduced. Employees with more than 20 years of service should be eligible for a maximum of 20 days vacation per year and those with more than 10 years of service should be eligible for a maximum of 15 days of vacation per year.

- Paid holidays should be reduced from 15 to 10 and the requirement that holidays be paid to employees on sick or other leave should be deleted.

- The eligibility requirements for pensions and pension benefit amounts should be examined. Additionally, the parties should consider replacing the existing plan with a defined contribution plan.

- The parties should consult with and adopt recommendations made by a qualified workers' compensation consultant to reduce the City's high cost for such coverage, including, without limitation, recommendations for reducing injury risks and for promoting the prompt return of injured employees to productive employment.

- Employees who are not actively at work should not accrue holiday, vacation or sick leave pay.

- Regular part-time employees should not receive a full year's service credit for working 100 days. Service credit should be calculated on a pro-rata basis.

- Paid benefits for part-time employees should be deleted. Part-time personnel should be allowed to purchase benefits at the City's cost.

- The requirement that disciplinary letters be discarded or ignored after 12 months should be deleted.

- The probationary period should be enlarged to 6 months.

- The restrictions on the City's ability to change starting times and to assign shifts and days of work should be deleted.

APPENDIX A

City of Chester
Police Contract
Analysis of Costs Per Hour Worked

Compensation	1994	1995	1996	1997
Average per Hour Base Pay for Each Regular Hour Worked	$ 14.35	$ 16.24	$ 17.37	$ 18.93
Compensation Benefits				
Average of time related Components				
Longevity Compensation	1.10	1.26	1.53	1.86
Shift Premium Pay	0.74	0.81	0.85	0.92
Overtime	2.96	3.13	3.26	3.56
Sick Pay	0.90	0.96	1.00	1.09
Holiday Pay	0.78	0.83	0.87	0.95
Retroactive pay adjustment	0.91	-	-	-
Subtotal	21.74	23.23	24.88	27.31
Benefits other than Retirement				
Health Insurance	3.67	3.76	3.97	4.29
Life Insurance	0.15	0.14	0.14	0.14
Uniform Allowance	0.19	0.19	0.19	0.19
Worker Compensation Insurance	8.15	8.23	8.82	9.68
Education, Court Time and Other	0.41	0.39	0.38	0.38
Retirement Benefits				
Pension	17.35	17.19	17.62	18.50
Retirement Health Insurance	6.44	7.56	9.02	10.97
Retirement Life Insurance	0.01	0.01	0.01	0.01
Total Compensation per Regular Hour	**$ 58.11**	**$ 60.70**	**$ 65.03**	**$ 71.47**
Ratio of Actual Hours Worked to Regular Hours				
Regular Hours	1,954	1,954	1,954	1,954
Plus Overtime Hours	266	251	245	245
Less Vacation Hours	(160)	(160)	(160)	(160)
Less Personal Hours	(16)	(16)	(16)	(16)
Actual Hours Worked	2,044	2,029	2,023	2,023
Ratio of Regular to Actual	95.60%	96.30%	96.59%	96.59%
Total Compensation Per Actual Hour Worked	**$ 55.55**	**$ 58.45**	**$ 62.81**	**$ 69.03**
Total Average Cost Per Police Officer	**$ 113,544**	**$ 118,595**	**$ 127,065**	**$ 139,648**

City of Chester
Police Contract
Summary of Significant Assumptions

	Amount					Reference			
	1994	1995	1996	1997		1994	1995	1996	1997
Compensation Benefits									
Average per hour base pay per officer	$ 14.35	$ 16.24	$ 17.37	$ 18.93	Page	33	39	42	45
Weighted average number of officers	95.8	101.5	104	104	Page	33	39	42	45
Average regular hours per officer	1,954	1,954	1,954	1,954	Page	33	39	42	45
Total overtime hours	25,455	25,455	25,455	25,455	Page	33	39	42	45
Vacation hours	160	160	160	160	Page	52	52	52	52
Total longevity compensation	$ 205,456	$ 250,204	$ 311,519	$ 378,769	Page	35	41	44	47
Total shift premium	$ 138,996	$ 160,563	$ 171,718	$ 187,142	Page	34	40	43	46
Total overtime premium	$ 554,442	$ 620,120	$ 663,200	$ 722,770	Page	33	39	42	45
Total sick pay	$ 168,768	$ 190,084	$ 203,289	$ 221,549	Page	34	40	43	46
Total holiday pay	$ 146,456	$ 164,992	$ 176,454	$ 192,303	Page	34	40	43	46
Total retroactive pay increase *	$ 170,000	N/A	N/A	N/A	Page	63			
Benefits Other Than Retirement									
Total education, Court Time and Other	$ 76,718	$ 76,718	$ 76,718	$ 76,718	Page	35	41	44	47
Total personal Choice (medical)	$ 686,952	$ 746,687	$ 806,422	$ 870,936	Page	11	11	11	11
Total life and Accidental Death and Dismemberment	$ 27,594	$ 27,594	$ 27,594	$ 27,594	Page	11	11	11	11
Workers' compensation	10.13%	9.58%	9.58%	9.58%	Page	12	12	12	12
Workers' compensation modification factor	3.70	3.70	3.70	3.70	Page	12	12	12	12
Uniform Allowance	$ 375	$ 375	$ 375	$ 375	Page	7	7	7	7
Retirement Benefits									
Total pension contribution	$ 3,247,497	$ 3,409,872	$ 3,580,365	$ 3,759,383	Page	92	92	92	92
Health Insurance									
Under 65 years old									
Current costs	$ 8,813	$ 8,813	$ 8,813	$ 8,813	Page	12	12	12	12
Inflation rate	8%	8%	8%	8%	Page	12	12	12	12
Benefit period (years)	15	15	15	15	Page	12	12	12	12
Future value	$ 132,192	$ 132,192	$ 132,192	$ 132,192					
Recovery period	9	8	7	6	Page	12	12	12	12
Annual cost per officer	$ 10,586	$ 12,428	$ 14,815	$ 18,020					
Over 65 years old									
Current costs	$ 3,577	$ 3,577	$ 3,577	$ 3,577	Page	11	11	11	11
Inflation rate	8%	8%	8%	8%	Page	12	12	12	12
Benefit period (years)	7	7	7	7	Page	12	12	12	12
Future value	$ 25,039	$ 25,039	$ 25,039	$ 25,039					
Recovery period	9	8	7	6	Page	12	12	12	12
Annual cost per officer	$ 2,005	$ 2,354	$ 2,806	$ 3,413					
Total retirement medical costs per officer	$ 12,591	$ 14,782	$ 17,621	$ 21,433					
Total life insurance	$ 2,712	$ 2,712	$ 2,712	$ 2,712	Page	11	11	11	11

* This is an estimate, as the retroactive pay calculation was not finalized at the time this report was prepared.

City of Chester
Police Contract
Contract Cost Provisions
Current Contract in Effect Through December 31, 1997

	1994	1995	1996	1997
PAYROLL *				
Patrolman Base Pay	$ 32,918	$ 32,918	$ 34, 234	$ 36,288
Newly Hired Police Officers				
Less than 12 months - (70% of base)	$ 23,042	$ 23,042	$ 23,964	$ 25,402
After 12 months - (80% of base)	$ 26,334	$ 26,334	$ 27,387	$ 29,031
After 24 months - (90% of base)	$ 29,626	$ 29,626	$ 30,811	$ 32,660
After 36 months - (100% of base)	$ 32,918	$ 32,918	$ 34,234	$ 36,288
Rank Differential:				
Detective/Corporal - (3% > Patrolman)	$ 33,905	$ 33,905	$ 35,261	$ 37,377
Sergeant - (6% > Detective/Corporal)	$ 35,939	$ 35,939	$ 37,377	$ 39,620
Captain - (6% > Sergeant)	$ 38,096	$ 38,096	$ 39,620	$ 41,997
Inspector - (6% > Captain)	$ 40,382	$ 40,382	$ 41,997	$ 44,517
Chief - (8% > Inspector)	$ 43,612	$ 43,612	$ 45,357	$ 48,078

* 1994 & 1995 rates reflect the "retroactive" pay increase pursuant to the June 12, 1995, Act 111 Arbitration Award.

Longevity

2% increase for every 3 years of service to a maximum of 10% (some Police Officers had longevity increases >10% at time of this contract, & they were "grandfathered"). Longevity is included in Sick Leave, Holiday Time, Personal Days, Vacation, and Overtime.

	1994	1995	1996	1997
Shift Differential:				
For any shift that falls between hours of				
15:00 to 23:59	9%	9%	9%	9%
24:00 to 7:59	10%	10%	10%	10%
Holidays				
# of days	14	14	14	14

Additional Holiday Benefit

Any Officer working Xmas, Easter, Thanksgiving, Memorial Day, New Year's Day, Labor Day or 4th of July will receive an additional 1/2 day's pay or a compensatory day off at option of City.

	1994	1995	1996	1997
Education:				
Officer w/ 60 credits will receive	$ 200	$ 200	$ 200	$ 200
Officer w/120 credits will receive	$ 400	$ 400	$ 400	$ 400

Overtime

One and 1/2 times base rate for either >8 hours/day or >40 hours /week

Court Time

Minimal additional payment

	1994	1995	1996	1997
Clothing Allowance:	$ 375	$ 375	$ 375	$ 375

City of Chester
Police Contract
Contract Cost Provisions
Current Contract in Effect Through December 31, 1997

	1994	1995	1996	1997
Vacation:				
Police Officers hired prior to 1/1/76:				
	1 - 10 Years	15 work days		
	11 - 17 Years	20 work days		
	17 - 22 Years	25 work days		
	>22 Years	30 work days		
Police Officers hired after 1/1/76:				
	1 - 4 Years	10 work days		
	5 - 10 Years	15 work days		
	11 - 17 Years	20 work days		
	18 - 22 Years	25 work days		
	>22 Years	30 work days		
Sick Leave:				
# of Days	17	17	17	17
Maximum to accumulate	150	150	155	160
Maximum # of accumulated sick days to be paid for @ time of severance (retirement or disability)	50	50	55	60
Funeral Pay:				
# Days for immediate family death	3	3	3	3
Personal Days	4	4	4	4

Vacation can not be carried forward beyond 12/31, however, Chief may authorize one week to be carried over & utilized during the first three months of the following year.

Health & Welfare

Health Insurance:

All Officers employed as of 6/12/95 are provided, at City's expense BC/BS Personal Choice Program

All Officers hired after 6/12/95 are provided, at City's Expense, Keystone Health Plan East (w/ 6$ /$10 prescription card)

Life Insurance:

$30,000 AD&D for each Officer

$5,000 life insurance for retired Officers

Pension:

Officer hired prior to 1/1/88:

Eligible for retirment after completing 20 years & being 50 years old — Benefit equals 1/2 of earnings on W-2 in the 12-month period prior to election to retire.

Officer hired after 1/1/88:

Eligible to retire after completing 25 years & being 53 years old — **Benefit equals 50% of average annual salary received during last 3 years.**

Benefits are different for retirement due to disability.

City of Chester
Police Contract
Cost Analysis
Assumptions & Methodologies

Personnel/Period Covered

- Personnel in this analysis include the 99 officers covered by the bargaining unit as of December 31, 1994, (the 99 officers) and the 5 police officers re-hired on July 21, 1995. On a weighted average basis, the number of personnel comprise:

Year	Number
1994	95.8
1995	101.5
1996	104.0
1997	104.0

- Compensation and benefit costs are based on the contract, and the Act 111 Arbitration Award in effect during the period January 1, 1994 through December 31, 1997.

Work Hour Method

- The method used to compute the cost of all compensation and benefits is based on the actual hours worked by covered personnel as recorded in the City of Chester's (the City's) payroll records.

- The Work Hour Calculation Is:

The Work Hour Calculation Is:	1994	1995	1996	1997
Average regular hours worked per officer*	1,954	1,954	1,954	1,954
Plus overtime hours**	266	251	245	245
Less vacation hours***	(160)	(160)	(160)	(160)
Less personal hours***	(16)	(16)	(16)	(16)
Actual hours worked	2,044	2,029	2,023	2,023

* Based upon the actual weighted average hours worked per police officer per the City's 1994 payroll records. Sick hours are recorded separately from the regular hours, thus they are not deducted from regular hours in this analysis.

** Based upon the total actual overtime hours worked by the 99 police officers during 1994, per the City's 1994 payroll records.

*** Based upon the weighted average of a sample of 72 police officers' 1994 attendance records, obtained from the Police Department.

Computation Methodology

Following are the methods employed in computing the cost per regular hour worked:

- The 1994 average per hour base pay was computed by dividing the total payroll expense for regular hours for the 99 officers, as determined by the City's payroll records, by the average regular hours worked per officer, also per the City's payroll records.

- The average base pay per year for all years subsequent to 1994 has been computed by dividing the total payroll expense for regular hours as determined by the Police Salary Pricing Models, by the average regular hours worked per officer, also determined by the Police Salary Pricing Models. The average per hour base pay for 1994 has been adjusted for the retroactive pay calculation, while the retroactive pay calculation for 1995, has been included in the rates used.

- The longevity compensation for 1994 was based upon the actual amounts per the City's 1994 payroll records, which was divided by the average regular hours worked per officer.

- For all years subsequent to 1994, the longevity compensation was computed utilizing a weighted average longevity percentage, determined by projecting each officers' length of service for that year, and converting this into the appropriate longevity percentage.

- Longevity compensation pay for all years subsequent to 1994 was computed by dividing the total payroll expense for longevity as determined by the Police Salary Pricing Model by the average regular hours worked per officer.

- For 1994, the shift premium compensation pay is based upon the actual amounts per the City's payroll records, which was divided by the average regular hours worked per officer.

- For all years subsequent to 1994, the amount of shift differential hours used to calculate the shift differential premium compensation was equal to the actual shift differential hours worked by the 99 officers in 1994.

- For all years subsequent to 1994, the shift premium compensation pay was computed by dividing the total payroll expense for shift premiums as determined by the Police Salary Pricing Models, by the average regular hours worked per officer, also per the Police Salary Pricing Models.

- For 1994 the overtime compensation pay is based upon the actual amounts per the City's payroll records, which was divided by the average regular hours worked per officer.

- For all years subsequent to 1994, the amount of overtime hours used to calculate the overtime compensation pay was equal to the total overtime hours worked by the 99 officers during 1994.

- For all years subsequent to 1994, the overtime compensation pay was computed by dividing the total payroll expense for overtime as determined by the Police Salary Pricing Models by the average regular hours worked per officer.

- For 1994 the sick compensation pay is based upon the actual amounts for the 99 officers per the City's payroll records.

- For all years subsequent to 1994, the sick compensation pay was computed by dividing the total payroll expense for sick time as determined by the Police Salary Pricing Models by the average regular hours worked per officer, also as determined by the Police Salary Pricing Models.

- For 1994 the holiday compensation pay was based upon the actual amounts for the 99 officers per the City's payroll records.

- For all years subsequent to 1994, the holiday compensation pay was computed by dividing the total payroll expense for holiday time as determined by the Police Salary Pricing Models by the average regular hours worked per officer.

- Blue Cross/Medical Insurance for Personal Choice, Dental Insurance, Prescription Drug Insurance and Vision Insurance amounts were calculated based on current quotes from the City's Insurance Consultant for the costs incurred and to be incurred by the City. These costs were divided by the weighted average number of officers. The result was then divided by the average regular hours worked per officer.

- Life and Accidental Death and Dismemberment Insurance amounts were calculated based on current quotes from the City's Insurance Consultant for the costs incurred and to be incurred by the City. These costs were divided by the weighted average number of officers. The result was then divided by the average regular hours worked per officer.

    - The City's Workers Compensation Costs were calculated based on current quotes from the City's Insurance Consultant for the costs incurred by the City for 1994, using standard rates of $9.58 for every $100 of payroll costs, multiplied by a projected experience modification factor of 3.70. These costs were divided by the weighted average number of officers. The result was then divided by the average regular hours worked per officer.

    - The retirement pension funding is typically computed annually by Conrad M. Sigel, Inc., consulting pension actuaries. For this analysis, ZA computed the retirement pension funding and it includes normal pension costs, reduced by the employees' contributions and adjusted for any unfavorable experience that resulted for the 1993 year as a result of adverse experience from the disability features of the Plan. These costs were divided by the weighted average number of officers. The result was then divided by the average regular hours worked per officer.

    - Significant assumptions made by ZA in computing the retirement health insurance funding are:
        - Average time to retirement age of 50 years old, with 20 years of service, is 9 years as of January 1, 1994;
        - Medical benefits are provided for 15 years after retirement;
        - The current cost of medical insurance premiums is $8,813 annually in 1995 dollars, and is assumed to increase 8% per annum;
        - An annuity will be purchased at age 50, to fund the then current premiums for 15 years with an interest rate of 8% per annum, and;
        - Payments to the Fund will be made on a level payment basis assuming an 8% return per annum, over the 9 year period beginning in 1994.
    - The costs computed above is then divided by the average regular hours worked per officer.

- The amounts of pay for education, court time, and other miscellaneous items, has been kept constant for all years, and is equal to the actual amount paid to the 99 officers in 1994.

- No promotions were assumed in the Police Salary Pricing Model, other than the "normal" promotions given to new officers during their first three years of service.

City of Chester
Police Model
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
1994
Page 1/3

Employment & Salaries

Does not include employees separated during 1994 or 1995

1994

Rank	# of Officers During 1994	1993 Base Salary Rates	Extended	Retroactive 1994 Rates	Extended @ 1994 Rates	Increment
Patrolman-70%	20.8	$ 22,156	$ 461,511	$ 23,042.33	$ 479,972	$ 18,460
Patrolman-80%	6.0	$ 25,321	$ 151,927	$ 26,334 09	$ 158,005	$ 6,077
Patrolman-90%	-	$ 28,486	$ -	$ 29,625 85	$ -	$ -
Patrolman	50.0	$ 31,652	$ 1,582,578	$ 32,917.61	$ 1,645,881	$ 63,303
Detective/Corporal	5.0	$ 32,601	$ 163,005	$ 33,905.14	$ 169,526	$ 6,520
Sergeant	3.0	$ 34,557	$ 103,671	$ 35,939.45	$ 107,818	$ 4,147
Captain	-	$ 36,631	$ -	$ 38,095.82	$ -	$ -
Inspector	3.0	$ 38,828	$ 116,485	$ 40,381.56	$ 121,145	$ 4,659
Chief	1.0	$ 41,935	$ 41,935	$ 43,612.09	$ 43,612	$ 1,677
Chief Inspector	1.0	$ 41,159	$ 41,159	$ 42,805.36	$ 42,805	$ 1,646
Lieutenant	6.0	$ 35,595	$ 213,570	$ 37,018.80	$ 222,113	$ 8,543
	95.8		$ 2,875,842		$ 2,990,876	$ 115,034
Average annual Base Salary			$ 30,010		$ 30,211	

1994 actual for the 99 officers at end of 1994

Number of Actual Regular hours worked	187,205		
Average regular hours per officer		1,954	
Actual pay for regular hours	$ 2,686,545		
Average pay per officer		$ 28,034	
Average actual pay per officer per regular hour			$ 14.35
Overtime			
Actual total overtime hours worked	25,455		
Actual total pay for overtime hours	$ 554,442		
Average pay per overtime hour		$ 21 78	

$ 2,875,842		
$ 2,686,545	6.58%	Difference between model
$ 189,297	7.05%	& actual total base pay

is due to promotions during 1994.
This model is prepared assuming officers' ranks & therefore base salaries for all of 1994, were the same as they were @ 12/31/94.
As a result, the model calculates a higher base rate for the entire year.

City of Chester
Police Model
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
1994
Page 2/3

Shift Differential

Actual Shift # 2 hours worked		60,777		
Actual Shift # 3 hours worked		44,164		
Total				104,941
Actual Shift # 2 pay	$	75,661		
Actual Shift # 3 pay	$	63,335		
Total			$	138,996
Actual Sick hours (paid, not per attendance sheets)		11,704.00		
Actual Sick dollars paid	$	168,768		
Actual Sick dollars per hour paid			$	14.42
Actual Holiday hours (paid)		10,159		
Actual Holiday dollars paid	$	146,456		
Actual Holiday dollars per hour paid			$	14.42

Summary

Regular Pay	(includes vacation & personal)	$	2,686,545
Overtime Pay		$	554,442
Shift Differential Pay		$	138,996
Sick Pay		$	168,768
Holiday Pay		$	146,456
Subtotal		$	3,695,207

City of Chester
Police Model
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
1994
Page 3/3

Longevity

Actual Longevity premium paid	$	205,456	Directly from City's payroll records
effective Longevity %		5.56%	

Other Pay

1994 actual amounts:

Education	$	5,400	Directly from City's payroll records
Court	$	63,740	Directly from City's payroll records
Misc.	$	7,578	Directly from City's payroll records
Total other pay	$	76,718	

Total pay

Subtotal from above	$	3,695,207
Longevity premium	$	205,456
Other	$	76,718
Total pay	$	3,977,381

City of Chester
Police Model
1994
Model showing the cost of all officers employed during 1994, not only the 99 officers employed at December 31, 1994. This model is included for informational purposes only.
Page 1/3

Total # of officers		
	Officers @ 12/31/94	99
	Officers separated during 1994	27
	Total	126
Total Regular hours worked		
	Officers @ 12/31/94	187,205
	Officers separated during 1994	22,978
	Total	210,183
Total Regular pay		
	Officers @ 12/31/94	$ 2,686,545
	Officers separated during 1994	$ 296,652
	Total	$ 2,983,197
Total overtime hours worked		
	Officers @ 12/31/94	25,455
	Officers separated during 1994	200
	Total	25,655
Total pay for overtime hours		
	Officers @ 12/31/94	$ 554,442
	Officers separated during 1994	$ 4,662
	Total	$ 559,104
Total Shift # 2 hours worked		
	Officers @ 12/31/94	60,777
	Officers separated during 1994	2,780
	Total	63,557
Total Shift # 3 hours worked		
	Officers @ 12/31/94	44,164
	Officers separated during 1994	1,113
	Total	45,277

Total Shift # 2 & Shift # 3 Hours Worked 108,833

City of Chester
Police Model
1994
Model showing the cost of all officers employed during 1994, not only the 99 officers employed at December 31, 1994. This model is included for informational purposes only.
Page 2/3

Total Shift # 2 pay			
	Officers @ 12/31/94	$ 75,661	
	Officers separated during 1994	$ 3,817	
	Total	$ 79,478	
Total Shift # 3 pay			
	Officers @ 12/31/94	$ 63,335	
	Officers separated during 1994	$ 1,738	
	Total	$ 65,073	
Total Shift # 2 & Shift # 3 Pay Premium			$ 144,551
Total Sick hours paid			
	Officers @ 12/31/94	11,704	
	Officers separated during 1994	304	
	Total	12,008	
Total Sick dollars paid			
	Officers @ 12/31/94	$ 168,768	
	Officers separated during 1994	$ 4,923	
	Total	$ 173,691	
Total Holiday hours paid			
	Officers @ 12/31/94	10,159	
	Officers separated during 1994	784	
	Total	10,943	
Total Holiday dollars paid			
	Officers @ 12/31/94	$ 146,456	
	Officers separated during 1994	$ 12,396	
	Total	$ 158,852	
Total Longevity			
	Officers @ 12/31/94	$ 205,456	
	Officers separated during 1994	$ 19,021	
	Total	$ 224,477	

City of Chester
Police Model
1994
Model showing the cost of all officers employed during 1994, not only the 99 officers employed at December 31, 1994. This model is included for informational purposes only.
Page 3/3

Total other

Education		
Officers @ 12/31/94	$	5,400
Officers separated during 1994	$	200
Total	$	5,600
Court		
Officers @ 12/31/94	$	63,740
Officers separated during 1994	$	920
Total	$	64,660
Miscellaneous		
Officers @ 12/31/94	$	7,578
Officers separated during 1994	$	11,242
Total	$	18,820

Total other pay $ 89,080

Grand Total All

	Hours		Dollars
Regular pay	210,183	$	2,983,197
Overtime	25,655	$	559,104
Shift differential pay	108,833	$	144,551
Sick pay	12,008	$	173,691
Holiday pay	10,943	$	158,852
Longevity pay	-	$	224,477
Other pay	-	$	89,080
	367,622	$	4,332,952
per w-2		$	4,327,283
insignificant difference		$	5,669

City of Chester
Police Model
1995
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 1/3

Rank	# of Officers During 1994	1995 Base Salary Rates	Extended
Patrolman-70%	2.5	$ 23,042.33	$ 57,606
Patrolman-80%	24.0	$ 26,334.09	$ 632,018
Patrolman-90%	6.0	$ 29,625.85	$ 177,755
Patrolman	50.0	$ 32,917 61	$ 1,645,881
Detective/Corporal	5.0	$ 33,905.14	$ 169,526
Sergeant	3.0	$ 35,939.45	$ 107,818
Captain	-	$ 38,095.82	$ -
Inspector	3.0	$ 40,381.56	$ 121,145
Chief	1.0	$ 43,612.09	$ 43,612
Chief Inspector	1.0	$ 42,805.36	$ 42,805
Lieutenant	6.0	$ 37,018.80	$ 222,113
	101.5		$ 3,220,279
Average annual Base Salary			$ 31,727
Number of Actual Regular hours worked		198,281	
Average regular hours per officer -1994			1,954
Pay		$ 3,220,279	
Average pay per officer			$ 31,727
Average actual pay per officer per regular hour			$ 16.24
Overtime Actual 1994 total Overtime hours worked		25,455	

Total pay for Overtime hours:

Overtime	Cost per hour	OT Hours	Extension
Stright-time cost of overtime	$ 16.24	25,455	$ 413,413
Half-time Premium	$ 8.12	25,455	$ 206,707
Total cost of overtime			$ 620,120

City of Chester
Police Model
1995
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 2/3

		Premium	Premium Cost Per Regular Hour	# Hours	Extension
	Shift Differential				
	Actual 1994 Shift # 2 hours worked		60,777		
	Actual 1994 Shift # 3 hours worked		44,164		
	Total				104,941
	2nd shift hours	9%	$ 1.46	60,777	$ 88,837
	3rd shift hours	10%	$ 1.62	44,164	$ 71,727
	Total shift premium cost				$ 160,563
Sick Pay	Actual 1994 Sick hours (paid, not per attendance sheets)		11,704		
	Actual Sick dollars @ 1995 rate		$ 190,084		
	Actual Sick dollars per hour paid				$ 16.24
HOLIDAY	Actual 1994 Holiday hours (paid)		10,159		
	Actual 1994 Holiday dollars @ 1995 rates		$ 164,992		
	Actual Holiday dollars per hour paid				$ 16.24

Summary	Regular pay	(includes vacation & personal)	$ 3,220,279
	Overtime pay		$ 620,120
	Shift Differential pay		$ 160,563
	Sick pay		$ 190,084
	Holiday pay		$ 164,992
	Subtotal		$ 4,356,038

City of Chester
Police Model
1995
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 3/3

Longevity %	Rank	#	Extension
12%	Inspector	3.00	36%
12%	Chief Inspector	1.00	12%
12%	Sergeant	3.00	36%
12%	Lieutenant	5.00	60%
12%	Detective/Corporal	5.00	60%
12%	Patrolman	22.00	264%
10%	Lieutenant	1.00	10%
10%	Detective/Corporal		0%
9%	Patrolman	1.00	9%
8%	Detective/Corporal		0%
8%	Patrolman	4.00	32%
3%	Patrolman	16.00	48%
2%	Chief	1.00	2%
2%	Patrolman	7.00	14%
0%	Patrolman *	32.50	0%
		101.50	583%

Weighted average Longevity %		5.74%	
Sub-total pay	$	4,356,038	
Longevity premium			$ 250,204
Other pay:			
1994 actual amounts:			
Education	$	5,400	
Court	$	63,740	
Misc	$	7,578	
Total other	$	76,718	
Total pay:			
Subtotal from above	$	4,356,038	
Longevity premium	$	250,204	
Other	$	76,718	
Total	$	4,682,960	

City of Chester
Police Model
1996
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 1/3

Rank	# of Officers During 1994	1996 Base Salary Rates	Extended
Patrolman-70%	-	$ 23,964.02	$ -
Patrolman-80%	5	$ 27,387.45	$ 136,937
Patrolman-90%	24	$ 30,810.88	$ 739,461
Patrolman	56	$ 34,234.32	$ 1,917,122
Detective/Corporal	5	$ 35,261.35	$ 176,307
Sergeant	3	$ 37,377.03	$ 112,131
Captain	-	$ 39,619.65	$ -
Inspector	3	$ 41,996.83	$ 125,990
Chief	1	$ 45,356.57	$ 45,357
Chief Inspector	1	$ 44,517.57	$ 44,518
Lieutenant	6	$ 38,499.55	$ 230,997
	104		$ 3,528,820
Average annual Base Salary			$ 33,931
Number of Actual Regular hours worked in 1994		203,165	
Average regular hours per officer			1,954
Pay		$ 3,528,820	
Average pay per officer			$ 33,931
Average actual pay per officer per regular 1994 hours			$ 17.37
Overtime Actual 1994 total overtime hours worked		25,455	

	Cost per hour	OT Hours	Extension
Stright-time cost of OT	$ 17.37	25,455	$ 442,133
Half-time Premium	$ 8.68	25,455	$ 221,067
Total cost of OT			$ 663,200

City of Chester
Police Model
1996
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 2/3

Shift Differential

Actual 1994 Shift # 2 hours worked		60,777		
Actual 1994 Shift # 3 hours worked		44,164		
Total				104,941

	Premium	Premium Cost Per Regular Hour	# Hours	Extension
2nd shift hour	9%	$ 1.56	60,777	$ 95,008
3rd shift hours	10%	$ 1.74	44,164	$ 76,709
Total shift premium cost				$ 171,718

Actual 1994 Sick hours (paid, not per attendance sheets)	11,704	
Actual Sick dollars @ 1996 rate	$ 203,289	
Actual Sick dollars per hour paid		$ 17.37
Actual 1994 Holiday hours (paid)	10,159	
Actual 1994 Holiday dollars @ 1996 rates	$ 176,454	
Actual Holiday dollars per hour paid		$ 17.37

Summary

Regular pay	(Includes vacation & personal)	$ 3,528,820
Overtime pay		$ 663,200
Shift Differential pay		$ 171,718
Sick pay		$ 203,289
Holiday pay		$ 176,454
Subtotal		$ 4,743,481

City of Chester
Police Model
1996
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 3/3

Longevity

%	Rank	#	Extension
13%	Inspector	3	39%
13%	Chief Inspector	1	13%
13%	Sergeant	3	39%
13%	Lieutenant	5	65%
13%	Detective/Corporal	5	65%
13%	Patrolman	22	286%
10%	Lieutenant	1	10%
10%	Patrolman	1	10%
8%	Patrolman	4	32%
4%	Patrolman	23	92%
2%	Chief	1	2%
2%	Patrolman	15	30%
0%	Patrolman	20	0%
		104	683%

Weighted Average Longevity	6.57%	
Subtotal cost from above	$ 4,743,481	
Longevity Premium		$ 311,519

Other pay:

Education	$	5,400
Court	$	63,740
Misc	$	7,578
Total other pay	$	76,718

SUMMARY:

Subtotal from above	$	4,743,481
Total Longevity Premium	$	311,519
Total Other	$	76,718
Total pay for 1996	$	5,131,718

City of Chester
Police Model
1997
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 1/3

1997 - Base Salary

Rank	# of Officers During 1994		1997 Base Salary Rates		Extended
Patrolman-70%	-	$	25,401.86	$	-
Patrolman-80%	-	$	29,030.70	$	-
Patrolman-90%	5	$	32,659.54	$	163,298
Patrolman	80	$	36,288.38	$	2,903,070
Detective/Corporal	5	$	37,377.03	$	186,885
Sergeant	3	$	39,619.65	$	118,859
Captain	-	$	41,996.83	$	-
Inspector	3	$	44,516.64	$	133,550
Chief	1	$	48,077.97	$	48,078
Chief Inspector	1	$	47,188.63	$	47,189
Lieutenant	6	$	40,809.53	$	244,857
	104			$	3,845,785
Average annual Base Salary				$	36,979
Number of Actual Regular 1994 hours worked			203,165		
Average regular hours per officer					1,954
Pay		$	3,845,785		
Average pay per officer				$	36,979
Average actual pay per officer per regular hour					$ 18.93

Overtime

		Cost per hour	OT Hours		Extension
Actual 1994 total overtime hours worked		25,455			
Stright-time cost of OT	$	18.93	25,455	$	481,847
Half-time Premium	$	9.46	25,455	$	240,923
Total cost of OT				$	722,770

City of Chester
Police Model
1997
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 2/3

Shift Differential

Actual 1994 Shift # 2 hours worked			60,777				
Actual 1994 Shift # 3 hours worked			44,164				
Total							104,941
	Premium		Premium Cost Per Regular Hour	# Hours		Extension	
2nd shift hours	9%	$	1.70	60,777	$	103,542	
3rd shift hours	10%	$	1.89	44,164	$	83,600	
Total shift premium cost					$	187,142	

Actual 1994 Sick hours (paid, not per attendance sheets)		11,704		
Actual Sick dollars @ 1997 rate	$	221,549		
Actual Sick dollars per hour paid			$	18.93
Actual 1994 Holiday hours (paid)		10,159		
Actual 1994 Holiday dollars @ 1997 rates	$	192,303		
Actual Holiday dollars per hour paid			$	18.93

Summary:

Regular pay	(includes vacation & personal)	$	3,845,785
Overtime pay		$	722,770
Shift Differential pay		$	187,142
Sick pay		$	221,549
Holiday pay		$	192,303
Subtotal		$	5,169,550

City of Chester
Police Model
1997
Model showing pay for the 99 Police Officers employed by the City @ 12/31/94
Page 3/3

Longevity

%	Rank	#	Extension
14%	Inspector	3	42%
14%	Chief Inspector	1	14%
14%	Sergeant	3	42%
14%	Lieutenant	5	70%
14%	Detective/Corporal	5	70%
14%	Patrolman	22	308%
10%	Lieutenant	1	10%
10%	Detective/Corporal		
10%	Patrolman	1	10%
8%	Patrolman	4	32%
4%	Patrolman	23	92%
2%	Chief	1	2%
2%	Patrolman	35	70%
		104	762%

Weighted Average Longevity	7.33%	
Subtotal cost from above	$ 5,169,550	
Longevity Premium		$ 378,769

Other pay:

Education	$ 5,400
Court	$ 63,740
Misc	$ 7,578
Total other	$ 76,718

SUMMARY:

Subtotal from above	$ 5,169,550
Total longevity premium	$ 378,769
Total other pay	$ 76,718
Total pay for 1997	$ 5,625,037

City of Chester
Police
Longevity Assumption Worksheet

Longevity %	Rank	Number of Officers 1995	1996	1997
14%	Inspector			3
14%	Chief Inspector			1
14%	Sergeant			3
14%	Lieutenant			5
14%	Detective/Corporal			5
14%	Patrolman			22
13%	Inspector	0	3	0
13%	Chief Inspector	0	1	0
13%	Sergeant	0	3	0
13%	Lieutenant	0	5	0
13%	Detective/Corporal	0	5	0
13%	Patrolman	0	22	0
12%	Inspector	3		
12%	Chief Inspector	1	0	0
12%	Sergeant	3	0	0
12%	Lieutenant	5	0	0
12%	Detective/Corporal	5	0	0
12%	Patrolman	22	0	0
10%	Lieutenant	1	1	1
10%	Detective/Corporal			
10%	Patrolman	0	1	1
9%	Patrolman	1	0	0
8%	Detective/Corporal			
8%	Patrolman	4	4	4
4%	Patrolman	0	23	23
3%	Patrolman	16	0	0
2%	Chief	1	1	1
2%	Patrolman	7	15	35
0%	Patrolman *	32.5	20	0
		101.5	104	104

* -Assumes 1/2 of 1994 & 1995 0% Patrolmen will become 2%ers in 1996 & 1/2 will become 2%ers in 1997

City of Chester
Police Contract
Attendance Summary
Prepared by ZA per Review of City Records

NAME	Personal Days Taken 1994	Vacation Days Taken 1994	Sick Days Taken 1994
SWANSON	2	30	0
HARRIS			
POLITES	2	30	12
OLSZEWSKI JR	2	30	13
HAYNES	2	30	73
BRIGHT	2	28	33
BUTLER JR.	2	30	1
SENDEK	2	30	2
Miller	2	77	17
GATTONE			
SHOATES	2	30	5
HAMPEL			
BAIL JR.			
LEWANDOWSK	2	30	12
SHELLY	2	30	20
VINCENZO	2	30	31
ELDER	2	30	2
FINN			
FOX			
LOPER	2	30	7
MANCINI	2	30	23
NICKERSON	2	30	5
JACOBS	2	25	19
FINNEGAN			
WILLARD	2	25	14
PEYRE-FERRY	2	25	15
STEPPKE	2	25	13
GREENWALT			
BIGNEAR	2	25	19
BLYTHE	2	25	15

City of Chester
Police Contract
Attendance Summary
Prepared by ZA per Review of City Records

NAME	Personal Days Taken 1994	Vacation Days Taken 1994	Sick Days Taken 1994
ISOLA	2	25	17
LEWIS III	2	25	6
ROTHWELL	2	25	17
FONTAINE			
GOEPEL			
LAYTON SR.	2	25	27
MCCLAIN	2	25	19
DAWSON	2	25	16
MCINTYRE	2	25	9
DICARLANTON	2	20	31
MURACH	2	20	13
LEWIS	2	20	0
MCCLELLAN	2	20	21
JONES SR.	2	20	1
DEL COLLO	2	20	17
MASSI	2	15	21
GREENHALGH			
RONAN	2	5	10
CARR	2	15	13
MANERCHIA	2	15	10
BRISCOE	2	15	17
TYLER	2	15	16
FREEMAN			
WEIGAND	2	15	2
TRASSATTI	0	0	31
JOHNSON	2	15	6
PALMER	2	15	17
STANFORD	2	15	8
CHUBB	2	15	2
SUTER	2	15	17
DAVIS	2	15	21
FELL			
BLYTHE	2	15	11
WATLEY	2	15	19
BEVERLY			
NUTALL	2	15	17
NEALON	8	30	10

City of Chester
Police Contract
Attendance Summary
Prepared by ZA per Review of City Records

NAME	Personal Days Taken 1994	Vacation Days Taken 1994	Sick Days Taken 1994
LASTOWKA	2	10	20
ALSTON			
KURYAN	2	10	11
COTTMAN	2	10	20
BOTHWELL	2	10	17
GIZZI JR.			
WHITAKER	2	10	12
MICHAEL	2	10	9
FEAGANS			
KANE 111	2	10	3
COLLINS	2	10	12
CONWAY	2	10	13
RODRIGUEZ	2	10	16
COLLINS	2	10	5
JONES	2	10	10
CARR 111	2	10	3
JONES	2	10	17

City of Chester
Police Contract
Attendance Summary
Prepared by ZA per Review of City Records

NAME	Personal Days Taken 1994	Vacation Days Taken 1994	Sick Days Taken 1994
STANFIELD	2	10	14
ARCHACKI JR.			
BUTCHER	2	10	14
WHITE	2	10	17
BLAIR	2	10	11
TYSON			
ADAMS			
MULLEN	1	0	0
HARRIS			
PISTORIA			
GYDA			
BORENMAN			
GUYER,JR.			
WEIGAND 111			
Total Number of Days	147	1,410	1,017
Number of Officers Sampled	72	72	72
Average Number of Days	2	20	14
Hours per Day	x 8 hours	x 8 hours	x 8 hours
Total Number of Hours	16	157	113
		Use 160 Hours	

APPENDIX B

City of Chester
Fire Contract
Analysis of Costs Per Hour Worked

Compensation	1994	1995	1996	1997
Average per Hour Base Pay for Each Hour Worked	$ 12.88	$ 13.13	$ 14.11	$ 15.45
Compensation Benefits				
Average of time related Components				
Longevity Compensation	0.82	0.79	0.96	1.15
Overtime	3.19	2.98	3.20	3.50
Sick Pay	0.15	0.16	0.17	0.19
Holiday Pay	-	-	-	-
Subtotal	17.04	17.06	18.44	20.29
Benefits other than Retirement				
Health Insurance	2.25	2.36	2.55	2.75
Life Insurance	0.12	0.11	0.11	0.11
Uniform Allowance	0.13	0.13	0.17	0.21
Worker Compensation Insurance	6.39	6.05	6.54	7 19
Retirement Benefits				
Pension	1.71	1.73	1.82	1.91
Retirement Health Insurance	2.17	2.42	2.72	3.06
Retirement Life Insurance	0.01	0.01	0.01	0.01
Total Compensation per Regular Hour	**$ 29.82**	**$ 29.87**	**$ 32.36**	**$ 35.53**
Ratio of Actual Hours Worked to Regular Hours				
Regular Hours	2,369	2,369	2,369	2,369
Plus Overtime Hours	372	358	358	358
Less Sick and Injury Hours	(180)	(180)	(180)	(180)
Less Holiday Hours	(168)	(168)	(168)	(168)
Less Vacation Hours	(204)	(204)	(204)	(228)
Actual Hours Worked	2,189	2,175	2,175	2,151
Ratio of Regular to Actual	108.22%	108.92%	108.92%	110.13%
Total Compensation Per Actual Hour Worked	**$ 32.27**	**$ 32.53**	**$ 35.25**	**$ 39.13**
Total Average Cost Per Firefighter	**$ 70,639**	**$ 70,753**	**$ 76,669**	**$ 84,169**

City of Chester
Fire Contract
Summary of Significant Assumptions

	Amount 1994	1995	1996	1997		Reference 1994	1995	1996	1997
Compensation Benefits									
Average per hour base pay per firefighter	$ 12.88	$ 13.13	$ 14.11	$ 15.45	Page	64	66	68	70
Weighted average number of firefighters	65.5	68.0	68	68	Page	64	66	68	70
Average regular hours per firefighter	2,369	2,369	2,369	2,369	Page	64	66	68	70
Total overtime hours	24,354	24,354	24,354	24,354	Page	64	66	68	70
Total vacation hours	204	204	204	228	Page	72	72	72	72
Total longevity compensation	$ 127,167	$ 127,459	$ 154,225	$ 184,936	Page	65	67	69	71
Total overtime premium	$ 494,954	$ 479,702	$ 515,602	$ 564,250	Page	64	66	68	70
Total sick buyback	$ 22,940	$ 25,234	$ 27,757	$ 30,533	Page	65	67	69	71
Benefits Other Than Retirement									
Total KeyCare 10 (medical)	$ 349,747	$ 380,160	$ 410,573	$ 443,419	Page	19	19	19	19
Total Life and Accidental Death and Dismemberment	$ 18,132	$ 18,132	$ 18,132	$ 18,132	Page	19	19	19	19
Workers' compensation rate (% of payroll cost)	10.13%	9.58%	9.58%	9.58%	Page	19	19	19	19
Workers' compensation modification factor	3.70	3.70	3.70	3.70	Page	19	19	19	19
Uniform Allowance per firefighter	$ 300	$ 300	$ 400	$ 500	Page	16	16	16	16
Retirement Benefits									
Total Pension Contribution	$ 265,312	$ 278,577	$ 292,506	$ 307,132	Page	92	92	92	92
Health Insurance									
Under 65 years old									
Current costs	$ 8,753	$ 8,753	$ 8,753	$ 8,753	Page	20	20	20	20
Inflation rate	8%	8%	8%	8%	Page	20	20	20	20
Benefit period (years)	15	15	15	15	Page	20	20	20	20
Future value	$ 131,292	$ 131,292	$ 131,292	$ 131,292					
Recovery period	16	15	14	13	Page	20	20	20	20
Annual cost per firefighter	$ 4,330	$ 4,835	$ 5,422	$ 6,108					
Over 65 years old									
Current costs	$ 3,505	$ 3,505	$ 3,505	$ 3,505	Page	19	19	19	19
Inflation rate	8%	8%	8%	8%	Page	20	20	20	20
Benefit period (years)	7	7	7	7	Page	20	20	20	20
Future value	$ 24,535	$ 24,535	$ 24,535	$ 24,535					
Recovery period	16	15	14	13	Page	20	20	20	20
Annual cost per firefighter	$ 809	$ 904	$ 1,013	$ 1,141					
Total retirement medical costs per firefighter	$ 5,139	$ 5,739	$ 6,435	$ 7,249					
Total life insurance	$ 1,392	$ 1,392	$ 1,392	$ 1,392	Page	19	19	19	19

City of Chester
Fire Contract
Contract Cost Provisions
Current Contract in Effect Through December 31, 1997

	1994	1995	1996	1997
PAYROLL				
Firefighter Base Pay	$ 29,471	$ 29,471	$ 30,650	$ 32,489
Apprentice Firefighters				
Less than 12 months - (70% of base)	$ 20,630	$ 20,630	$ 21,455	$ 22,743
After 12 months - (80% of base)	$ 23,577	$ 23,577	$ 24,520	$ 25,991
After 24 months - (90% of base)	$ 26,524	$ 26,524	$ 27,585	$ 29,240
After 36 months - (100% of base)	$ 29,471	$ 29,471	$ 30,650	$ 32,489
Rank Differential:				
Captain's Base - (F/F + 6%)	$ 31,240	$ 31,240	$ 32,489	
Batallion Chief's Base - (F/F + 12%)	$ 33,008	$ 33,008	$ 34,328	
Training Officer Bat Chief's Base (F/F +$1,000+12%)	$ 34,128	$ 34,128	$ 35,448	
Captain's Base - (F/F + 10%)		**After 7/1/96**	$ 33,715	$ 35,738
Batallion Chief's Base - (F/F + 20%)		**After 7/1/96**	$ 36,780	$ 38,987
Training Officer Bat Chief's Base (F/F +$1,000+20%)		**After 7/1/96**	$ 37,980	$ 40,187

Longevity — 2% increase for every 3 years of service to a maximum of 14%

Hours of Work — Firemen average 42 hours per week.

Overtime — Any time > regular work schedule, paid at one and one half times the normal rate.

Vacation:
Firefighters are entitled to:

1 - 7 Years	14 days
8 - 14 Years	17 days
15 - 20 Years	21 days
>20 years	26 days

Vacation days are non-accumulative

Sick Leave:				
# of Days/year	21	21	21	21
Maximum to accumulate	120	120	130	130

Upon accumulating 120 unused sick days, a firefighter will be paid, at the end of the succeeding year, for each day of unused sick leave in that year, 1/2 of his/her regular hourly rate. For this purpose, a day's pay consists of the employee's regular hourly rate for 12 hours. This payment will be made by the 3rd payroll period of the following January.

City of Chester
Fire Contract
Contract Cost Provisions
Current Contract in Effect Through December 31, 1997

	1994	1995	1996	1997
Severance Pay				

Upon Retirement each firefighter is entitled to at least 25 days of severance pay. For Retirees 50 years or older they will be paid a total number of days of severance pay equal to the number of their unused days of sick days not to exceed 50 days. Employees forced to retire due to illness or disability will receive 25 days of pay. A day's pay is 12 hours at the employee's regular hourly rate.

	1994	1995	1996	1997
Funeral Pay:				
# Days for immediate family death	4	4	4	4
# Days for aunt/uncle	1	1	1	1
Holidays:				
# of days	14	14	14	14
Rate	12 hours/day	12 hours/day	12 hours/day	12 hours/day
Parental/Personal Leave:				
# days	4	4	4	4
Education:				
Officer w/ Associates Degree	$ 200	$ 200	$ 200	$ 200
Officer w/Bachelor's Degree		$ 200	$ 200	$ 200
Officer w/ Master's Degree		$ 500	$ 500	$ 500
Clothing Allowance:				
Beginning second year of employment	$ 300	$ 300	$400	$500

Health & Welfare

Health Insurance:

Prior to 3/1/95 officers covered by BC/BS

Not earlier than 3/1/95, City can replace BC/BS with Key Care Ten, through Keystone Health Plan East. Firefighters opting out of the City's coverage in 1995, will receive 20% of the City's premium cost for such coverage each year.

Life Insurance:

$30,000 prior to retirement

$8,000 life insurance, after retirement

Pension:

Benefits are equal to 2.5% of the fire fighter's average monthly pay per year of service after 1/1/72, up to 50% of average monthly pay, plus a service increment of 1.25% of average monthly pay per year of service after 1/1/72, over 20 years, but not occurring after age 65. The maximum service increment is $100 per month. The average monthly pay is based upon the rate of pay during the month of retirement or any five consecutive years of pay, if higher.

City of Chester
Fire Contract
Cost Analysis
Assumptions & Methodologies

Personnel/Period Covered

- Personnel in this analysis include the 68 firefighters covered by the bargaining unit as of December 31, 1994. On a weighted average basis, the number of personnel comprise:

Year	Number
1994	65.5
1995	68.0
1996	68.0
1997	68.0

- Compensation and benefit costs are based on the contract, and the Act 111 Arbitration Award in effect during the period January 1, 1994 through December 31, 1997.

Work Hour Method

- The method used to compute the cost of all compensation and benefits is based on the actual hours worked by covered personnel as recorded in the City of Chester's (the City's) payroll records.

- The Work Hour Calculation is:

	1994	1995	1996	1997
Average regular hours worked per firefighter*	2,369	2,369	2,369	2,369
Plus overtime hours**	372	358	358	358
Less personal, sick, injury and other absence hours***	(180)	(180)	(180)	(180)
Less holiday hours	(168)	(168)	(168)	(168)
Less vacation hours	(204)	(204)	(204)	(228)
Actual hours worked	2,189	2,175	2,175	2,151

* Based upon the actual weighted average hours worked per firefighter per the City's 1994 payroll records.
** Based upon the total actual overtime hours worked by the firefighters during 1994, per the City's 1994 payroll records.
*** Based upon the analysis of the firefighters' 1994 attendance records.
**** Based upon contractual amount.

Computation Methodology

Following are the methods employed in computing the cost per regular hour worked:

- The 1994 average per hour base pay was computed by dividing the total payroll expense for regular hours for the firefighters, as determined by the City's payroll records, by the average regular hours worked per firefighter, also per the City's payroll records.

- The average base pay per year for all years subsequent to 1994 has been computed by dividing the total payroll expense for regular hours as determined by the Firefighter Salary Pricing Models, by the average regular hours worked per firefighter, also determined by the Firefighter Salary Pricing Models.

- The longevity compensation for 1994 was based upon the actual amounts per the City's 1994 payroll records, which was divided by the average regular hours worked per firefighter.

- For all years subsequent to 1994, the longevity compensation was computed utilizing a weighted average longevity percentage, determined by projecting each firefighters' length of service for that year, and converting this into the appropriate longevity percentage.

- Longevity compensation pay for all years subsequent to 1994 was computed by dividing the total payroll expense for longevity as determined by the Firefighter Salary Pricing Model by the average regular hours worked per firefighter.

- For 1994 the overtime compensation pay is based upon the actual amounts per the City's payroll records, which was divided by the average regular hours worked per firefighter.

- For all years subsequent to 1994, the amount of overtime hours used to calculate the overtime compensation pay was equal to the total overtime hours worked by the firefighters during 1994.

  For all years subsequent to 1994, the overtime compensation pay was computed by dividing the total payroll expense for overtime as determine by the Firefighter Salary Pricing Models by the average regular hours worked per firefighter.

- For 1994 the sick time buyback pay is based upon the actual amounts for the firefighters per the City's payroll records.

- For all years subsequent to 1994, the sick time buyback pay was computed by increasing the total 1994 payroll expense for sick time buyback by 10% per annum. and dividing this by the average regular hours worked per firefighter, as determined by the Firefighter Salary Pricing Models.

- For 1994 the holiday compensation pay was based upon the actual amounts for the firefighters per the City's payroll records.

- For all years subsequent to 1994, the holiday compensation pay was computed pursuant to the firefighters' contract provisions, whereby each firefighter is entitled to 168 hours of holiday pay per year.

- Blue Cross/Medical Insurance for Personal Choice, Dental Insurance, Prescription Drug Insurance and Vision Insurance amounts were calculated based on current quotes from the City's Insurance Consultant for the costs incurred and to be incurred by the City. These costs were divided by the weighted average number of firefighters. The result was then divided by the average regular hours worked per firefighter.

- Life and Accidental Death and Dismemberment Insurance amounts were calculated based on current quotes from the City's Insurance Consultant for the costs incurred and to be incurred by the City. These costs were divided by the weighted average number of firefighters. The result was then divided by the average regular hours worked per firefighter. The City's Workers Compensation Costs were calculated based on current quotes from the City's Insurance Consultant for the costs incurred by the City for 1994, using standard rates of $9.58 for every $100 of payroll costs, multiplied by a projected experience modification factor of 3.70. These costs were divided by the weighted average number of firefighters. The result was then divided by the average regular hours worked per firefighter.

- The retirement pension funding is typically computed annually by Conrad M. Sigel, Inc., consulting pension actuaries. For this analysis, ZA computed the retirement pension funding and it includes normal pension costs, reduced by the employees' contributions. These costs were divided by the weighted average number of firefighters. The result was then divided by the average regular hours worked per firefighter.

- Significant assumptions made by ZA in computing the retirement health insurance funding are:
    - Average time to retirement age of 50 years old, with 20 years of service, is 15 years as of January 1, 1994;
    - Medical benefits are provided for 15 years after retirement;
    - The current cost of medical insurance premiums is $8.753 annually in 1995 dollars, and is assumed to increase 8% per annum;
    - An annuity will be purchased at age 50, to fund the then current premiums for 15 years with an interest rate of 8% per annum, and;
    - Payments to the Fund will be made on a level payment basis assuming an 8% return per annum, over the 9 year period beginning in 1994.
- The costs computed above is then divided by the average regular hours worked per firefighter.

- The amounts of pay for education, and other miscellaneous items, has been kept constant for all years, and is equal to the actual amount paid to the 99 firefighters in 1994.

- The firefighters' regular hours worked include all sick time, vacation time, and holiday time off.

- No promotions were assumed in the Firefighter Salary Pricing Model. other than the "normal" promotions given to new firefighters during their first three years of service.

- All raises stipulated in the firefighters' contract have been applied in the proper years of the model.

City of Chester
Fire Contract
1994 - Actual
Model Showing the 68 firefighters on hand at December 31,1994
Page 1/2

a) Employment & Salaries

Rank	#	1994 Salary Rates	Extended	
Apprentice-90%	1.00	$ 26,525	$ 26,525	
Apprentice-80%	-	$ 23,578	$ -	
Apprentice-70%	15.52	$ 20,630	$ 320,184	
Firefighter	35.00	$ 29,472	$ 1,031,520	
Captain	8.00	$ 31,240	$ 249,920	
Batallion Chief	4.00	$ 33,008	$ 132,032	
Training Off. Bat Chief	1.00	$ 34,128	$ 34,128	
Chief	1.00	$ 48,692	$ 48,692	
			$ -	
Weighted Average	65.52		$ 1,843,001	
Average annual Base Salary			$ 28,129	$12.88

b) Hours worked

Total actual hours worked 1994	155,211	
Number of firemen	65.52	
Avg hours per fireman		2,369

c) Rate of Pay

Regular pay - 1994	$ 1,999,542	
base pay per weighted avg fmen		30,518.04
Total reg hours	155,211	
Average base salary/hour		$ 12.88

Diff between this and 28K above is due to firemen working > reg # of hours (2184) offset by fact that model is prepared assuming al firemen's ranks at 12/31/94, were same for all of 1994, effectively assuming all raises took place effective 1/1/94, not 7/1/94.

d) Overtime

Actual 1994 overtime hours	24,354	
Actual 1994 overtime dollars	$494,953.76	
cost / overtime hour		$ 20.32

B-9

City of Chester
Fire Contract
1994 - Actual
Model Showing the 68 firefighters on hand at December 31,1994
Page 2/2

e) Holiday pay - Included in Regular		
f) Summary		
Base salary	$ 1,999,542	
Overtime	$ 494,954	
Subtotal 1		$ 2,494,496
g) Longevity		
Subtotal 1 from above		$ 2,494,496
Actual longevity Premium		$ 127,167
effective longevity %		5.10%
h) Summary		
Subtotal 1 from above	$ 2,494,496	
Longevity premium	$ 127,167	
subtotal 2	$ 2,621,663	
i) - Education + Miscellaneous pay:		
1994 actual education	$ 1,000	
1994 misc	$ 2,598	
j) - Recap		
Subtotal 2 - from above	$ 2,621,663	
Education & Misc	$ 3,598	
TOTAL		$ 2,625,261
w-2		$ 2,624,359
Insignificant difference		$ 902
k) - Sick buyback	$ 22,940	From City Records
Grand total		$ 2,648,201

City of Chester
Fire Contract
1995
Model Showing the 68 firefighters on hand at December 31,1994
Page 1/2

a) Employment & Salaries

Rank	#	1995 Salary Rates		Extended	
Apprentice-90%	-	$ 26,525		$ -	
Apprentice-80%	18	$ 23,578		$ 424,397	
Apprentice-70%	-	$ 20,630		$ -	
Firefighter	36	$ 29,472		$ 1,060,992	
Captain	8	$ 31,240		$ 249,920	
Batallion Chief	4	$ 33,008		$ 132,032	
Training Off. Bat Chief	1	$ 34,128		$ 34,128	
Chief	1	$ 48,692		$ 48,692	
				$ -	
effective total #	68			$ 1,950,161	
Average annual Base Salary				$ 28,679	$ 13.13

b) Hours worked

Avg hours per fireman - 1994	2,369			
Nuber of firemen - 1995	68			
Total hours 1995		161,086		

c) Regular

Base pay per hour	$ 13.13		
Total reg hours - 1995	161,086		
total regular pay - 1995		$ 2,115,269	
			13.13

d) Overtime

Actual 1994 overtime hours	24,354	
1995 overtime Rate (150%)	$ 19.70	
total cost		$ 479,702

City of Chester
Fire Contract
1995
Model Showing the 68 firefighters on hand at December 31,1994
Page 2/2

f) Summary					
Base salary			$ 2,115,269		
Overtime			$ 479,702		
Subtotal 1				$ 2,594,971	
g) Longevity					
	%	**#**	**Extension**		
	14%	5	70%		
	12%	7	84%		
	10%	4	40%		
	7%	11	77%		
	6%	1	6%		
	3%	13	39%		
	2%	9	18%		
	0%	18	0%		
		68.00	334%		
Weighted average				4.91%	
Subtotal 1				$ 2,594,971	
Longevity Premium					**$ 127,459**
h) Summary					
Subtotal 1 - from above			$ 2,594,971		
Longevity premium			$ 127,459		
subtotal 2				$ 2,722,429	
i) - Education + Miscellaneous pay:					
1994 actual education			$ 1,000		
1994 misc			$ 2,598		
j) - Recap					
Subtotal 2 - from above			$ 2,722,429		
Education & Misc			$ 3,598		
TOTAL				$ 2,726,028	
k) - Sick buyback					
1994 actual			$ 22,940		
increase			10%		
				$ 25,234	
Grand total					$ 2,751,262

City of Chester
Fire Contract
1996
Model Showing the 68 firefighters on hand at December 31,1994
Page 1/2

a) Employment & Salaries					
		1996 Salary			
Rank	#	Rates		Extended	
Apprentice-90%	18.0	$ 27,585		$ 496,535	
Apprentice-80%	-	$ 24,520		$ -	
Apprentice-70%	-	$ 21,455		$ -	
Firefighter	36.0	$ 30,650		$ 1,103,410	
Captain	4.0	$ 32,489		$ 129,957	
Effective 7/1	4.0	$ 33,715	1.04	$ 134,861	
Batallion Chief	2.0	$ 34,328		$ 68,657	
Effective 7/1	2.0	$ 36,780	1.07	$ 73,561	
Training Off. Bat Chief	0.5	$ 35,448		$ 17,724	
Effective 7/1	0.5	$ 37,980	1.07	$ 18,990	
Chief	0.5	$ 50,640		$ 25,320	
	0.5	$ 54,184	1.07	$ 27,092	
effective total #	68			$ 2,096,107	
Average annual Base Salary				$ 30,825	$ 14.11
b) Hours worked					
Avg hours per fireman - 1994		2,369			
Nuber of firemen - 1995		68			
Total hours 1995			161,086		
c) Regular					
Base pay per hour				$ 14.11	
Total regular hours - 1996				161,086	
total regular pay - 1996					$ 2,273,572
d) Overtime					
Actual 1994 overtime hours		24,354			
1996 overtime Rate (150%)		$ 21.17			
total cost			$ 515,602		

City of Chester
Fire Contract
1996
Model Showing the 68 firefighters on hand at December 31,1994
Page 2/2

e) Holiday pay - Included in Regular Pay

f) Summary					
Base salary			$ 2,273,572		
Overtime			$ 515,602		
Subtotal 1				$ 2,789,174	
g) Longevity					
	%	**#**	**Extension**		
	14%	5	70%		
	12%	7	84%		
	10%	4	40%		
	8%	12	96%		
	4%	21	84%		
	2%	1	2%		
	0%	18	0%		
		68.00	376%		
Weighted average				5.53%	
Subtotal 1 from above				$ 2,789,174	
Longevity Premium					$ 154,225
h) Summary					
Subtotal 1 from above			$ 2,789,174		
Longevity premium			$ 154,225		
subtotal 2				$ 2,943,398	
i) - Education + Miscellaneous pay:					
1994 actual education			$ 1,000		
1994 misc			$ 2,598		
j) - Recap					
Subtotal 2 from above			$ 2,943,398		
Education & Misc			$ 3,598		
TOTAL				$ 2,946,997	
k) - Sick buyback					
1995 projected			$ 25,234		
increase			10%		
				$ 27,757	
Grand total					$ 2,974,754

City of Chester
Fire Contract
1997
Model Showing the 68 firefighters on hand at December 31,1994
Page 1/2

a) Employment & Salaries

Rank	#	1997 Salary Rates		Extended	
Apprentice-90%	-	$ 29,240		$ -	
Apprentice-80%	-	$ 25,991		$ -	
Apprentice-70%	-	$ 22,742		$ -	
Firefighter	54	$ 32,489		$ 1,754,406	
Captain	8	$ 35,738		$ 285,903	
Batallion Chief	4	$ 38,987		$ 155,947	
Training Off. Bat Chief	1	$ 40,187		$ 40,187	
Chief	1	$ 57,435		$ 57,435	
effective total #	68			$ 2,293,878	
Average annual Base Salary				$ 33,734	$ 15.45

b) Hours worked

Avg hours per fireman - 1994		2,369			
Nuber of firemen - 1995		68			
Total hours 1995			161,086		

c) Rate of Pay

Base pay per hour				$ 15.45	
Total reg hours - 1997				161,086	
total regular pay - 1997					$ 2,488,087

d) Overtime

Actual 1994 overtime hours		24,354			
1995 overtime Rate (150%)		$ 23.17			
total cost			$ 564,250		

City of Chester
Fire Contract
1997
Model Showing the 68 firefighters on hand at December 31,1994
Page 2/2

e) Holiday pay - included in Regular

f) Summary

Base salary	$ 2,488,087	
Overtime	$ 564,250	
Subtotal 1		$ 3,052,336

g) Longevity

%	#	Extension
14%	5	70%
12%	7	84%
10%	4	40%
8%	12	96%
4%	21	84%
2%	19	38%
	68.00	412%

Weighted average	6.06%	
Subtotal 1 from above	$ 3,052,336	
Longevity Premium		$ 184,936

h) Summary

Subtotal 1 from above	$ 3,052,336	
Longevity premium	$ 184,936	
subtotal 2		$ 3,237,272

i) - Education + Miscellaneous Pay

1994 actual education	$ 1,000
1994 misc	$ 2,598

j) - Recap

Subtotal 2 from above	$ 3,237,272	
Education & Misc	$ 3,598	
TOTAL		$ 3,240,870

k) - Sick buyback

1996 projected	$ 27,757		
	10%		
		$ 30,533	
Grand total			$ 3,271,403

City of Chester
Fire Contract
Longevity and Vacation Worksheet
Prepared by ZA
Source is the 1994 Fire Department Attendance and Seniority Records

NAME	DATE HIRED	LONGEVITY % 1994	1995	1996	1997	Vacation Days Taken / Due 94 act	95	96	97
ABBOTT	06/01/68	14	14	14	14	26.0	26.0	26.0	26.0
TRUAX	06/28/71	14	14	14	14	26.0	26.0	26.0	26.0
SUTER	09/04/72	14	14	14	14	27.0	27.0	27.0	27.0
WALDRON, III.	04/24/74	12	14	14	14	25.0	25.0	26.0	26.0
HATCHER	04/24/74	12	14	14	14	18.0	26.0	26.0	26.0
GRESCH	03/28/77	10	12	12	12	21.0	21.0	21.0	26.0
SHOPSHIRE	03/28/77	10	12	12	12	21.0	21.0	21.0	26.0
CLIFFE	03/28/77	10	12	12	12	19.5	21.0	21.0	26.0
JONES JR.	10/17/77	10	12	12	12	23.0	21.0	21.0	21.0
MATWIEJEWICZ	10/17/77	10	12	12	12	21.0	21.0	21.0	21.0
JOHNSON	10/25/77	10	12	12	12	21.0	21.0	21.0	21.0
SAMSEL	05/29/79	10	12	12	12	19.0	21.0	21.0	21.0
BARBATO	05/29/79	9	10	10	10	23.0	21.0	21.0	21.0
GRIFFIN	05/29/79	9	10	10	10	20.0	21.0	21.0	21.0
FOSTER	05/29/79	9	10	10	10	21.0	21.0	21.0	21.0
EVANS	05/29/79	9	10	10	10	21.0	21.0	21.0	21.0
IACONO	07/05/83	6	7	8	8	17.0	17.0	17.0	21.0
KNARR	07/05/83	6	7	8	8	17.0	17.0	17.0	21.0
BOLGUMAS, JR.	07/05/83	6	7	8	8	18.0	17.0	17.0	21.0
MORSE, JR.	07/05/83	6	7	8	8	17.0	17.0	17.0	21.0
MADER	07/05/83	6	7	8	8	17.0	17.0	17.0	21.0
GROCH, JR.	07/05/83	6	7	8	8	17.0	17.0	17.0	21.0
CLENDENIN	07/05/83	6	7	8	8	17.0	17.0	17.0	21.0
POSEY	07/05/83	6	7	8	8	16.0	17.0	17.0	21.0
MCKAY	07/05/83	6	7	8	8	16.0	17.0	17.0	21.0
BIRNEY	07/05/83	6	7	8	8	16.0	17.0	17.0	21.0
HOPKINS	07/05/83	6	7	8	8	17.0	17.0	17.0	21.0
POWERS	02/13/84	6	6	8	8	16.0	17.0	17.0	17.0
SUTER	06/09/89	2	3	4	4	14.0	14.0	14.0	17.0
PEARSALL	06/09/89	2	3	4	4	14.0	14.0	14.0	17.0
WALKER	06/09/89	2	3	4	4	14.0	14.0	14.0	17.0
SNYDER	06/09/89	2	3	4	4	14.0	14.0	14.0	17.0
LANDRUM	06/09/89	2	3	4	4	15.0	14.0	14.0	17.0
CARR	06/09/89	2	3	4	4	14.0	14.0	14.0	17.0
HLADASZ, JR.	06/09/89	2	3	4	4	14.0	14.0	14.0	17.0
MCCRAY, 3RD	06/09/89	2	3	4	4	14.0	14.0	14.0	17.0
CAPASSO	06/09/89	2	3	4	4	14.0	14.0	14.0	17.0
MARSHALL	06/09/89	2	3	4	4	13.0	14.0	14.0	17.0
LAMBERT, JR	06/09/89	2	3	4	4	12.0	14.0	14.0	17.0
MAYSKY	06/09/89	2	3	4	4	13.0	14.0	14.0	17.0
COX	06/09/89	2	3	4	4	12.0	14.0	14.0	17.0
RIVERA	01/05/90	2	2	4	4	14.0	14.0	14.0	17.0
PIPPIN	01/05/90	2	2	4	4	13.0	14.0	14.0	17.0
WORKMAN	01/05/90	2	2	4	4	14.0	14.0	14.0	17.0
JONES	01/05/90	2	2	4	4		14.0	14.0	17.0
RHOADS	01/05/90	2	2	4	4	14.0	14.0	14.0	17.0
PIERDOMENICO	01/05/90	2	2	4	4	13.0	14.0	14.0	17.0
PRETTI	01/05/90	2	2	4	4	13.0	14.0	14.0	17.0
GRIGGS	01/05/90	2	2	4	4	14.0	14.0	14.0	17.0
CRAWFORD	03/13/92	-	2	2	2	15.0	14.0	14.0	17.0
THOMAS	01/03/94	-	-	-	2		14.0	14.0	17.0
LATOISON	01/03/94	-	-	-	2		14.0	14.0	17.0
LATOISON	01/03/94	-	-	-	2		14.0	14.0	17.0
ARCHACHI	01/03/94	-	-	-	2		14.0	14.0	17.0
ADAMS	01/03/94	-	-	-	2		14.0	14.0	17.0
MIRANDA	01/03/94	-	-	-	2		14.0	14.0	17.0
LEWANDOWSKI	01/03/94	-	-	-	2		14.0	14.0	17.0
TURNER	01/03/94	-	-	-	2		14.0	14.0	17.0
CHAMBERS	01/03/94	-	-	-	2		14.0	14.0	17.0
SANFORD,JR.	01/03/94	-	-	-	2		14.0	14.0	17.0
MILLER	01/03/94	-	-	-	2		14.0	14.0	17.0
BUTLER, JR.	05/09/94	-	-	-	2		14.0	14.0	17.0
CHARLETON	05/09/94	-	-	-	2		14.0	14.0	17.0
EVERS, IV.	05/09/94	-	-	-	2		14.0	14.0	17.0
FORBES	05/09/94	-	-	-	2		14.0	14.0	17.0
CACCIATORE	05/09/94	-	-	-	2		14.0	14.0	17.0
PETTY	05/09/94	-	-	-	2		14.0	14.0	17.0
FORSYTH, JR.	05/09/94	-	-	-	2		14.0	14.0	17.0

	94 act	95	96	97
Total # of days	841	1,126	1,126	1,305
# of Firefighters in sample	49	68	68	68
Average # of days / firefighter	17	17	17	19
Hours / day	12	12	12	12
Total hours / firefighter	**204**	**204**	**204**	**228**

City of Chester
Fire Contract
Attendance Worksheet
Prepared by ZA
Source is the 1994 Fire Department Attendance and Seniority Records

1994 Absences - # Shifts

NAME	Personal	Sick	Injury	CB	Funeral	CL	Union Bus.	SUSP	AD	Jury	Military	AWOL	Ex-cused	Unex-cused	Relieved	Total
ABEOTT																0.0
TRUAX		13.0	4 0	1.0				2.0								20.0
SUTER	4.0	19.0	1.0		4.0		2.0		1 0							31.0
WALDRON, III	4.0	9.0				1.0										14 0
HATCHER					1.0											1.0
GRESCH	1.0			1.0		1.0	3.0									6.0
SHOPSHIRE	4.0	2.0					1.0			1.0						8.0
CLIFFE	2.0															2.0
JONES JR.	4.0	12.0		6.0			5.0									27.0
MATMEJEWICZ		10.0	11 0						4.0						1.0	26 0
JOHNSON	2.0	7.0			1.0											10.0
SAMSEL	4.0	1.0		2.0												7.0
BARBATO	2.0															2.0
GRIFFIN	4.0	5.0		5.0												14.0
FOSTER	2.0	4.0				2.0		14.0							1.0	23.0
EVANS	4.0	17.0										1.0				22.0
IACONO				1.0												1.0
KNARR	4.0	12.0	1.0													17.0
BOLGUNAS, JR.	4 0				2.0		3 0									9.0
MORSE, JR.																0.0
MADER	1.0	5.0	4.0						12.0						1.0	23.0
GROCH, JR.	1.0	9.0														10.0
CLENDENIN		3.0	91.0						26 0							120.0
POSEY	4.0	8.0				2.0										14.0
MCKAY		4.0														4.0
BIRNEY	2.0			3.0												5.0
HOPKINS	5.0	8.0	3.0					16 0	1.0							33.0
POWERS	3.0		5.0	2.0					2.0							12.0
SUTER	5.0	17.0	5.0	2.0	4.0			1.0	14 0							48.0
PEARSALL	4.0	8.0		6.0				3 0								21 0
WALKER	4.0	28.0						10.0					4.0	1.0		47.0
SNYDER		2.0		1.0	2.0											5.0
LANDRUM	4 0	10.0	1 0	3.0												18.0
CARR	6.0	4.0	2 0	4.0				1.0								17 0
HLADASZ, JR.				4.0												4 0
MCCRAY, 3RD	6.0	12.0	13.0	1.0												32 0
CAPASSO	3.0			2.0												5.0
MARSHALL	4.0															4 0
LAMBERT, JR.	6.0	18.0				1 0										25.0
MAYSKY	3.0	14.0					12.0		14 0							43 0
COX	4.0	3.0	1.0	1.0	1.0			1 0								11.0
RIVERA		15 0		2.0												17.0
PIPPIN																0.0
WORKMAN	5.0	16.0	2 0	1.0												24.0
JONES																0.0
RHOADS		9.0	4 0	1.0	4.0				3.0							21 0
PIERDOMENICO		4.0	1.0			1.0										6.0
PRETTI			2 0	2 0												4.0
GRIGGS		34 0														34.0
CRAWFORD	5.0	2.0														7.0
THOMAS	2.0	1 0														3.0
LATOISON		1.0	5.0						5 0		9.0					20.0
LATOISON	5.0	4.0	1.0													10.0
ARCHACHI		8.0	4.0													12.0
ADAMS	3.0	3.0														6.0
MIRANDA	2.0	1.0														3.0
LEWANDOWSKI	5.0	3.0	2 0						4.0							14.0
TURNER	1.0	3.0	3.0						2.0							9.0
CHAMBERS		2.0			2.0											4.0
SANFORD,JR.	1.0	2.0														3.0
MILLER	4.0	1.0														5.0
BUTLER, JR.	4.0	2 0														6.0
CHARLETON																0.0
EVERS, IV.		1.0														1.0
FORBES																0.0
CACCIATORE		2.0														2.0
PETTY																0.0
FORSYTH, JR.		16 0			1.0			1.0	3 0							21.0
Total # of Shifts	147	394	166	51	22	8	26	49	91	1	9	1	4	1	3	973

68 Number of Firefighters

14.3 Average # Shifts / Firefighter

12 Hours / Shift

171.7 Hours / Firefighter

USE 180 Hours / Firefighter

APPENDIX C

City of Chester
Teamster Contract *
Analysis of Costs Per Hour Worked

Compensation	**1994**	**1995**	**1996**	**1997**
Average per Hour Base Pay for Each Hour Worked**	$ 10.28	$ 10.28	$ 11.02	$ 11.02
Compensation Benefits				
Average of time related Components				
Longevity Compensation	-	-	-	-
Sick Pay	-	-	-	-
Holiday Pay	-	-	-	-
Subtotal	10.28	10.28	11.02	11.02
Benefits other than Retirement				
Health Insurance	2.04	2.04	2.04	2.04
Life Insurance	0.05	0.05	0.05	0.05
Worker Compensation Insurance	2.32	2.32	2.49	2.49
Retirement Benefits				
Pension	1.96	2.06	2.16	2.27
Retirement Health Insurance	0.26	0.26	0.26	0.26
Total Compensation Per Regular Hour	**$ 16.91**	**$ 17.01**	**$ 18.02**	**$ 18.13**
Ratio of Actual Hours Worked to Regular Hours				
Regular Hours**	2,105	2,105	2,105	2,105
Less Sick and Injury Hours	(227)	(227)	(227)	(227)
Less Vacation Hours	(94)	(94)	(94)	(94)
Actual Hours Worked	1,784	1,784	1,784	1,784
Ratio of Regular to Actual	117.99%	117.99%	117.99%	117.99%
Total Compensation Per Actual Hour Worked	**$ 19.95**	**$ 20.07**	**$ 21.26**	**$ 21.39**
Total Average Cost Per Teamsters Employee	**$ 35,591**	**$ 35,805**	**$ 37,928**	**$ 38,160**

* Excluding Crossing Guards (see page 27)

** Includes Overtime hours (see pages 25 and 78)

CITY OF CHESTER
TEAMSTER CONTRACT *
ANALYSIS OF COSTS PER HOUR WORKED
1998 UPDATE TO PAGE 21 OF ORIGINAL REPORT

Compensation	**1998**
Average per Hour Base Pay for Each Hour Worked**	$ 11.02
Compensation Benefits	
Average of time related Components	
Longevity Compensation	-
Sick Pay	-
Holiday Pay	-
Subtotal	11.02
Benefits other than Retirement	
Health Insurance	2.04
Life Insurance	0.05
Worker Compensation Insurance	2.49
Retirement Benefits	
Pension	2.38
Retirement Health Insurance	0.26
Total Compensation Per Regular Hour	**$ 18.24**
Ratio of Actual Hours Worked to Regular Hours	
Regular Hours**	2,105
Less Sick and Injury Hours	(227)
Less Vacation Hours	(94)
Actual Hours Worked	1,784
Ratio of Regular to Actual	117.99%
Total Compensation Per Actual Hour Worked	**$ 21.52**
Total Average Cost Per Teamsters Employee	**$ 38,392**

* Excluding Crossing Guards
** Includes Overtime hours

City of Chester
Teamster Contract
Summary of Significant Assumptions

	Amount								Reference			
		1994		1995		1996		1997		1994	1995	1996	1997
Compensation Benefits													
Average per hour base pay per employee	$	10.40	$	10.40	$	11.15	$	11.15	Page	78	78	78	78
Weighted average number of employees		120		120		120		120	Page	83	83	83	83
Average regular hours per employee		2,080		2,080		2,080		2,080	Page	83	83	83	83
Total overtime hours		3,048		3,048		3,048		3,048	Page	77	77	77	77
Average overtime hours per employee		25		25		25		25					
Average total hours per employee		2,105		2,105		2,105		2,105					
Vacation hours per employee		94		94		94		94	Page	84	84	84	84
Benefits Other Than Retirement													
Total KeyCare 10 (medical)	$	514,776	$	514,776	$	514,776	$	514,776	Page	26	26	26	26
Total Life and Accidental Death and Dismemberment	$	12,084	$	12,084	$	12,084	$	12,084	Page	26	26	26	26
Workers' compensation rate (% of payroll cost)		6.10%		6.10%		6.10%		6.10%	Page	26	26	26	26
Workers' compensation modification factor		3.70		3.70		3.70		3.70	Page	26	26	26	26
Retirement Benefits													
Total pension contribution	$	495,279	$	520,043	$	546,045	$	573,347	Page	92	92	92	92
Health Insurance													
Under 65 years old													
Current costs	$	6,157	$	6,157	$	6,157	$	6,157	Page	27	27	27	27
Inflation rate		8%		8%		8%		8%	Page	27	27	27	27
Benefit period (years)		2		2		2		2	Page	27	27	27	27
Future value	$	12,314	$	12,314	$	12,314	$	12,314					
Recovery period		16		16		16		16	Page	27	27	27	27
Annual cost per employee	$	420	$	420	$	420	$	420					
Over 65 years old													
Current costs	$	552	$	552	$	552	$	552	Page	26	26	26	26
Inflation rate		8%		8%		8%		8%	Page	27	27	27	27
Benefit period (years)		7		7		7		7	Page	27	27	27	27
Future value	$	3,864	$	3,864	$	3,864	$	3,864					
Recovery period		16		16		16		16	Page	27	27	27	27
Annual cost per employee	$	132	$	132	$	132	$	132					
Total retirement medical costs per employee	$	552	$	552	$	552	$	552					
Total life insurance		*		*		*		*					

* amounts are not significant

CITY OF CHESTER
TEAMSTER CONTRACT
SUMMARY OF SIGNIFICANT ASSUMPTIONS
1998 UPDATE TO PAGE 22 OF ORIGINAL REPORT

		1998
Compensation Benefits		
Average per hour base pay per employee	$	11.15
Weighted average number of employees		120
Average regular hours per employee		2,080
Total overtime hours		3,048
Average overtime hours per employee		25
Average total hours per employee		2,105
Vacation hours per employee		94
Benefits Other Than Retirement		
Total KeyCare 10 (medical)	$	514,776
Total Life and Accidental Death and Dismemberment	$	12,084
Workers' compensation rate (% of payroll cost)		6.10%
Workers' compensation modification factor		3.70
Retirement Benefits		
Total pension contribution	**$**	**602,014**
Health Insurance		
Under 65 years old		
Current costs	$	6,157
Inflation rate		8%
Benefit period (years)		2
Future value	$	12,314
Recovery period		16
Annual cost per employee	**$**	**420**
Over 65 years old		
Current costs	$	552
Inflation rate		8%
Benefit period (years)		7
Future value	$	3,864
Recovery period		16
Annual cost per employee	**$**	**132**
Total retirement medical costs per Teamster/ employee	**$**	**552**
Total life insurance		*

* amounts are not significant

CITY OF CHESTER
TEAMSTER CONTRACT
CONTRACT COST PROVISIONS
CURRENT CONTRACT IN EFFECT THROUGH DECEMBER 31, 1998
1998 UPDATE TO PAGE 23 OF ORIGINAL REPORT

	1994	1995	1996	1997	1998
Pay Effective 1/1, each employee's annual salary will be increased by:	$ 1,600.00	No raise for 1995	$ 1,600.00	No raise for 1997	No raise for 1998

Hours of Work

Clerical employees' work day is 7 1/2 hours, including 1 hour lunch. Highway, Parks and Public Affairs Departments work day is 8 1/2 hours, including 1/2 hour lunch.

Overtime

Employees are paid time and one-half for any time worked in excess of 8 hours in one day or 40 hours in one week. Employees are paid time and one-half for all work performed on Saturdays and Sundays. Employees are paid their regular holiday pay plus time and one-half for all work performed on holidays.

Vacation:
All Full-time permanent employees of the City are entitled to:

1st Year	1/2 day / month	Vacation days are non-cumulative
2nd - 9th Year	10 days	
10th - 14th Year	15 days	
15th - 19th Year	20 days	
20th & beyond	25 days	

Sick Leave:

	1994	1995	1996	1997	1998
# of Days/year for all full time employees	12	12	12	12	12
Maximum to accumulate	60	60	60	60	60

* Highway Department Employees can accumulate more than the 50/60 above, if they had more accumulated when these agreements were signed.

* Regular part-time employees sick leave benefits are the same, except they are calculated in hours on an annual basis of regular part-time hours per day pro-rated on the basis of their normal work week.

Funeral Pay:

	1994	1995	1996	1997	1998
# Days for immediate family death	5	5	5	5	5

* Regular part-time employees' funeral pay benefits are the same, except they are calculate in hours on an annual basis of regular part-time hours times the number of days provided full-time employees.

	1994	1995	1996	1997	1998
Holidays					
# of days	15	15	15	15	15

If an employee works on a holiday, he is entitled to one and one-half times his regular rate of pay plus holiday pay at straight time for all holiday hours worked.

* Regular part-time employees are entitled to pay for holidays in accordance with the City Holiday Resolution pro-rated for the number of hours worked per day.

	1994	1995	1996	1997	1998
Personal Leave					
# days	2	2	6	6	6

The City may allow one additional, non-cumulative day each year, for a specific reason.

*Regular part-time employees' personal leave benefits are the same, except they are calculated in hours on an annual basis of regular part-time hours per day times the number of days provided full-time employees.

Health & Welfare

Health Insurance

Keystone Health Plan East

Life Insurance

$10,000 for active employees > 65 years old
$5,000 for active employees < 65 years old
$1,500 for retired city employees

Pension

Benefits equal to the higher of 50% of:
(1) the employee's average monthly pay during the last five years; or
(2) the employee's pay during his last month of employment.

City of Chester
Teamster Contract
Cost Analysis
Assumptions & Methodologies

Personnel/Period Covered

- Personnel in this analysis include the 120 employees covered by the bargaining unit as of December 31, 1994.
- Compensation and benefit costs are based on the contract in effect during the period January 1, 1994 through December 31, 1997.

Work Hour Method

- The method used to compute the cost of all compensation and benefits is based on the actual hours worked by covered personnel as recorded in the City of Chester's (the City's) payroll records.
- The Work Hour Calculation Is:

	1994	1995	1996	1997
Average regular hours worked per employee*	2,080	2,080	2,080	2,080
Plus overtime hours	25	25	25	25
Less vacation and other hours	(321)	(321)	(321)	(321)
Actual hours worked	1,784	1,784	1,784	1,784

* Based upon the total actual hours worked per employee as recorded in the City's 1994 payroll records.
** Based upon the total actual overtime hours worked per employee during 1994, as recorded in the City's 1994 payroll records.
*** Based upon the weighted average of a sample of 47 employees' attendance records.

Computation Methodology

Following are the methods employed in computing the cost per regular hour worked:

- The 1994 average per hour base pay was computed by dividing the total payroll expense for regular hours, as determined by the City's payroll records, by the average regular hours worked per employee, also per the City's payroll records.

- The average base pay per year for all years subsequent to 1994 has been computed by dividing the total payroll expense for regular hours as determined by the Employee Salary Pricing Models, by the average regular hours worked per employee, also determined by the Employee Salary Pricing Models.

- For 1994 the overtime compensation pay is based upon the actual amounts per the City's payroll records, which was divided by the average regular hours worked per employee.

- For all years subsequent to 1994, the amount of overtime hours used to calculate the overtime compensation pay was equal to the total overtime hours worked by the employees during 1994.

- For all years subsequent to 1994, the overtime compensation pay was computed by dividing the total payroll expense for overtime as determined by the Employee Salary Pricing Models by the average regular hours worked per employee.

- Blue Cross/Medical Insurance for Personal Choice, Dental Insurance, Prescription Drug Insurance and Vision Insurance amounts were calculated based on current quotes from the City's Insurance Consultant for the costs incurred and to be incurred by the City. These costs were divided by 120 (the average number of covered employees). The result was then divided by the average regular hours worked per employee.

- Life and Accidental Death and Dismemberment Insurance amounts were calculated based on current quotes from the City's Insurance Consultant for the costs incurred and to be incurred by the City. These costs were divided by 120 (the average number of covered employees). The result was then divided by the average regular hours worked per employee. The City's Workers Compensation Costs were calculated based on current quotes from the City's Insurance Consultant for the costs incurred by the City for 1994, using standard rates of $13.00 for every $100 of payroll costs, multiplied by a projected experience modification factor of 3.70. These costs were divided by 120 (the average number of covered employees). The result was then divided by the average regular hours worked per employee.

- The retirement pension funding is typically computed annually by Conrad M. Sigel, Inc., consulting pension actuaries. For this analysis, ZA computed the retirement pension funding and it includes normal pension costs, reduced by the employees' contributions. These costs were divided by 120 (the average number of covered employees). The result was then divided by the average regular hours worked per employee.

- Significant assumptions made by ZA in computing the retirement health insurance funding are:
  - Average time to retirement age of 60 years old, with 20 years of service, is 16 years as of January 1, 1994;
  - Medical benefits are provided for 2 years after retirement;
  - The current cost of medical insurance premiums is $6,157 annually in 1995 dollars, and is assumed to increase 8% per annum;
  - An annuity will be purchased at age 60, to fund the then current premiums for 5 years with an interest rate of 8% per annum, and;
  - Payments to the Fund will be made on a level payment basis assuming an 8% return per annum, over the 9 year period beginning in 1994.
- The costs computed above is then divided by the average regular hours worked per employee.

- Pursuant to their contract, all non-crossing guard employees covered by the bargaining unit were give a $1,600 per annum raise, effective 1/1/96.

- There were approximately 130 crossing guards employed by the City during 1994. Through inquiry of City employees, we learned that the optimum number, barring turnover, would be 50 crossing guards. The total salary attributable to crossing guards was not significant when compared to the total amount of salary attributable to the other employees covered by the Teamsters bargaining unit ($120,000 compared to $2,637,892, respectively). As a result, the crossing guards were not included in this analysis, as their inclusion would distort the overall results. The details of our analysis of the crossing guards, are included in the Teamster Appendices to this report.

- This report does not cover the non-union employees of the City, of which there were 23 during 1994. However, there is an analysis of these employees included in the Teamsters Appendices to this report.

City of Chester
Teamster Contract
Summary - All Teamsters

	1994	1995	1996	1997
Regular Hours				
Officers and Employees	250,552	250,552	250,552	250,552
Crossing Guards	19,248	19,248	19,248	19,248
Total Regular Hours	269,800	269,800	269,800	269,800
OT Hours				
Officers and Employees	3,048	3,048	3,048	3,048
Crossing Guards	-	-	-	-
Total OT Hours	3,048	3,048	3,048	3,048
Total Hours	**272,848**	**272,848**	**272,848**	**272,848**
Total Cost				
Officers and Employees	$ 2,637,892	$ 2,637,892	$ 2,828,121	$ 2,828,121
Crossing Guards	$ 110,884	$ 120,300	$ 126,074	$ 126,074
Total Cost	**$ 2,748,776**	**$ 2,758,192**	**$ 2,954,195**	**$ 2,954,195**
Total Cost Per Hour	**$ 10.07**	**$ 10.11**	**$ 10.83**	**$ 10.83**

City of Chester
Teamster Contract
Summary - Officers & Employees (w/o crossing guards)

1994

Total Regular Hours		250,552
Total OT Hours		3,048.30
Total Hours		253,600.30
Total Dollars	$	2,637,892
Cost per total Hours	**$**	**10.40**

1995

Total Regular Hours - actual 1994		250,552
Total OT Hours - actual 1994		3,048
Total Hours		253,600
Total Dollars	$	2,637,892
Cost per total Hours	**$**	**10.40**

1996

Total Regular Hours - actual 1994		250,552
Total OT Hours - actual 1994		3,048
Total Hours		253,600
Total Dollars	$	2,828,121
Cost per total Hours	**$**	**11.15**

1997

Total Regular Hours - actual 1994		250,552
Total OT Hours - actual 1994		3,048
Total Hours		253,600
Total Dollars	$	2,828,121
Cost per total Hours	**$**	**11.15**

CITY OF CHESTER
TEAMSTER CONTRACT
SUMMARY - OFFICERS AND EMPLOYEES (W/O CROSSING GUARDS)
1998 UPDATE TO PAGE 78 OF ORIGINAL REPORT

City of Chester
Teamster Contract
Summary - Officers & Employees (w/o crossing guards)

	1998	
Total Regular Hours		250,552
Total OT Hours		3,048
Total Hours		253,600
Total Dollars	$	2,828,121
Cost per total Hours	**$**	**11.15**

1994
Officers & Employees
Detail Model

City of Chester
Teamster Contract

dept	#	Budget Code	Employee Name	Teamsters Y	Teamsters N	Date Hired	Slry or Hrly	Job Description	Hours/ Reg. Week	Hours/ Year	1994 Gross Pay	Regular Hours Worked	OT Hours Worked	Gross Pay/ Reg Hour	Gross Pay/ TW Hours	1996 Raise	Raise per Reg Hour	Pay Increase	OT Pay Increases	Total Pay
		1000015010000	A SANTANA						37.5	1,950	$ 2,879.28	307.50		$ 9.36	$ 9.36	$ 1,600	$ 0.82	$ 252.31	$ -	$ 3,131.57
		1000015080000	R J SUGARMAN						37.5	1,950	$ 3,848.01	217.50		$ 17.69	$ 17.69	$ 1,600	$ 0.82	$ 178.46	$ -	$ 4,026.47
		1000015080000	B F NAYLOR TABRON						37.5	1,950	$ 14,750.30	1,125.00		$ 13.11	$ 13.11	$ 1,600	$ 0.82	$ 923.08	$ -	$ 15,673.38
		1000015110202	C J CURREN						37.5	1,950	$ 18,996.66	1,874.50		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,538.05	$ -	$ 20,534.81
POL	17	1000015110202	L J PLOSKON	Y		10/7/91	S	CLERK RECORD RM.	37.5	1,950	$ 19,261.00	1,950.00		$ 9.88	$ 9.88	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 20,861.00
POL	16	1000015110202	P E ROPER	Y		2/8/91	S	CLERK POLICE	37.5	1,950	$ 19,614.45	1,950.00		$ 10.06	$ 10.06	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,214.45
POL	15	1000015110202	J BUSH	Y		4/30/90	S	SEC. POLICE CHIEF	37.5	1,950	$ 19,762.00	1,950.00		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,362.00
POL	12	1000015110202	S MALLORY	Y		11/18/81	S	CLERK TYPIST	37.5	1,950	$ 19,762.00	1,950.00		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,362.00
POL	14	1000015110202	J A MARKIEWICZ	Y		4/4/88	S	SEC. POLICE	37.5	1,950	$ 19,762.00	1,950.00		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,362.00
POL	13	1000015110202	S PAYNE	Y		9/10/84	S	P/D SECRETARY	37.5	1,950	$ 19,762.00	1,950.00		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,362.00
POL	11	1000015110202	T A BISHOP	Y		9/16/74	S	CLERK TYPIST	37.5	1,950	$ 19,969.74	1,952.50	12.00	$ 10.23	$ 10.17	$ 1,600	$ 0.82	$ 1,602.05	$ 14.77	$ 21,586.56
		1000015110708	A G ARMSTRONG							2,080	$ 20,568.90	2,032.50		$ 10.12	$ 10.12	$ 1,600	$ 0.77	$ 1,563.48	$ -	$ 22,132.38
POL	18	1000015110708	R J QUINN	Y		7/11/88	H	PAINT CREW POL.	40.0	2,080	$ 21,049.60	2,080.00		$ 10.12	$ 10.12	$ 1,600	$ 0.77	$ 1,600.00	$ -	$ 22,649.60
		1000015010000	R CARTER							1,950	$ 22,749.26	1,365.00		$ 16.67	$ 16.67	$ 1,600	$ 0.82	$ 1,120.00	$ -	$ 23,869.26
PA	1	1000015010000	M Z AHMED	Y		8/23/91	S	LD BG MONITOR	37.5	1,950	$ 25,344.00	1,950.00	-	$ 13.00	$ 13.00	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 26,944.00
F	78	1000025010000	W J MANN	Y		2/8/90	S	P/R SUPERVISOR	37.5	1,950	$ 20,277.03	1,950.00	12.00	$ 10.40	$ 10.33	$ 1,600	$ 0.82	$ 1,600.00	$ 14.77	$ 21,891.80
F	77	1000025010000	M A WORRELL	Y		11/20/78	S	SECRETARY	37.5	1,950	$ 19,898.81	1,951.50	8.00	$ 10.20	$ 10.16	$ 1,600	$ 0.82	$ 1,601.23	$ 9.85	$ 21,509.89
F	84	1000025020000	K L BOST	Y		11/14/94	S	SECRETARY	37.5	1,950	$ 2,532.32	262.50		$ 9.65	$ 9.65	$ 1,600	$ 0.82	$ 215.38	$ -	$ 2,747.70
F	86	1000025030000	R A FRATTAROLA	Y		10/1/73	S	SECRETARY	37.5	1,950	$ 19,993.83	1,951.50	8.00	$ 10.25	$ 10.20	$ 1,600	$ 0.82	$ 1,601.23	$ 9.85	$ 21,604.91
F	87	1000025040000	M A JONES	Y		6/28/78	S	SEC PERSONNEL	37.5	1,950	$ 20,142.03	1,950.00	25.00	$ 10.33	$ 10.20	$ 1,600	$ 0.82	$ 1,600.00	$ 30.77	$ 21,772.80
F	88	1000025040000	C S MOSES	Y		2/18/92	S	SEC PERSONNEL	37.5	1,950	$ 19,518.75	1,920.00	4.00	$ 10.17	$ 10.14	$ 1,600	$ 0.82	$ 1,575.38	$ 4.92	$ 21,099.06
F	90	1000025050000	A KIDA	Y		3/11/85	S	SECRETARY	37.5	1,950	$ 20,126.82	1,950.00	24.00	$ 10.32	$ 10.20	$ 1,600	$ 0.82	$ 1,600.00	$ 29.54	$ 21,756.36
F	92	1000025050000	P G LUNDY	Y		2/18/92	S	CLERK COLLECTOR	37.5	1,950	$ 15,412.50	1,492.50	12.00	$ 10.33	$ 10.24	$ 1,600	$ 0.82	$ 1,224.62	$ 14.77	$ 16,651.89
F	91	1000025050000	G SHOATES	Y		2/13/89	S	CLERK COLLECTOR F	37.5	1,950	$ 20,709.97	1,950.00	16.50	$ 10.62	$ 10.53	$ 1,600	$ 0.82	$ 1,600.00	$ 20.31	$ 22,330.28
F	93	1000025050000	D W TERRY	Y		2/17/92	S	BOOKKEEPER	37.5	1,950	$ 19,467.43	1,515.00	23.50	$ 12.85	$ 12.65	$ 1,600	$ 0.82	$ 1,243.08	$ 28.92	$ 20,739.43
F	95	1000025070000	D E D'ALESSIO	Y		7/8/78	S	KEY PUNCH OPER.	37.5	1,950	$ 20,332.37	1,950.00	8.00	$ 10.43	$ 10.38	$ 1,600	$ 0.82	$ 1,600.00	$ 9.85	$ 21,942.22
F	96	1000025070000	L M LEGETTE	Y		2/24/92	S	KEY PUNCH OPER.	37.5	1,950	$ 20,518.91	1,950.00	20.00	$ 10.52	$ 10.42	$ 1,600	$ 0.82	$ 1,600.00	$ 24.62	$ 22,143.53
F	98	1000025080000	F L CAUTHORN	Y		12/19/94	S	PURCHASING CLERK	37.5	1,950	$ 702.38	75.00		$ 9.37	$ 9.37	$ 1,600	$ 0.82	$ 61.54	$ -	$ 763.92
F	97	1000025080000	L M KEENAN	Y		4/22/91	S	ACCTS. PAY. SUP	37.5	1,950	$ 22,357.57	1,950.00	4.00	$ 11.47	$ 11.44	$ 1,600	$ 0.82	$ 1,600.00	$ 4.92	$ 23,962.49
		1000025050000	M AHMED							1,950	$ 17,835.94	1,286.50		$ 13.86	$ 13.86	$ 1,600	$ 0.82	$ 1,055.59	$ -	$ 18,891.53
PS	99	1000035010000	G VAIL SR.	Y		8/7/90	S	SECRETARY	37.5	1,950	$ 19,914.01	1,950.00	10.00	$ 10.21	$ 10.16	$ 1,600	$ 0.82	$ 1,600.00	$ 12.31	$ 21,526.32
PS	102	1000035110503	S I BINGNEAR	Y		11/15/82	S	SECRETARY	37.5	1,950	$ 19,931.74	1,952.50	9.50	$ 10.21	$ 10.16	$ 1,600	$ 0.82	$ 1,602.05	$ 11.69	$ 21,545.48
PS	101	1000035110503	E BROWN	Y		1/20/78	S	BUILDING OFF.	37.5	1,950	$ 25,597.18	1,950.00		$ 13.13	$ 13.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 27,197.18
PS	103	1000035120004	C RICE	Y		9/26/78	S	CLERK-TYPIST	37.5	1,950	$ 19,762.00	1,950.00		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,362.00
	104	1000035120004	T J GROCH, SR			4/18/94	H	P/T ELECT INSPT	18.0	936	$ 6,480.00	648.00		$ 10.00	$ 10.00	$ 1,600	$ 1.71	$ 1,107.69	$ -	$ 7,587.69
	105	1000035120004	R E WILSON			4/18/94	H	P/T PLUMB. INSPT	18.0	936	$ 6,420.00	642.00		$ 10.00	$ 10.00	$ 1,600	$ 1.71	$ 1,097.44	$ -	$ 7,517.44
PS	106	1000035210000	V A ALLEVA	Y		12/8/71	S	SANITARIAN 111	37.5	1,950	$ 26,483.99	1,950.00		$ 13.58	$ 13.58	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 28,083.99
PS	113	1000035210000	B BOBBITT	Y		4/1/91	S	COMM WORKER RO.	37.5	1,950	$ 15,815.99	1,715.50		$ 9.22	$ 9.22	$ 1,600	$ 0.82	$ 1,407.59	$ -	$ 17,223.58
PS	111	1000035210000	T BODEN	Y		4/4/83	S	CODE ENF OFF	37.5	1,950	$ 23,483.00	1,950.00		$ 12.03	$ 12.03	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 25,083.00
PS	110	1000035210000	D JOHNSON	Y		2/10/81	S	CLERK TYPIST	37.5	1,950	$ 19,761.99	1,950.00		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,361.99
PS	112	1000035210000	D KONIECZNY	Y		9/24/84	S	DOG CONTROL	37.5	1,950	$ 19,762.00	1,950.00		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,362.00
PS	115	1000035210000	R LEACH	Y		4/12/83	S	RODENT CONTROL	37.5	1,950	$ 10,472.41	1,178.50		$ 8.89	$ 8.89	$ 1,600	$ 0.82	$ 966.97	$ -	$ 11,439.38
PS	107	1000035210000	P J NAILS	Y		9/1/73	S	ENVIR HEALTH SP	37.5	1,950	$ 30,963.36	1,950.00		$ 15.88	$ 15.88	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 32,563.36
PS	109	1000035210000	T R OGDEN	Y		11/3/75	S	SANITARIAN 3	37.5	1,950	$ 27,141.02	1,950.00	8.00	$ 13.92	$ 13.86	$ 1,600	$ 0.82	$ 1,600.00	$ 9.85	$ 28,750.87
PS	108	1000035210000	G SHAFFER	Y		4/18/74	S	SECRETARY	37.5	1,950	$ 21,117.26	2,012.50	47.50	$ 10.49	$ 10.25	$ 1,600	$ 0.82	$ 1,651.28	$ 58.46	$ 22,827.00
PS	116	1000035210000	M D WALKER	Y		7/18/94	S	SANITARIAN 1	37.5	1,950	$ 7,818.84	900.00		$ 8.69	$ 8.69	$ 1,600	$ 0.82	$ 738.46	$ -	$ 8,557.30
PS	114	1000035210000	D WATSON	Y		10/19/92	S	DOG CATCHER	37.5	1,950	$ 18,924.41	1,950.00		$ 9.70	$ 9.70	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 20,524.41
PS	122	1000035220004	M CRAWFORD, SR.	Y		8/3/92	S	HOUSING INSPECT.	37.5	1,950	$ 22,780.60	1,950.00		$ 11.67	$ 11.67	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 24,380.60
PS	120	1000035220004	J CRISS	Y		8/4/84	S	INSPECTOR	37.5	1,950	$ 23,483.00	1,950.00		$ 12.03	$ 12.03	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 25,083.00
PS	118	1000035220004	L P DIMAIO	Y		7/6/76	S	INSPECTOR	37.5	1,950	$ 23,463.00	1,950.00		$ 12.03	$ 12.03	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 25,063.00
PS	123	1000035220004	J W FARRELL, JR	Y		8/27/94	S	HOUSING INSPT.	37.5	1,950	$ 11,403.72	1,012.50		$ 11.26	$ 11.26	$ 1,600	$ 0.82	$ 830.77	$ -	$ 12,234.49
PS	121	1000035220004	B D JOHNSON-RAINF	Y		4/2/90	S	SEC PUB SAFETY	37.5	1,950	$ 19,924.14	1,951.00	10.00	$ 10.21	$ 10.16	$ 1,600	$ 0.82	$ 1,600.82	$ 12.31	$ 21,537.27
PS	119	1000035220004	R RAWLS	Y		11/13/78	S	HOUSING INSPECT	37.5	1,950	$ 23,463.00	1,950.00		$ 12.03	$ 12.03	$ 1,600	$ 0.82	$ 1,600.00	$	$ 25,063.00
		1000035220004	W WHITAKER							1,950	$ 2,888.26	240.00		$ 12.03	$ 12.03	$ 1,600	$ 0.82	$ 196.92	$	$ 3,085.20
		1000035210000	D CHAKRABARTY							1,950	$ 6,287.78	337.50		$ 18.63	$ 18.63	$ 1,600	$ 0.82	$ 278.82	$	$ 6,504.60

City of Chester
Teamster Contract

dept	#	Budget Code	Employee Name	Teamsters Y	Teamsters N	Date Hired	Slry or Hrly	Job Description	Hours/ Reg. Week	Hours/ Year	1994 Gross Pay	Regular Hours Worked	OT Hours Worked	Gross Pay/ Reg Hour	Gross Pay/ Ttl Hours	1996 Raise	Raise per Reg Hour	Pay Increase	OT Pay Increase	Total Pay
		1000035210000	M SMITH							1,950	$ 24,877 88	1,950 00		$ 12 66	$ 12 66	$ 1,600	$ 0 82	$ 1,600 00	$ -	$ 26,277 88
H	125	1000045010000	J P CHARLESTON	Y		7/26/82	S	TIMEKEEPER	37 5	1,950	$ 21,300 16	1,955 00	25.50	$ 10 80	$ 10.75	$ 1,600	$ 0 82	$ 1,604 10	$ 31.38	$ 22,935 65
H	124	1000045010000	H M KLEKOTKA	Y		8/18/81	S	SECRETARY	37.5	1,950	$ 19,762.00	1,950 00		$ 10 13	$ 10 13	$ 1,600	$ 0 82	$ 1,600 00	$ -	$ 21,362 00
H	127	1000045030008	F GARRETT	Y		11/10/86	S	MECHANIC HIGH W.	40 0	2,080	$ 28,707.01	2,080 00	97 40	$ 13 80	$ 13.18	$ 1,600	$ 0 77	$ 1,600 00	$ 112 38	$ 30,419 39
H	128	1000045030008	B L MCPHERSON	Y		7/10/80	S	MECHANIC 1ST CL	40.0	2,080	$ 26,619 76	2,080 00	84 90	$ 12 80	$ 12 30	$ 1,600	$ 0 77	$ 1,600 00	$ 97 96	$ 28,317 72
H	129	1000045210108	C F MCLAUGHLIN	Y		7/18/71	H	FOREMAN	40 0	2,080	$ 27,235 18	2,080 00	134.00	$ 13 09	$ 12 30	$ 1,600	$ 0.77	$ 1,600 00	$ 154 02	$ 28,989 78
H	132	1000045210108	D L COLBERT	Y		11/16/92	H	LABORER STREETS	40.0	2,080	$ 17,829 79	1,842 00		$ 9 68	$ 9 68	$ 1,600	$ 0 77	$ 1,416 92	$ -	$ 19,246 71
H	131	1000045210108	M FRIEND	Y		8/19/90	H	PERM LABOR STS.	40 0	2 080	$ 20,989 00	2,072 00	2 00	$ 10 13	$ 10 12	$ 1,600	$ 0 77	$ 1,593 85	$ 2 31	$ 22 585 15
H	130	1000045210108	E WALLS	Y		11/1/77	H	LABORER	40 0	2,080	$ 21,580 55	2,080 00	16 50	$ 10 38	$ 10 29	$ 1,600	$ 0 77	$ 1,600 00	$ 19 04	$ 23,199 59
H	134	1000045280108	N R CARATELLO	Y		1/10/72	H	DRIVER	40 0	2,080	$ 21,318 92	2,080 00	4 00	$ 10 25	$ 10 23	$ 1,600	$ 0.77	$ 1,600 00	$ 4 62	$ 22,923 54
H	135	1000045280108	L DACHU	Y		8/14/78	H	DRIVER	40 0	2,080	$ 21,380 24	2,080 00	8 00	$ 10.28	$ 10 24	$ 1,600	$ 0 77	$ 1,600 00	$ 9 23	$ 22,989 47
H	138	1000045280108	J M MEZZARONE	Y		5/10/88	H	LABORER HGYWAY.	40 0	2,080	$ 21,456 48	2,080 00	16.00	$ 10 32	$ 10 24	$ 1,600	$ 0 77	$ 1,600 00	$ 18 46	$ 23,074 94
H	136	1000045280108	F ORTIZ	Y		6/7/82	H	RECYCLING INSPT	40 0	2,080	$ 21,863 14	2,080 00	39 50	$ 10.51	$ 10 32	$ 1,600	$ 0 77	$ 1,600 00	$ 45 58	$ 23 508 72
H	137	1000045280108	R J PORTER	Y		2/25/85	H	LABORER	40 0	2,080	$ 21,084 78	2,080 00	1 00	$ 10 13	$ 10 12	$ 1,600	$ 0.77	$ 1,600 00	$ 1 15	$ 22 685 93
H	141	1000045280108	S SIMMS	Y		8/21/94	H	LABORER STREETS	40 0	2,080	$ 9,454 40	1,072 00		$ 8 82	$ 8 82	$ 1,600	$ 0 77	$ 824 62	$ -	$ 10 278 02
H	139	1000045280108	B L THOMAS	Y		4/25/94	H	LAB. BULK WASTE	40 0	2,080	$ 12,585 60	1,380.00		$ 9.12	$ 9.12	$ 1,600	$ 0.77	$ 1,061.54	$ -	$ 13 647 14
H	140	1000045280108	L WILLIAMS	Y		5/9/94	H	LABORER STREETS	40 0	2,080	$ 11,482 08	1,259 00		$ 9 12	$ 9 12	$ 1,600	$ 0 77	$ 968 46	$ -	$ 12 450 54
	133	1000045280108	W J CARATELLO	Y		12/11/88	H	LABORER	40 0	2,080	$ 15,222 69	1,458 00	1 00	$ 10 44	$ 10 43	$ 1,600	$ 0 77	$ 1,121 54	$ 1 15	$ 16 345 38
H	144	1000045280108	D LEWCHUK	Y		7/10/90	S	INSPT. RECYCLING	37.5	1,950	$ 22,518 00	1,950 00		$ 11 55	$ 11 55	$ 1,600	$ 0 82	$ 1,600 00	$ -	$ 24,118 00
H	143	1000045280108	J RESTANO	Y		7/16/90	S	INSPT RECYCLING	37 5	1,950	$ 22,518 00	1,950 00		$ 11 55	$ 11 55	$ 1,600	$ 0 82	$ 1,600 00	$ -	$ 24,118 00
H	142	1000045280108	P SNOW	Y		1/20/78	S	RECYCLING COORD.	37 5	1,950	$ 25,232 22	1,950 00		$ 12.94	$ 12 94	$ 1,600	$ 0 82	$ 1,600 00	$ -	$ 26 832 22
H	146	1000045310000	L FRANKLIN	Y		6/6/77	S	PERMIT INS	37.5	1,950	$ 22,518 00	1,950 00		$ 11.55	$ 11 55	$ 1,600	$ 0 82	$ 1,600 00	$ -	$ 24,118 00
H	145	1000045310000	L A TYLER	Y		1/27/75	S	SECRETARY	37 5	1,950	$ 20,142.01	1,987 50		$ 10 13	$ 10.13	$ 1,600	$ 0 82	$ 1,630 77	$ -	$ 21,772 78
H	147	1000045310000	O W WHITE, SR	Y		3/20/89	S	INSPECTOR HGHWAY	37.5	1,950	$ 23,568.00	1,950 00		$ 12.09	$ 12.09	$ 1,600	$ 0.82	$ 1,600 00	$ -	$ 25,168 00
H	149	1000045330000	E RANDOLPH	Y		12/17/56	H	FOREMAN	40 0	2,080	$ 31,855.87	2,088 25	413.50	$ 15.27	$ 12.74	$ 1,600	$ 0.77	$ 1,604.81	$ 477.12	$ 33,937.40
H	154	1000045330000	P BROCHET	Y		6/20/88	H	LABORER STREETS	40.0	2,080	$ 20,887 68	2,064 00		$ 10.12	$ 10 12	$ 1,600	$ 0.77	$ 1,587 69	$ -	$ 22 475 37
H	160	1000045330000	R COLLINS	Y		11/21/88	H	PER DIEM STREETS	40.0	2,080	$ 17,608 80	1,740 00		$ 10.12	$ 10.12	$ 1,600	$ 0.77	$ 1,338 46	$ -	$ 18,947 26
H	158	1000045330000	K JONES	Y		7/10/89	H	LABORER HIGHWAY	40 0	2,080	$ 14,562.88	1,422.50	11.00	$ 10.24	$ 10 18	$ 1,600	$ 0.77	$ 1,094 23	$ 12 69	$ 15,669 80
H	162	1000045330000	J MINCHELLA	Y		8/28/90	H	PER DIEM STREETS	40.0	2,080	$ 21,377 30	2,080 00	15.00	$ 10 28	$ 10.20	$ 1,600	$ 0 77	$ 1,600 00	$ 17 31	$ 22,994 61
H	161	1000045330000	D MOORE	Y		8/28/90	H	PER DIEM STREETS	40 0	2,080	$ 12,409 65	1,185 00	27.50	$ 10.47	$ 10.23	$ 1,600	$ 0 77	$ 911 54	$ 31 73	$ 13.352 92
H	156	1000045330000	M MORGAN	Y		3/27/89	H	LABORER STREETS	40 0	2,080	$ 21,007.03	2,018.50	29.50	$ 10 41	$ 10 26	$ 1,600	$ 0.77	$ 1,552 69	$ 34 04	$ 22,593 76
H	150	1000045330000	V ORLANDO	Y		1/27/75	H	DRIVER	40 0	2,080	$ 23,388 49	2,080.00	139 00	$ 11 24	$ 10 54	$ 1,600	$ 0 77	$ 1,600 00	$ 160 38	$ 25,148 87
H	153	1000045330000	A PUGH	Y		6/20/88	H	LABORER STREETS	40 0	2,080	$ 21,947.88	2,080.00	46.00	$ 10.55	$ 10 32	$ 1,600	$ 0.77	$ 1,600 00	$ 53 08	$ 23,600 96
H	159	1000045330000	S ROWE	Y		11/20/89	H	PER DIEM STS.	40 0	2,080	$ 19,420 28	1,919.00		$ 10.12	$ 10.12	$ 1,600	$ 0 77	$ 1,476 15	$ -	$ 20,896 43
H	157	1000045330000	H J TOWNES	Y		7/10/89	H	LABORER STS.	40 0	2,080	$ 16,819 20	1,660 00		$ 10.13	$ 10.13	$ 1,600	$ 0.77	$ 1,276 92	$ -	$ 18,096 12
H	152	1000045330000	G G WILSON	Y		8/7/82	H	LABORER	40.0	2,080	$ 18,861 01	1,844 00	1.00	$ 10 23	$ 10.22	$ 1,600	$ 0.77	$ 1,418 46	$ 1 15	$ 20 280 63
H	151	1000045330000	J C WOMACK	Y		11/14/85	H	EQUIPMENT OPER	40 0	2,080	$ 26,218.54	2,080 00	283.00	$ 12 61	$ 11.19	$ 1,600	$ 0 77	$ 1,600 00	$ 303 46	$ 28,122 00
P	155	1000045330000	W COX	Y		6/16/68	H	LABORER STREETS	40 0	2,080	$ 21,083 96	2,080 00	2 00	$ 10 14	$ 10 13	$ 1,600	$ 0 77	$ 1,600 00	$ 2 31	$ 22 686 27
		1000045330000	B L BALDWIN							2,080	$ 392.00	56 00		$ 7 00	$ 7 00	$ 1,600	$ 0 77	$ 43 08	$ -	$ 435 08
		1000045330000	B BISHOP							2,080	$ 2,933 00	419 00		$ 7 00	$ 7 00	$ 1,600	$ 0 77	$ 322 31	$ -	$ 3 255 31
		1000045330000	J A BOST							2,080	$ 2,660 00	380 00		$ 7.00	$ 7 00	$ 1,600	$ 0 77	$ 292 31	$ -	$ 2,952 31
		1000045330000	E W CURRY							2,080	$ 3,933 50	570 50		$ 6.89	$ 6.89	$ 1,600	$ 0 77	$ 438 85	$ -	$ 4,372 35
		1000045330000	R DAVIS							2,080	$ 3,993 50	570 50		$ 7.00	$ 7 00	$ 1,600	$ 0 77	$ 438 85	$ -	$ 4,432 35
		1000045330000	J D DENNIS							2,080	$ 3,734.50	533 50		$ 7.00	$ 7.00	$ 1,600	$ 0 77	$ 410 38	$ -	$ 4,144 88
		1000045330000	K DIXON							2,080	$ 4,109.00	587 00		$ 7.00	$ 7.00	$ 1,600	$ 0.77	$ 451 54	$ -	$ 4 560 54
		1000045330000	J M DRULYK							2,080	$ 11,232 13	986 50	74.50	$ 11 39	$ 10.59	$ 1,600	$ 0 77	$ 758 85	$ 85 96	$ 12 076 94
		1000045330000	C GLASS							2,080	$ 19,508 61	1,660 00	110 50	$ 11 61	$ 10 88	$ 1,600	$ 0 77	$ 1,282 31	$ 127 50	$ 20 928 42
		1000045330000	J D JAMES							2,080	$ 3,605 00	515 00		$ 7 00	$ 7 00	$ 1,600	$ 0 77	$ 396 15	$ -	$ 4 001 15
		1000045330000	S E JONES							2,080	$ 3,962 00	566 00		$ 7 00	$ 7 00	$ 1,600	$ 0 77	$ 435 38	$ -	$ 4,397 38
		1000045330000	T J MCKNIFF, SR							2,080	$ 4,074 00	582.00		$ 7 00	$ 7 00	$ 1,600	$ 0 77	$ 447 69	$ -	$ 4,521 69
		1000045330000	D NEWSOME							2,080	$ 3,363 50	480 50		$ 7.00	$ 7 00	$ 1,600	$ 0 77	$ 369 62	$ -	$ 3,733 12
P	103	1000065010000	M F WILLIS	Y		2/14/83	S	CLERK TYPIST	37 5	1,950	$ 19,761.99	1,950 00		$ 10 13	$ 10.13	$ 1,600	$ 0 82	$ 1,600 00	$ -	$ 21 361 99
P	165	1000075520000	N E LAWRENCE	Y		8/24/73	S	PARK FOREMAN	40 0	2,080	$ 26,632 07	2,080 00	113 50	$ 12 80	$ 12 14	$ 1,600	$ 0 77	$ 1,600 00	$ 130 96	$ 28 363 03
P	187	1000075520000	B HENSON	Y		2/18/92	S	CLERK COLLECTOR	37 5	1,950	$ 19,507 33	1,912.50	20 50	$ 10.20	$ 10 09	$ 1,600	$ 0 82	$ 1,569 23	$ 25 23	$ 21 101 79
P	173	1000075520108	J E CHANDLER	Y		5/13/87	H	PER DIEM PARKS	40 0	2 080	$ 22,749 76	2,080 00	112 00	$ 10 94	$ 10 38	$ 1,600	$ 0 77	$ 1 600 00	$ 129 23	$ 24 478 99
P	179	1000075520108	M L DUKES	Y		6/22/82	H	LABORER PARKS	40 0	2,080	$ 20 569 60	2,080 00		$ 9 89	$ 9 89	$ 1 600	$ 0 77	$ 1,600 00	$ -	$ 22 169 60
P	174	1000075520108	R E GANDY	Y		11/28/88	H	LABORER PARKS	40 0	2,080	$ 22.218 46	2,044 00	101 00	$ 10 87	$ 10 36	$ 1 600	$ 0 77	$ 1 572 31	$ 118 54	$ 23 907 31
P	178	1000075520108	S HAMMOND, JR	Y		6/29/92	H	LABORER PARKS	40 0	2,080	$ 11,138 04	1,080 00	54 50	$ 10 31	$ 9 82	$ 1 600	$ 0 77	$ 830 77	$ 62 88	$ 12 029 69
P	168	1000075520108	V M JOHNSON	Y		3/1/71	H	LABORER PARKS	40 0	2,080	$ 21 811 26	2,080 00	37 00	$ 10 39	$ 10 21	$ 1 600	$ 0 77	$ 1 600 00	$ 42 69	$ 23 253 95
P	170	1000075520108	N LEWIS	Y		4/17/78	H	PARKS LABORER	40 0	2,080	$ 10 929 60	1 032 00	32 00	$ 10 59	$ 10 27	$ 1 600	$ 0 77	$ 793 85	$ 36 92	$ 11 760 37
P	177	1000075520108	M J MCBRIDE	Y		2/18/92	H	LABORER PARKS	40 0	2,080	$ 20 188 63	2 080 00	21 00	$ 9 71	$ 9 61	$ 1 600	$ 0 77	$ 1 600 00	$ 24 23	$ 21 810 86
P	171	1000075520108	R D NAVIN	Y		7/2/82	H	UTILITY MAN PKS	40 0	2 080	$ 21,717 52	2 080 00	44 00	$ 10 44	$ 10 22	$ 1 600	$ 0 77	$ 1 600 00	$ 50 77	$ 23 368 29
P	176	1000075520108	J SCOTT	Y		4/1/91	H	PER DIEM PARKS	40 0	2 080	$ 16 462 71	1,536 00	60 50	$ 10 72	$ 10 31	$ 1 600	$ 0 77	$ 1 181 54	$ 69 81	$ 17 714 06
P	172	1000075520108	T TWYMAN	Y		8/29/83	H	LABORER PARKS	40 0	2 080	$ 21 085 02	1 998 00	57 00	$ 10 55	$ 10 26	$ 1 600	$ 0 77	$ 1 536 92	$ 65 77	$ 22 687 71

City of Chester
Teamster Contract

dept	#	Budget Code	Employee Name	Teamsters Y	Teamsters N	Date Hired	Slry or Hrly	Job Description	Hours/ Reg. Week	Hours/ Year	1994 Gross Pay	Regular Hours Worked	OT Hours Worked	Gross Pay/ Reg Hour	Gross Pay/ Ttl Hours	1996 Raise	Raise per Reg Hour	Pay Increase	OT Pay Increase	Total Pay
P	189	1000075520108	H WIMBUSH	Y		3/25/74	H	REC. LABORER	40.0	2,080	$ 21,565.72	2,080.00	34.00	$ 10.37	$ 10.20	$ 1,600	$ 0.77	$ 1,600.00	$ 39.23	$ 23,204.95
PS	175	1000075520108	N BROWN	Y		6/6/88	H	PERM LABOR PARKS	40.0	2,080	$ 21,360.79	2,080.00	20.50	$ 10.27	$ 10.17	$ 1,600	$ 0.77	$ 1,600.00	$ 23.65	$ 22,884.44
		1000075530808	N R ALEXANDER								$ 645.00	129.00		$ 5.00	$ 5.00	0				$ 645.00
		1000075530808	P L ANDREWS								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	K BACON								$ 650.00	130.00		$ 5.00	$ 5.00	0				$ 650.00
		1000075530808	D L BLACK								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	I BLACK								$ 75.00	15.00		$ 5.00	$ 5.00	0				$ 75.00
		1000075530808	H R BLAKE								$ 700.00	140.00		$ 5.00	$ 5.00	0				$ 700.00
		1000075530808	J J BOBBITT								$ 3,976.00	568.00		$ 7.00	$ 7.00	0				$ 3,976.00
		1000075530808	H BOSTICK								$ 812.00	116.00		$ 7.00	$ 7.00	0				$ 812.00
		1000075530808	J B BRADLEY								$ 650.00	130.00		$ 5.00	$ 5.00	0				$ 650.00
		1000075530808	H L BURCH								$ 3,745.00	535.00		$ 7.00	$ 7.00	0				$ 3,745.00
		1000075530808	K H COLLIER								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	G COVINGTON								$ 630.00	126.00		$ 5.00	$ 5.00	0				$ 630.00
		1000075530808	W DANDRIDGE, JR								$ 850.00	170.00		$ 5.00	$ 5.00	0				$ 850.00
		1000075530808	R L DAVIS								$ 75.00	15.00		$ 5.00	$ 5.00	0				$ 75.00
		1000075530808	C DENNIS								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	K DENNIS								$ 625.00	125.00		$ 5.00	$ 5.00	0				$ 625.00
		1000075530808	J T DUNCAN								$ 200.00	40.00		$ 5.00	$ 5.00	0				$ 200.00
		1000075530808	E N EGGLESTON								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	H J FITZGERALD, JR								$ 385.00	77.00		$ 5.00	$ 5.00	0				$ 385.00
		1000075530808	D GANDY								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	S A GARRETT								$ 700.00	140.00		$ 5.00	$ 5.00	0				$ 700.00
		1000075530808	J C GASKIN								$ 600.00	120.00		$ 5.00	$ 5.00	0				$ 600.00
		1000075530808	W N GIBBS								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	M E GOLDSBOROUGH								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	A C GOLSON								$ 1,428.00	204.00		$ 7.00	$ 7.00	0				$ 1,428.00
		1000075530808	G L GORDON								$ 3,976.00	568.00		$ 7.00	$ 7.00	0				$ 3,976.00
		1000075530808	C N GORDY								$ 4,014.50	573.50		$ 7.00	$ 7.00	0				$ 4,014.50
		1000075530808	G GREEN								$ 700.00	140.00		$ 5.00	$ 5.00	0				$ 700.00
		1000075530808	C A HAMPTON								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	A HARPER								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	T HENSON								$ 2,579.00	407.00		$ 6.34	$ 6.34	0				$ 2,579.00
		1000075530808	L HOOD								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	D T JACKSON								$ 680.00	136.00		$ 5.00	$ 5.00	0				$ 680.00
		1000075530808	N I JACOBS								$ 3,136.00	448.00		$ 7.00	$ 7.00	0				$ 3,136.00
		1000075530808	J L JOHNSON								$ 4,032.00	576.00		$ 7.00	$ 7.00	0				$ 4,032.00
		1000075530808	A JONES								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	T JONES								$ 605.00	121.00		$ 5.00	$ 5.00	0				$ 605.00
		1000075530808	S L KENNARD								$ 4,081.00	583.00		$ 7.00	$ 7.00	0				$ 4,081.00
		1000075530808	S LAWSON								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	A LOGAN								$ 600.00	120.00		$ 5.00	$ 5.00	0				$ 600.00
		1000075530808	D H MAHDI								$ 350.00	70.00		$ 5.00	$ 5.00	0				$ 350.00
		1000075530808	C D MAYES								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	L W MILLER								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	D MINGLEDOFF								$ 575.00	115.00		$ 5.00	$ 5.00	0				$ 575.00
		1000075530808	C D MOORE								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	Z A MUHAMMAD								$ 350.00	70.00		$ 5.00	$ 5.00	0				$ 350.00
		1000075530808	D M MUNN								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	C PAYNE								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	M PAYNE								$ 175.00	35.00		$ 5.00	$ 5.00	0				$ 175.00
		1000075530808	T M POTTS								$ 4,256.00	608.00		$ 7.00	$ 7.00	0				$ 4,256.00
		1000075530808	D F RAWLS								$ 812.00	116.00		$ 7.00	$ 7.00	0				$ 812.00
		1000075530808	D E ROBINSON								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	T ROBINSON								$ 225.00	45.00		$ 5.00	$ 5.00	0				$ 225.00
		1000075530808	J SHAMBURGER								$ 4,256.00	608.00		$ 7.00	$ 7.00	0				$ 4,256.00
		1000075530808	J N SHAVERS								$ 825.00	165.00		$ 5.00	$ 5.00	0				$ 825.00
		1000075530808	O SHELDON								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	S A SLALS								$ 560.00	112.00		$ 5.00	$ 5.00	0				$ 560.00
		1000075530808	J SMITH								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	K C SPRINGFIELD								$ 877.50	135.50		$ 5.00	$ 5.00	0				$ 877.50
		1000075530808	S STRADFORD								$ 3,584.00	512.00		$ 7.00	$ 7.00	0				$ 3,584.00
		1000075530808	K E TAYLOR								$ 4,032.00	576.00		$ 7.00	$ 7.00	0				$ 4,032.00
		1000075530808	L TAYLOR								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	C R THOMAS								$ 675.00	135.00		$ 5.00	$ 5.00	0				$ 675.00
		1000075530808	D THOMAS								$ 515.00	103.00		$ 5.00	$ 5.00	0				$ 515.00
		1000075530808	A TRAYWICK								$ 1,792.00	256.00		$ 7.00	$ 7.00	0				$ 1,792.00
		1000075530808	C WILLIAMS								$ 812.00	116.00		$ 7.00	$ 7.00	0				$ 812.00
		1000075530808	T WILLIAMS								$ 640.00	128.00		$ 5.00	$ 5.00	0				$ 640.00
		1000075530808	L D WILSON								$ 700.00	140.00		$ 5.00	$ 5.00	0				$ 700.00
		1000075530808	V Y WILSON								$ 625.00	125.00		$ 5.00	$ 5.00	0				$ 625.00
		1000075530808	V WINTERS								$ 725.00	145.00		$ 5.00	$ 5.00	0				$ 725.00
		1000075530808	T L WOMACK								$ 4,200.00	600.00		$ 7.00	$ 7.00	0				$ 4,200.00
		1000075530808	Y H WOMACK								$ 952.00	136.00		$ 7.00	$ 7.00	0				$ 952.00

C-16

City of Chester
Teamster Contract

dept	#	Budget Code	Employee Name		Teamsters Y	Teamsters N	Date Hired	Slry or Hrly	Job Description	Hours/ Reg. Week	Hours/ Year	1994 Gross Pay	Regular Hours Worked	OT Hours Worked	Gross Pay/ Reg Hour	Gross $ Pay/ Ttl Hours	1996 Raise	Raise per Reg Hour	Pay Increase	OT Pay Increase	Total Pay
H	191	2020045330106	A	BOLTON	Y		7/3/90	H	TRUCK DR STREETS	40.0	2,080	$ 22,598.00	2,080.00	87.50	$ 10.86	$ 10.43	$ 1,600	$ 0.77	$ 1,600.00	$ 100.96	$ 24,299.05
H	187	2020045330106	R	BOST	Y		3/2/81	H	LABORER PER DM	40.0	2,080	$ 20,618.50	2,080.00	6.00	$ 9.91	$ 9.89	$ 1,600	$ 0.77	$ 1,600.00	$ 5.77	$ 22,225.27
H	181	2020045330106	J M	JENNINGS, JR	Y		8/18/71	H	DRIVER	40.0	2,080	$ 21,318.92	2,062.00	18.00	$ 10.34	$ 10.28	$ 1,600	$ 0.77	$ 1,588.15	$ 18.48	$ 22,923.54
H	186	2020045330106	W J	KEARNS	Y		8/28/81	H	LABORER PER DM	40.0	2,080	$ 22,989.91	2,080.00	113.00	$ 11.05	$ 10.48	$ 1,600	$ 0.77	$ 1,600.00	$ 130.38	$ 24,720.29
H	183	2020045330106	J A	KRIDER	Y		8/12/74	H	EQUIP OPERATOR	40.0	2,080	$ 22,791.94	2,080.00	44.50	$ 10.96	$ 10.73	$ 1,600	$ 0.77	$ 1,600.00	$ 51.35	$ 24,443.29
H	184	2020045330106	W T	MCKNIGHT	Y		4/23/75	H	LABORER	40.0	2,080	$ 21,049.60	2,080.00		$ 10.12	$ 10.12	$ 1,600	$ 0.77	$ 1,600.00	$ -	$ 22,649.60
H	189	2020045330106	R J	PIERCE	Y		8/7/82	H	LABORER	40.0	2,080	$ 21,368.38	2,080.00	21.00	$ 10.27	$ 10.17	$ 1,600	$ 0.77	$ 1,600.00	$ 24.23	$ 22,992.61
H	182	2020045330106	M E	RATAY	Y		10/3/72	H	LABORER	40.0	2,080	$ 21,049.60	2,080.00		$ 10.12	$ 10.12	$ 1,600	$ 0.77	$ 1,600.00	$ -	$ 22,649.60
H	190	2020045330106	H	RICHARDSON	Y		2/28/85	H	LABORER	40.0	2,080	$ 21,421.51	2,080.00	24.50	$ 10.30	$ 10.18	$ 1,600	$ 0.77	$ 1,600.00	$ 28.27	$ 23,049.78
H	192	2020045330106	M	SARNOCINSKI	Y		8/22/88	H	LABORER HIGHWAY	40.0	2,080	$ 21,582.13	2,080.00	33.50	$ 10.37	$ 10.20	$ 1,600	$ 0.77	$ 1,600.00	$ 38.65	$ 23,200.78
H	185	2020045330106	A A	SZURKOWSKI	Y		5/31/77	H	LABORER	40.0	2,080	$ 21,049.60	2,080.00		$ 10.12	$ 10.12	$ 1,600	$ 0.77	$ 1,600.00	$ -	$ 22,649.60
H	194	2020045330106	F A	TERRY	Y		12/11/89	H	LABORER STREETS	40.0	2,080	$ 20,667.57	2,013.00	19.80	$ 10.27	$ 10.17	$ 1,600	$ 0.77	$ 1,548.44	$ 22.50	$ 22,238.51
H	193	2020045330106	F	TRICE	Y		11/20/89	H	EQUIP. OPER ST.	40.0	2,080	$ 24,276.50	2,080.00	139.50	$ 11.67	$ 10.84	$ 1,600	$ 0.77	$ 1,600.00	$ 160.98	$ 26,037.48
H	188	2020045330106	A F	VICKERS	Y		5/27/80	H	GUARD	40.0	2,080	$ 21,049.60	2,080.00		$ 10.12	$ 10.12	$ 1,600	$ 0.77	$ 1,600.00	$ -	$ 22,649.60
PS	198	2500035210000	D	BROWN	Y		7/18/94	S	SECRETARY LEAD	37.5	1,950	$ 8,711.85	911.50	12.50	$ 9.56	$ 9.43	$ 1,600	$ 0.82	$ 747.90	$ 15.38	$ 9,475.13
PS	195	2500035210000	J W	ROBERTS	Y		5/8/89	S	FIELD SUP. LEAD	37.5	1,950	$ 20,680.00	1,950.00		$ 10.61	$ 10.61	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 22,280.00
PS	200	2600035210000	B A	CLARK	Y		4/1/91	S	SECRETARY RODENT	37.5	1,950	$ 18,133.43	1,788.75		$ 10.14	$ 10.14	$ 1,600	$ 0.82	$ 1,487.69	$ -	$ 19,601.12
PS	196	2600035210000	L	GOODE	Y		8/5/87	S	PER DIEM RODENT	37.5	1,950	$ 19,762.00	1,950.00		$ 10.13	$ 10.13	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,362.00
PS	197	2600035210000	R	NEARY	Y		8/27/76	S	R C 2	37.5	1,950	$ 20,861.99	1,950.00		$ 10.70	$ 10.70	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 22,461.99
PS	199	2600035210000	R P	WILKERSON	Y		10/7/88	S	SPECIALIST 2 ROD	37.5	1,950	$ 20,339.00	1,950.00		$ 10.43	$ 10.43	$ 1,600	$ 0.82	$ 1,600.00	$ -	$ 21,939.00
									TOTALS			$ 2,637,892	250,552.00	3,848.30	$ 10.53	$ 10.40	$ 225,600	$ 114	$ 188,647	$ 3,542	$ 2,828,121

260,552	Total Hours
2,080	Regular Hours / Employee / Year
120	**Weighted Average Number of Employees**

OFFICERS & EMPLOYEES
ATTENDANCE SUMMARY

BASED UPON SAMPLE OF
47 EMPLOYEES' ATTENDANCE
SHEETS FOR 1994

Type of Absence	**Average # of Days Off Per Person**			
Snow	0.4			
Personal	1.3			
Holiday	11.8			
Vacation	11.8	x 8 hours/day =	**94**	hours / employee
Sick	8.2			
Accident	1.9			
Funeral/Death	0.8			
Other excused	1.3			
Unexcused	2.6			
Leave of Absence	0.1			
Total Days off	**40.2**			

City of Chester
Teamster Contract
Crossing Guard Summary

1994 Actual

Total Number		130
Total Hours		19,248
Average Hours/Guard		148
Total Dollars	$	110,884
Average Dollars/Guard	$	853
Average Dollars/Hour	$	5.76

1995

Optimal Number of Guards		50
1995 Average Pay/Hour		6.25
Actual 1994 Hours		19.248
Actual Hours / Guard		385
Total Dollars	$	120,300

1996

Optimal Number of Guards		50
1996 Average Pay/Hour *	$	6.55
Actual 1994 Hours		19.248
Actual Hours / Guard		385
Total Dollars	$	126,074

1997

Optimal Number of Guards		50
1997 Average Pay/Hour *	$	6.55
Actual 1994 Hours		19,248
Actual Hours / Guard		385
Total Dollars	$	126,074

1994
Crossing Guard
Detail

City of Chester
Teamster Contract
Crossing Guards

Budget Code	Employee Name	Teamsters Y	Teamsters N	Date Hired	Slry or Hrly	Job Description	Salary	Hourly Rate	Hours/ Reg. Week	Hours/ Year	1994 Gross Pay	Regular Hours Worked	OT Hours Worked	Gross Pay/ Reg Hour	Gross Pay/ Ttl Hours
100001511090	A AHMAD										$ 46.98	9.00		$ 5.22	$ 5.22
100001511090	A G ALLEN										$ 387.50	62.00		$ 6.25	$ 6.25
100001511090	G ANDERSON										$ 443.75	71.00		$ 6.25	$ 6.25
100001511090	P L ANDREWS										$ 25.00	4.00		$ 6.25	$ 6.25
100001511090	R L ARCHER										$ 550.00	88.00		$ 6.25	$ 6.25
100001511090	C BAKER			3/3/95	H	CROSSING GUARD	$ -	$ 6.250	10.0	520					
100001511090	B BARNETT										$ 903.06	173.00		$ 5.22	$ 5.22
100001511090	B E BELGRAVE, SR			11/7/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 418.75	67.00		$ 6.25	$ 6.25
100001511090	R T BELL			4/18/95	H	CROSSING GUARD	$ -	$ 6.250	10.0	520					
100001511090	R J BENTLEY										$ 785.25	138.00		$ 5.69	$ 5.69
100001511090	S BEVERLY										$ 208.80	40.00		$ 5.22	$ 5.22
100001511090	G BLACKBURN			1/3/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 2,381.25	381.00		$ 6.25	$ 6.25
100001511090	J J BLYTHE										$ 823.10	149.00		$ 5.52	$ 5.52
100001511090	C BOYER			1/3/94	H	CROSSING GUARD	$ -	$ 6.250	15.0	780	$ 2,651.76	508.00		$ 5.22	$ 5.22
100001511090	S L BROWN										$ 1,202.99	220.00		$ 5.47	$ 5.47
100001511090	T BROWN										$ 10.44	2.00		$ 5.22	$ 5.22
100001511090	T R BROWNE										$ 73.08	14.00		$ 5.22	$ 5.22
100001511090	W L BUTLER			9/6/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 906.25	145.00		$ 6.25	$ 6.25
100001511090	S CALVIN										$ 146.16	28.00		$ 5.22	$ 5.22
100001511090	R CAPLE										$ 15.66	3.00		$ 5.22	$ 5.22
100001511090	V CARROLL			1/4/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 2,231.25	357.00		$ 6.25	$ 6.25
100001511090	B V CARTER										$ 512.50	82.00		$ 6.25	$ 6.25
100001511090	C M CLARK			9/7/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 1,215.35	220.00		$ 5.52	$ 5.52
100001511090	L M COLES			11/8/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 412.50	66.00		$ 6.25	$ 6.25
100001511090	B CORDERO										$ 522.00	100.00		$ 5.22	$ 5.22
100001511090	G COVINGTON										$ 2,293.75	367.00		$ 6.25	$ 6.25
100001511090	V L CREWS										$ 843.75	135.00		$ 6.25	$ 6.25
100001511090	L C CULBREATH										$ 1,100.35	181.00		$ 6.08	$ 6.08
100001511090	J A DAVIS										$ 699.40	118.00		$ 5.93	$ 5.93
100001511090	R DAVIS										$ 52.20	10.00		$ 5.22	$ 5.22
100001511090	E H DAVIS, JR			1/4/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 2,206.38	399.00		$ 5.53	$ 5.53
100001511090	B L DEMAGISTRIS										$ 118.75	19.00		$ 6.25	$ 6.25
100001511090	C DENNIS										$ 130.50	25.00		$ 5.22	$ 5.22
100001511090	A DEVORE										$ 108.25	17.00		$ 6.25	$ 6.25
100001511090	S L DORSEY										$ 868.75	139.00		$ 6.25	$ 6.25
100001511090	L L EDWARDS										$ 731.25	117.00		$ 6.25	$ 6.25
100001511090	B A EHLY										$ 843.75	135.00		$ 6.25	$ 6.25
100001511090	S M EVANS										$ 606.25	97.00		$ 6.25	$ 6.25
100001511090	T M FAUST										$ 93.75	15.00		$ 6.25	$ 6.25
100001511090	P FERGUSON										$ 1,264.37	214.00		$ 5.91	$ 5.91
100001511090	L Y FORD										$ 25.00	4.00		$ 6.25	$ 6.25
100001511090	L FREEMAN			10/7/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 662.50	106.00		$ 6.25	$ 6.25
100001511090	D FUTRELL										$ 93.75	15.00		$ 6.25	$ 6.25
100001511090	N GETHERS										$ 1,670.40	320.00		$ 5.22	$ 5.22
100001511090	C F GIAMPETRO										$ 1,325.88	254.00		$ 5.22	$ 5.22
100001511090	C B GIBBS			9/4/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 1,000.00	160.00		$ 6.25	$ 6.25
100001511090	H J GIBBS			1/3/94	H	CROSSING GUARD	$ -	$ 6.250	15.0	780	$ 3,190.08	539.50		$ 5.91	$ 5.91
100001511090	M L GILBERT										$ 120.06	23.00		$ 5.22	$ 5.22
100001511090	G GILLETTE			3/20/95	H	CROSSING GUARD	$ -	$ 6.250	10.0	520					
100001511090	A E GREEN			9/6/94	H	CROSSING GUARD	$ -	$ 6.250	15.0	780	$ 1,075.32	206.00		$ 5.22	$ 5.22
100001511090	S L GREEN			1/18/95	H	CROSSING GUARD	$ -	$ 6.250	10.0	520					
100001511090	A GREEN										$ 724.18	119.00		$ 6.09	$ 6.09
100001511090	J HAMILTON										$ 1,393.75	223.00		$ 6.25	$ 6.25
100001511090	J HAMM			3/16/95	H	CROSSING GUARD	$ -	$ 6.250	10.0	520					
100001511090	L J HAMMOND														
100001511090	T HARDY														

City of Chester
Teamster Contract
Crossing Guards

Budget Code	Employee Name	Teamsters Y	Teamsters N	Date Hired	Slry or Hrly	Job Description	Salary	Hourly Rate	Hours/ Reg. Week	Hours/ Year	1994 Gross Pay	Regular Hours Worked	OT Hours Worked	Gross Pay/ Reg Hour	Gross Pay/ Ttl Hours
100001511090	A HATCHER			10/6/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 706.25	113 00		$ 6 25	$ 6 25
100001511090	J W HAYNIE			1/3/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 2,256.25	361 00		$ 6.25	$ 6 25
100001511090	J W HAYNIE										$ 2,256.25	361.00		$ 6.25	$ 6.25
100001511090	M M HECTOR										$ 75.00	12.00		$ 6.25	$ 6 25
100001511090	F HENRY										$ 143 75	23.00		$ 6.25	$ 6 25
100001511090	A HENSON										$ 832.51	151.00		$ 5 51	$ 5.51
100001511090	A R HICE			2/24/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	D HINSON										$ 275 00	44.00		$ 6.25	$ 6.25
100001511090	H HOLLIS														
100001511090	P HUDDLESTON										$ 25 00	4 00		$ 6.25	$ 6.25
100001511090	P M HUDSON			4/18/95	H	CROSSING GUARD	$ -	$ 6.250	10 0	520					
100001511090	I T HUNT										$ 20 88	4.00		$ 5.22	$ 5.22
100001511090	C HUNTER										$ 193.75	31 00		$ 6 25	$ 6 25
100001511090	D T JACKSON										$ 118 75	19 00		$ 6 25	$ 6 25
100001511090	V M JACKSON										$ 312.50	50 00		$ 6 25	$ 6 25
100001511090	C P JOHNSON			3/14/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	L M JOHNSON			1/4/94	H	CROSSING GUARD	$ -	$ 6 250	15 0	780	$ 2,677 86	513 00		$ 5 22	$ 5.22
100001511090	L M JOHNSON			3/3/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	S J JOHNSON			1/3/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 2,343 75	513 00		$ 4.57	$ 4 57
100001511090	G JOHNSON										$ 312 50	50 00		$ 6 25	$ 6 25
100001511090	P JOHNSON										$ 1,931.25	309.00		$ 6.25	$ 6.25
100001511090	S E JONES			1/31/95	H	CROSSING GUARD	$ -	$ 6.250	10 0	520					
100001511090	S JONES										$ 1,066.43	162 00		$ 5.86	$ 5 86
100001511090	D Y JORDAN			9/6/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 937.51	150 00		$ 6.25	$ 6.25
100001511090	K L KELLY			12/13/94	H	CROSSING GUARD	$ -	$ 6.250	10 0	520	$ 125.00	20 00		$ 6.25	$ 6.25
100001511090	J L KELLY										$ 137.50	22.00		$ 6 25	$ 6 25
100001511090	V KENNEY			4/19/95	H	CROSSING GUARD	$ -	$ 6.250	10.0	520					
100001511090	N KING														
100001511090	W KIRKLAND										$ 950.00	152.00		$ 6.25	$ 6 25
100001511090	S R KNORR										$ 976.00	185.00		$ 5.28	$ 5 28
100001511090	C A LAWS			9/26/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 811.75	134.00		$ 6.06	$ 6 06
100001511090	R L LEE			12/12/94	H	CROSSING GUARD	$ -	$ 6.250	10 0	520	$ 125.00	20 00		$ 6.25	$ 6 25
100001511090	V LEWIS			4/18/95	H	CROSSING GUARD	$ -	$ 6 250	10.0	520					
100001511090	R L MANSFIELD										$ 550.00	88.00		$ 6.25	$ 6 25
100001511090	P A MAYER			1/3/94	H	CROSSING GUARD	$ -	$ 6.250	15.0	780	$ 2,865.78	549 00		$ 5.22	$ 5.22
100001511090	R D MCDANIEL										$ 1,000.00	160.00		$ 6.25	$ 6 25
100001511090	R MCKINNEY			1/17/95	H	CROSSING GUARD	$ -	$ 6 250	10.0	520					
100001511090	A MCQUILLAN			9/6/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 1,052.48	174.00		$ 6.05	$ 6 05
100001511090	C A MILLER			5/13/94	H	CROSSING GUARD	$ -	$ 6.250	10 0	520	$ 1,237.50	198 00		$ 6.25	$ 6 25
100001511090	D M MOORE										$ 1,302.27	211.00		$ 6.17	$ 6.17
100001511090	M E MOORE										$ 437 50	70 00		$ 6.25	$ 6 25
100001511090	K K MORRIS										$ 212 50	34.00		$ 6 25	$ 6 25
100001511090	V E MORRIS										$ 581 25	93 00		$ 6.25	$ 6 25
100001511090	L MOSLEY										$ 293 75	47.00		$ 6 25	$ 6 25
100001511090	M M MYERS			12/12/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 125.00	20 00		$ 6.25	$ 6.25
100001511090	D NAYLOR			1/19/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	D A NEWTON			10/4/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 662 50	106 00		$ 6 25	$ 6.25
100001511090	L NICHOLSON			1/3/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 2,547 88	466 00		$ 5 47	$ 5 47
100001511090	F NICK, SR										$ 568 75	91 00		$ 6 25	$ 6 25
100001511090	C NICKENS			1/17/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	K W OSBOURNE										$ 543.75	87 00		$ 6 25	$ 6 25
100001511090	E PALMER										$ 2,239 38	429 00		$ 5 22	$ 5 22
100001511090	M PAYNE										$ 922 61	158 00		$ 5 84	$ 5 84
100001511090	C PETERSON			4/6/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	D PETERSON			4/18/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	T PETERSON			4/3/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	T J PICKETT			2/21/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	A R PINDER														

City of Chester
Teamster Contract
Crossing Guards

Budget Code	Employee Name	Teamsters Y	Teamsters N	Date Hired	Slry or Hrly	Job Description	Salary	Hourly Rate	Hours/ Reg. Week	Hours/ Year	1994 Gross Pay	Regular Hours Worked	OT Hours Worked	Gross Pay/ Reg Hour	Gross Pay/ Ttl Hours
100001511090	V POPE										$ 1,300 00	208 00		$ 6.25	$ 6.25
100001511090	W T PORTER			3/6/95	H	CROSSING GUARD	$ -	$ 6 250	10.0	520					
100001511090	D S POTTS										$ 231.25	37.00		$ 6.25	$ 6 25
100001511090	G POWELL			1/30/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	C D POWELL										$ 1,312 57	211 00		$ 6 22	$ 6 22
100001511090	D L QUAIL										$ 120 06	23.00		$ 5 22	$ 5 22
100001511090	I QUINN			1/4/94	H	CROSSING GUARD	$ -	$ 6 250	15 0	780	$ 2,683 08	514 00		$ 5 22	$ 5 22
100001511090	E RAISON			11/21/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 287 50	46 00		$ 6 25	$ 6 25
100001511090	L D REED										$ 125 00	20 00		$ 6 25	$ 6 25
100001511090	M REED														
100001511090	J REVES			3/28/95	H	CROSSING GUARD	$ -	$ 6.250	10.0	520					
100001511090	A RICHARDSON										$ 62 50	10 00		$ 6.25	$ 6.25
100001511090	T A RICKS										$ 431 25	69 00		$ 6.25	$ 6.25
100001511090	O C RIDDLE										$ 250 00	40 00		$ 6 25	$ 6.25
100001511090	M ROBINSON			1/30/95	H	CROSSING GUARD	$ -	$ 6 250	10 0	520					
100001511090	D M RODRIQUEZ			10/13/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 631.25	101.00		$ 6 25	$ 6.25
100001511090	L RODRIQUEZ										$ 475 00	76 00		$ 6 25	$ 6 25
100001511090	B J ROGERS										$ 1,628.64	312 00		$ 5.22	$ 5 22
100001511090	M I SAINA										$ 1,195.38	229 00		$ 5.22	$ 5.22
100001511090	O J SAINA										$ 1,418 75	227 00		$ 6 25	$ 6 25
100001511090	S A SANKOFA			9/6/94	H	CROSSING GUARD	$ -	$ 6.250	10 0	520	$ 809 38	129.50		$ 6.25	$ 6 25
100001511090	C SANTIAGO										$ 387 50	62.00		$ 6.25	$ 6 25
100001511090	T L SCOTT										$ 120 06	23.00		$ 5 22	$ 5 22
100001511090	T SHAW										$ 15 66	3.00		$ 5.22	$ 5 22
100001511090	S L SHEPHERD			9/6/94	H	CROSSING GUARD	$ -	$ 6.250	10.0	520	$ 937 50	150.00		$ 6.25	$ 6.25
100001511090	M SMITH										$ 229 68	44.00		$ 5.22	$ 5.22
100001511090	E STEWART										$ 1,309 03	234 00		$ 5.59	$ 5 59
100001511090	J E STEWART										$ 615 96	118.00		$ 5.22	$ 5.22
100001511090	T R STRICKLAND										$ 37 50	6.00		$ 6.25	$ 6.25
100001511090	K SUDLER										$ 1,367.88	236 00		$ 5.80	$ 5.80
100001511090	G TAGGART			2/10/95	H	CROSSING GUARD	$ -	$ 6.250	10.0	520					
100001511090	G TAGGART										$ 1,143.18	219 00		$ 5.22	$ 5.22
100001511090	C taylor										$ 1,431 61	237.00		$ 6.04	$ 6.04
100001511090	P THOMAS										$ 481.25	77.00		$ 6.25	$ 6.25
100001511090	I TOY										$ 118.75	19 00		$ 6.25	$ 6.25
100001511090	S TRIBBITT										$ 1,940.30	350.00		$ 5.54	$ 5.54
100001511090	A TRUSTY										$ 1,306 25	209.00		$ 6.25	$ 6.25
100001511090	A WAGES										$ 125.00	20 00		$ 6.25	$ 6 25
100001511090	S M WHITEHEAD										$ 99 18	19.00		$ 5.22	$ 5 22
100001511090	C WHITING			1/3/94	H	CROSSING GUARD	$ -	$ 6.250	15 0	780	$ 2,782.26	533.00		$ 5.22	$ 5 22
100001511090	W WILMONT										$ 6.25	1 00		$ 6 25	$ 6 25
100001511090	J R WILSON			1/3/94	H	CROSSING GUARD	$ -	$ 6 250	15 0	780	$ 2,756 16	528 00		$ 5 22	$ 5 22
100001511090	M WILSON			1/3/94	H	CROSSING GUARD	$ -	$ 6 250	10 0	520	$ 2,175.00	348 00		$ 6.25	$ 6 25
100001511090	M C WOMACK										$ 50 00	8 00		$ 6 25	$ 6 25
100001511090	G T YOUNG										$ 1,175 28	192.00		$ 6.12	$ 6 12
100001511090	O A YOUNG										$ 443 75	71.00		$ 6.25	$ 6 25
160		160 Count					58	58	58	58	130	130		130	130
		Totals									$ 110,884	19,248	$ -	$ 5.76	$ 5.76
Optimal number - per W. Mann - 60											$ 853	148		$ 5.76	$ 5.76

City of Chester
Teamster Contract

dept	#	Budget Code	Employee Name	Teamsters Y	Teamsters N	Date Hired	Slry or Hrly	Job Description	Hours/ Reg. Week	Hours/ Year	1994 Gross Pay	Regular Hours Worked	OT Hours Worked	Gross Pay/ Reg Hour	Gross Pay/ Ttl Hours
NON-UNION EMPLOYEES															
PA	2	1000015010000	B B SHEPPARD		n	1/6/92	S	MAYOR	37.5	1,950	$ 36,000.00	1,950.00		$ 18.46	$ 18.46
PA	3	1000015010000	L R WILSON		n	3/9/92	S	ADM SEC MAYOR	37 5	1,950	$ 21,453 51	1,955.00	7.50	$ 10 97	$ 10 93
PA	4	1000015010000	B N SOTO		n	10/24/94	S	SECRETARY MAYORS	37.5	1,950	$ 3,511.90	375.00		$ 9.37	$ 9.37
PA	7	1000015060000	T R BYRD		n	4/20/81	S	SECRETARY SOL.	37.5	1,950	$ 20,670.00	1,950.00		$ 10.60	$ 10 60
PA	8	1000015060000	L A CARTISANO		n	6/16/92	S	ASST. SOLICITOR	37.5	1,950	$ 27,049.96	1,950 00		$ 13 87	$ 13 87
PA	10	1000015060000	R J DIXON		n	6/24/94	S	CITY SOLICITOR	37.5	1,950	$ 20,028.15	1,012.50		$ 19.78	$ 19.78
PA	6	1000015060000	C JOYNER		n	10/23/78	S	ADM SECRETARY	37.5	1,950	$ 22,447.38	1,950.00	12.00	$ 11.51	$ 11 44
PA	9	1000015060000	F WRIGHT		n	2/10/94	S	ASST. SOLICITOR	37.5	1,950	$ 28,275.10	1,694.50		$ 16.69	$ 16 69
F	82	1000025010000	A J MAZZELLA		n	2/14/94	S	CITY ACCOUNTANT	37.5	1,950	$ 31,845.34	1,725.00		$ 18.46	$ 18 46
F	78	1000025010000	R J SIANO		n	11/19/85	S	DEP DIR FINANCE	37.5	1,950	$ 46,801.42	1,950.00		$ 24.00	$ 24.00
F	80	1000025010000	T TAYLOR		n	1/6/92	S	DEP. FIN. DIRECTOR	37.5	1,950	$ 43,900.00	1,950.00		$ 22.51	$ 22.51
	81	1000025010000	W L BROWN, III		n	1/4/93	S	COUNCILMAN FIN.	37.5	1,950	$ 30,000.00	1,950.00		$ 15.38	$ 15.38
F	83	1000025020000	F R HALLMAN		n	1/13/92	S	CITY CLERK	37.5	1,950	$ 26,034.16	1,950.00		$ 13.35	$ 13.35
	85	1000025030000	W M WELLS		n	1/27/64	S	CONTROLLER	37.5	1,950	$ 30,000 00	1,950.00		$ 15.38	$ 15.38
F	89	1000025050000	T C BALLARD		n	7/16/55	S	CITY TREASURER	37 5	1,950	$ 23,447.55	1,952.50	8.00	$ 12 01	$ 11.96
	94	1000025050000	D WOODS		n	6/28/94	S	ASSESSOR	37.5	1,950	$ 7,061.31	1,012.50		$ 6.97	$ 6.97
PS	100	1000035010000	D F PILEGGI		n	1/4/94	S	COUNCILMAN	37.5	1,950	$ 30,000.00	1,950.00		$ 15.38	$ 15 38
PS	117	1000035210000	I A SHAIKH		n	12/12/94	S	HEALTH OFFICER	37.5	1,950	$ 1,922.73	112.50		$ 17.09	$ 17.09
	126	1000045010000	C P MCLAUGHLIN		n	1/6/92	S	COUNCILMAN HYW.	37.5	1,950	$ 30,000.00	1,950.00		$ 15.38	$ 15.38
	148	1000045310000	F C WALTON		n	1/6/92	S	CITY ENGINEER	37.5	1,950	$ 28,293.00	1,950.00		$ 14.51	$ 14.51
	164	1000065010000	A M BURTON		n	1/6/92	S	COUNCIL W. PARKS	37.5	1,950	$ 30,000.00	1,950.00		$ 15.38	$ 15.38
P	166	1000075520000	W SABREE		n	1/10/92	S	REC. LEADER	40.0	2,080	$ 25,502.24	2,080.00	94.50	$ 12.26	$ 11.73
P	180	1000075530808	I A Jones		n	5/8/85	S	LEADER P/D	37.5	1,950	$ 27,823.05	1,950.00	231.50	$ 14.17	$ 12 66
TOTAL NON-UNION									865	44,980	$ 591,867	39,220	354	$ 15.09	$ 14 96

(does not include Police & Fire Chiefs which are included in their respective unions' models)

COUNT 23

C-24

CHAPTER VI

Community and Economic Development

Introduction and Strategic Overview

The City of Chester has been experiencing economic decline over the past four decades during which, among other things, major industries have closed or downsized their operations in the City, the population has steadily decreased, and an alarming number of properties have been lost, abandoned or permitted to deteriorate with little hope for reuse. The current economic climate of Chester results from national trends such as the changes in government purchasing practices, particularly relating to defense contracts, the decline in the demand for new ships and supporting supplies for the ship building industry and the general shift in the nation's economic base from manufacturing to service-based industries, a transition to which Chester has been slow to adapt, as well as factors unique to Chester and similar long-established communities which flourished as they tended to, and were supported by, major manufacturing industries. In many ways, Chester is a victim of its former success. For example, much of the housing stock constructed in the first half of this century for the then large labor force reveals the hurried overdevelopment of land within the City and the once overcrowded conditions. The overdevelopment in boom years coupled with the subsequent loss of businesses and population migration out of the city has resulted in numerous impediments to present and future planning and economic development including inappropriate land use patterns, fragmentation of available development sites, abandoned and deteriorated structures of all genre, significant environmental problems, particularly attendant to the former heavy manufacturing sites along the Delaware River, and depressed land values. Remaining businesses and landowners in the City bear a heavy burden in attempting to secure and sustain municipal and other services in the City.

Though there exist significant barriers to community and economic development in the City, Chester affords geographic incentives and competitive locational advantages for economic development. Chester is located on the Delaware River just a few miles south of the Philadelphia airport and affords access to major interstates, railroads and commuter rail and bus lines. The investment and commitment of existing Chester businesses must be recognized as being instrumental in sustaining economic conditions in the City. The City must also be recognized for taking the initiative in April 1994 to adopt as its comprehensive plan and economic development strategy the Chester City Vision 2000 Comprehensive Plan and Economic Development Strategy ("Vision 2000") prepared for the City by RDC Institute, Inc. ("RDC").

As the significantly depressed economic status of Chester results from numerous factors, disjointed economic and community development efforts and the City's inability to react and adjust over a long period of time to the changing economic climate, economic development efforts will not be rewarded quickly, but must nonetheless be significantly strengthened and new initiatives must be implemented now and carefully guided for many years so that present opportunities are not lost and future opportunities are not foreclosed. It is also important to realize that while economic development requires the support of the public, private and quasi-public sectors, it is fundamentally market-oriented and is primarily driven by the private sector. However, Chester can and must facilitate, influence, guide, and to an extent, accelerate economic growth and community well-being by developing the capacity to be responsive to business and community needs, removing barriers, providing inducements and planning for desirable growth.

The specific strategies suggested in this Recovery Plan for the community and economic development of Chester are based on the City's needs, its existing resources and capacity and assistance available from the Commonwealth, Delaware County and local and regional economic development groups. Available federal programs and the strategies contained in Vision 2000 also inform the proposed strategies of this Recovery Plan.

The following broad objectives constitute the foundation of the proposed strategies:

- To determine future realistic economic and community development targets for Chester, with priority placed on enhancing existing opportunities as well as partnering with other development programs;
- To require a focus and define a management approach by the Delaware County Industrial Development Corporation (the "DCIDC") in its renewed commitment to Chester's economic development future;
- To encourage current industrial and commercial development efforts and to accelerate and influence the development of new and existing industrial and commercial sites;
- To strengthen initiatives to assist the existing business base of Chester, which accounts for all of the existing jobs, to survive and then to become more competitive in order to penetrate new markets;
- To selectively recruit new investments and new businesses;
- To accelerate the development of rehabilitated and new housing units, and to generally improve the quality of living in Chester; and
- To prioritize infrastructure and other strategic improvements.

Each objective has multiple components and is based on the need to retain existing jobs, create new jobs, stabilize the population, provide a mix of housing alternatives, increase tax revenues and bring stability and predictability to the cost of doing business in Chester. Given the current economic climate in Chester and the concurrent development efforts beyond the City's borders, achieving practical results will be difficult, and success will depend on (a) the City's and its authorities' ability to stabilize their internal governance; (b) the commitment and vigorous efforts of elected City officials and staff; (c) strong citizen and business support and involvement; (d) the availability of technical assistance; (e) funding support from sources beyond the control of the City; (f) local, regional and corresponding state and federal cooperation and the emergence of consensus in allocating development responsibilities; and (g) regional and national market forces.

The first requirement set forth above as being necessary to achieve community and economic development results merits brief discussion in this section of the Recovery Plan before turning to specific strategies. As explained in the Department of Community Affairs' (the "Department") Consultative Evaluation of the City, dated March 6, 1995, the City has suffered from ineffective administrative and financial management practices. The inability of the City to develop the capacity to manage its affairs has also hindered its ability to achieve community and economic development objectives. Cooperation, capacity and expertise are vital, and businesses and residents must trust and find their government responsive. Many of the recommendations elsewhere in this Recovery Plan address changes which will foster this type of government. This section provides further recommendations for building capacity, expertise and responsiveness.

The present elected officials serving the City have all indicated a strong personal resolve to aggressively move forward in creating a new future for the City and its residents. A future built on partnering with the private sector to collectively pursue efforts to preserve existing Chester area jobs and to capitalize on strategic economic development opportunities will yield significant job opportunities. Such efforts must be accompanied by initiatives to provide skills training for specific private sector jobs. The timing for the implementation of economic and community development strategies is now, and the Mayor and members of Council are positioned to make a difference by following the strategies found in this Recovery Plan and partnering with the DCIDC.

Economic Development Priorities

Unlike many other areas of Pennsylvania, unless there is a special, focused effort put forth by local, county, regional, state and federal agencies, overcoming the comprehensive problems facing Chester will be impossible. Chester needs to build a future for itself, by itself, but with the support of all levels of government.

In order to implement the development of, and the recruitment of businesses to, the strategic development sites identified below, as well as implementation of other industrial and commercial development projects, it is critical that a partnership-type relationship emerge among the City, its authorities and the DCIDC. The DCIDC has consistently played an important role in supporting opportunities for Chester, and it is important that it not only continue to do so, but that it increase its efforts in this area. RDC, which is responsible for the development of "Vision 2000," has played an exceptional role over the last several years in developing future strategies for Chester. RDC must continue to play a strategic leadership role for Chester and should also review its mission in light of the Recovery effort.

The DCIDC has appointed a member of Chester City Council as well as a representative of RDC and the President of Widener University to its board. The DCIDC is also encouraged to consider inviting the participation, through board, committee or advisory positions or otherwise, of representatives of Crozer-Chester Medical Center, PECO and members of the Chester business community as well as representatives of the financial institutions and others private sector businesses within the City.

The DCIDC is an industrial development corporation which affords certain advantages to industrial and commercial development that are beyond the capabilities of a municipal authority or a redevelopment authority such as serving as a conduit for loan assistance from the Pennsylvania Industrial Development Authority ("PIDA") as well as other Pennsylvania

Department of Commerce ("PDC") loan and grant programs, including, as further discussed below, an industrial development corporation is eligible to act as a conduit for PDC funds designated for environmental remediation projects.

The establishment of strong ties and cooperation between the City and the DCIDC is the central component of the industrial and commercial development initiatives outlined in this Recovery Plan as the DCIDC is envisioned as the primary functioning entity for such initiatives. The DCIDC will be the conduit for substantial technical and financial assistance for, and the developer of, the strategic projects identified. The DCIDC will also have the primary function of marketing Chester and the strategic projects and recruiting new business investment to the Chester area. Preserving the existing job base of Chester, which accounts for all present jobs within Chester, should become an important priority of the DCIDC and other community and economic development organizations within the City and Delaware County.

Other entities, including the City and its authorities, will, of course, be involved in the implementation of such initiatives, thereby creating the possibility that conflicting priorities, redundancies and an inefficient allocation of resources may result. To alleviate the potential for such results, it is recommended that the DCIDC, the City, the Chester Economic Development Authority and the Chester Redevelopment Authority enter into a binding memorandum of understanding which will identify the key economic development projects in which each entity is likely to have a role and the objectives of such projects. The memorandum of understanding should further delineate the anticipated roles and responsibilities of each party and establish an effective allocation of resources. The parties would then be bound to coordinated development priorities and activities in relation to such projects. Both Commonwealth and federal agencies have indicated their strong desire to see agreed upon economic development priorities evolve in

Chester, and technical and financial assistance, within their authority, can be expected from these agencies.

New Industrial/Commercial Park Sites

As previously noted, Chester affords geographic incentives and competitive locational advantages for industrial and commercial development; however, as also previously noted, there exist significant barriers to expansion of existing, and recruitment of new, industrial and commercial businesses. Such barriers result from a number of factors, including the fragmentation of available sites, the current lack of capacity and resources for industrial development within City government, its agencies and its authorities and the lack of sustained involvement of the Chester area business community.

Three areas within the City have been identified as having the potential to be developed as strategic industrial/commercial parks to serve Chester and the region. The site and use recommendations for these areas are consistent with the proposed land uses in Vision 2000. Timely implementation of the transportation improvements discussed elsewhere in this section of this Recovery Plan will be important to moving forward with the successful development of these sites, and plans for environmental remediation discussed below will be critical to the successful development of the proposed waterfront industrial park.

I-95 Commercial Park. The first area, bordered by I-95, Kerlin Street and Finland Drive and containing what is now known as Crozer Park, presents significant opportunity for the development of a business park/campus location or a retail center. Evidence exists that this is the only site between the Philadelphia airport and Wilmington, Delaware adjacent to I-95 suitable for the development of such uses. This site is referred to in this Recovery Plan as the proposed I-95 commercial park. Existing recreational ball fields which occupy a portion of this site would have to be relocated elsewhere in the City as development of this site progressed.

Sufficient recreational park space is available for such relocation, and it is recommended that the City first assess the site at the Eyre Drive Recreation Center proposed in Vision 2000 for such relocation.

Waterfront Industrial Park. The second area, bordered by the Delaware River and Route 291 in the southwest portion of the City, would require assembly of properties, including a large parcel owned by PECO, surplus frontage along Route 291 which will not be used by PennDOT for improvements to Route 291 and other property which may be pursued by the DCIDC, and could be marketed and offered for mixed industrial development. This site is referred to in this Recovery Plan as the proposed waterfront industrial park.

The first priority of work relating to the development of the proposed waterfront industrial park is, along with assembly of properties, to embark upon an environmental clean-up of the sites to be acquired. The clean-up should be done in conjunction with present property owners and the DCIDC.

Other competitive locational advantages may be available for the proposed waterfront industrial park. For example, discussions should be initiated with representatives of the existing trash incinerator to determine the extent to which thermal energy may become available to the park. Low cost thermal energy could provide energy for heating and/or cooling. Certain job creating industrial development opportunities may emerge should such low cost energy become available.

As discussed below, significant improvements are planned to be made to Route 291 in Chester. Such improvements require the Pennsylvania Department of Transportation ("PennDOT") to acquire right-of-way. Because of the configuration of land ownership in the Route 291 corridor, PennDOT will acquire more land in connection with this project than it actually needs to complete the Route 291 improvements. The DCIDC must promptly initiate discussions with PennDOT regarding the transfer of surplus frontage acquired by PennDOT along the river side of Route 291 to the DCIDC to facilitate development objectives in or adjacent to the proposed waterfront industrial park. The City shall support such discussions and the transfer of such surplus frontage to the DCIDC. Such surplus frontage may also present one or more opportunities for recreational development or, if necessary, relocation, and the DCIDC is encouraged to assess such possibilities with the City's assistance once the surplus properties have been assembled.

Crozer-Widener Corridor. The third area comprises the corridor between Crozer-Chester Medical Center and Widener University and could be developed and marketed as a medical and health-related technology/vendor service park. Vendors serving both the Medical Center and the University would be ideal candidates for recruitment to this area. Development and recruitment activities are currently taking place along such lines. This site is referred to in this Recovery Plan as the proposed Crozer-Widener corridor.

Development of the Crozer-Widener corridor should be pursued through a joint venture between the DCIDC and other public and private developers which have already raised the possibility of assuming a role in such development.

Given the proximity of the Crozer-Widener corridor to the proposed I-95 commercial park, infrastructure improvements realized to benefit one site are likely to benefit the other. In fact, certain improvements such as full highway access could be pursued to maximize the benefit to both sites.

Selectively Recruiting New Investments

A key component of realizing results at the sites identified above as well as in other areas of Chester, is the recruitment of businesses to Chester which will, in turn, improve the tax base and the opportunity to create new jobs. Chester offers competitive advantages to certain businesses and industries. For example, the Chester waterfront offers a deep water port for industries which require such infrastructure. The presence of Crozer-Chester Medical Center, Widener University and the new jail, among others, all present opportunities for the emergence of supply, service and technical support businesses. As noted previously, the Crozer-Widener corridor presents significant opportunities for selective recruitment. The cooperation of existing businesses in the Chester area in approaching their customers and suppliers and marketing the City would be instrumental in selective recruitment efforts.

The recommendation of selective recruitment is not intended to discourage recruitment of any compatible business or industry to Chester. In fact, the proposed I-95 commercial park presents a suitable location for many office, commercial and retail businesses depending on how the site is developed. Also, as discussed below under land use regulation, a special overlay zoning district is proposed for the waterfront so as to enable a wide range of uses.

Environmental Remediation

Successful development of, and recruitment of businesses to, the proposed waterfront industrial park and other properties in Chester, particularly in the waterfront corridor, requires consideration and remediation of possible environmental contamination. Such contamination, or the fear of it, poses both a health risk and a significant cost barrier to the transfer and development of properties. A program commonly referred to as a "Brownfields Program" provides a means through which contaminated properties may be cleaned up and prepared for reuse, and employment of such a program is recommended for use in Chester through the DCIDC.

Under the proposed program, the DCIDC will be eligible to receive assistance under PDC's Industrial Sites Recycling Program and the Infrastructure Development Program in connection with both Phase I, II and III environmental assessments and the evaluation and remediation of contaminated property. The purchase price would not include anticipated environmental remediation costs. However, title to the property would not pass to DCIDC until it received the required funds under the Industrial Sites Recycling Program to clean up the property. PDC should give priority consideration to assistance under each of these programs. Once remediation activity consistent with Pennsylvania Department of Environmental Protection ("DEP") standards has been completed using such funds, the DCIDC could then resell the property for development and reuse or develop the property and then sell it. This program, if promptly implemented with the intent to make the subject properties available for reuse, can expect priority consideration from DEP and financial packaging assistance from PDC.

Technical Assistance for City Contractors

There exists concern among City businesses that contractors within the City are not as successful as other regional contractors in being awarded public and private contracts. Most City contractors experience significant competition in their fields of operation and often have fewer resources, both monetary and otherwise, to consistently and successfully compete for business. The City can and must be instrumental in this area, and it shall implement a program targeted at enhancing the competitiveness of City contractors. It is recommended that the City's responsibilities in this area be delegated to, and assumed by, CEDA or the Redevelopment Authority. Private contractors should be recruited to actively support and assist with the development and execution of programs and activities. Consideration should be given to the possible use of CDBG funds to further the goals of program and the goals of job retention and creation.

The assistance program should take advantage of available PDC programs such as those resources available under the Small Business Development Center and the Office of

Minority Business Development Assistance under which PDC will provide technical assistance to eligible minority businesses. Such assistance affords these businesses with the chance to learn of existing opportunities and how to pursue them, and may include, among other things, assistance with, or training in the areas of, accounting, preparation of taxes, employment practices, antitrust avoidance and preparation of bid documents. The program should also pursue an apprenticeship program and placement opportunities for Chester area contractors through a PDC demonstration program under the Customized Job Training Program with support from the Pennsylvania Department of Labor and Industry under the Joint Partnership Training Act. There are numerous other forms of assistance which could be pursued, including U.S. Small Business Administration (SBA) programs such as the Service Corp of Retired Executives (SCORE) program.

Consideration should also be given to establishing a small trades business incubator which targets the early stage contracting companies and with provision for technical assistance services. Also, small companies could benefit by the creation of a small business bonding project. CEDA should consider using CDBG funds to capitalize an industrial/trades services development fund. Such a fund could leverage additional federal and state funds.

The City and its authorities, as well as other entities active in community and economic development, can further the goals of the program by strongly encouraging the employment of local contractors in connection with area development projects. The City shall make every effort to ascertain the training needs of local contractors and to match those needs with available resources. A comprehensive compilation of the identity, background and capabilities of local contractors must be maintained.

Enterprise Zone

A significant portion of the Chester waterfront and a contiguous area in the northeast portion of the City has been designated as an Enterprise Zone under the Department's present Enterprise Zone Program. The designation was originally made in 1983, and the zone was expanded as recently as 1995. Such designation affords significant resources for the creation of industry and jobs within the designated area. However, Chester has been able to realize only a fraction of such benefits as a result of the City's demonstrated inability to properly administer the program, which inability caused the Department to stop funding basic grants to Chester under the Enterprise Zone Program in 1988. The Department has, however, in the past several years, funded specific competitive grant projects for infrastructure improvements and the purchase of new equipment in the zone, largely as a result of the efforts of RDC personnel.

The City must develop its capacity to administer the Enterprise Zone program in Chester. By achieving this goal, the City will be in a position not only to seek recommencement of basic grants from the Department but also to effectively utilize the program's resources to create business incentives and jobs.

The first step in building capacity must be for the City to designate an agency, authority (the reinstated CRA or CEDA) or person acceptable to the Department who or which will, within the Department's program guidelines, be responsible for the development and administration of the Enterprise Zone Program in Chester. The City shall make all efforts to retain the current RDC consultant who has been working with the City in this area, to continue to provide such consulting services for the benefit of the City and the designated person or entity. The assistance of the Department must also be sought. The services of the RDC consultant should also include continued assistance in resolving the Department's concerns relating to prior audits of the program.

When the designated person or entity is capable of administering the program in Chester and a plan is formulated which includes requisite financial controls and auditing provisions, as well as public relations and promotional components, the City shall seek to have basic Enterprise Zone funding reinstated. A portion of this funding could then be used to engage the continued services of the RDC consultant to the extent necessary and for a period of time to be determined later. Such funding could also be used for additional training and for other support and administrative needs.

Competitive grants under the Enterprise Zone Program could be sought to further the development initiatives in the proposed waterfront industrial park and contiguous areas within the zone. Future consideration could also be given to further expansion of the Enterprise Zone in Chester, as necessary, so as to facilitate the recommendations of this Recovery Plan and of Vision 2000, including development initiatives in the proposed Crozer-Widener corridor.

A critical aspect of the program which requires immediate attention and resolution is the proper administration of the revolving loan funds as such are repaid to the City. The funds must be properly accounted for, allocated and reloaned to businesses which may create much needed jobs in the City. The City shall implement procedures for, among other things, reviewing loan applications and determining the suitability of applicants. A loan review committee could be created now and later integrated with the efforts of the person or entity designated to administer the program in the City. The RDC consultant has been working with the City and the Department to develop such guidelines and procedures. Final development and recommendation of revolving loan procedures and guidelines should be part of the City's retention of the RDC consultant as a consultant for the program. The City shall adopt the procedures and guidelines so formulated.

Chester Redevelopment Authority

The Chester Economic Development Authority ("CEDA") was formed in 1995 under the Municipality Authorities Act of 1945, as amended ("MAA"). In 1995, City Council initiated legal action to dissolve the Chester Redevelopment Authority ("CRA"), which was incorporated under the Urban Redevelopment Law ("URL"). Although the City obtained a court order dissolving CRA, the Department of State has not finally dissolved CRA because of its outstanding debt. The powers of an authority incorporated under the MAA are not coextensive with the powers of an authority incorporated under the URL. Notably, an authority incorporated under the URL has the power of eminent domain enabling it to acquire and assemble properties for redevelopment purposes. If the Chester Redevelopment Authority were finally dissolved, Chester would no longer have an operating authority with such power.

Additionally, there are disadvantages under the statutory law governing municipality authorities with respect to the acquisition and subsequent conveyance of property to a private party. Generally, municipalities may acquire by purchase, gift or eminent domain, land and buildings for a variety of public purposes such as jails, prisons, municipal buildings, parks, playgrounds, swimming pools, etc. However, municipalities are limited as to the public purposes for which they can acquire real and personal property. Also, a municipality authority may not sell real property it owns at less than fair market value, and may only sell such property pursuant to certain bidding procedures, thus making it extremely difficult and cumbersome for a municipality to pursue economic development opportunities on property owned by the authority directly with private for profit entities.

Pursuant to the Economic Development Financing Law ("EDFL"), Chester could pursue economic development projects by utilizing an industrial development authority. Generally, an industrial development authority is used as a financing conduit to acquire economic development projects by gift or purchase in order to promote and develop industrial, commercial and economic activities having a public purpose such as tourism, recreational facilities and convention centers. However, an industrial development authority under the EDFL does not have the broad powers of development that a redevelopment authority has, including the power of eminent domain and the ability to convey property or a portion thereof to a private party without restrictive development and use provisions.

Because Chester is fully developed and the few development sites are fragmented or located in blighted areas, Chester may have the most flexibility in undertaking the development of property through working with the County Redevelopment Authority and re-establishing the CRA. Therefore, the City shall proceed promptly to resolve the status of CRA to maintain its existence as a legal entity under URL.

Chester may pursue development of property for economic development purposes under both the Redevelopment Cooperation Law and the URL. Under a Redevelopment Cooperation Agreement, Chester and the CRA would agree to cooperate and work together for the development of property for economic development purposes. Using the redevelopment process, the CRA could undertake on behalf, and for the benefit, of Chester, activities which the City could not undertake on its own.

Another advantage to utilizing a redevelopment authority for economic development is that the redevelopment authority would be able to act as a conduit for issues of taxable and tax-exempt bonds on behalf of the DCIDC and other industrial development corporations, and would be able to apply to federal and state agencies for a variety of grants and loans that are only available to governmental entities such as redevelopment authorities. For example, programs under which a redevelopment authority could act as a conduit would include the Redevelopment Capital Assistance Program, the Housing and Redevelopment Assistance Program and the Business Infrastructure Development Program.

Sufficient resources do not exist at this time to support a fully staffed Redevelopment Authority as well as a fully staffed CEDA. Therefore, the City shall determine whether CRA, operating with the current CEDA staff, should replace CEDA, which would be dissolved, or whether both authorities would operate with only one being fully staffed.

In connection with the reinstatement of CRA, and in accordance with the URL, the City Planning Commission, working with the City Planner, shall designate the areas in Chester in need of redevelopment and formulate its redevelopment recommendations for such areas. The Planning Commission's efforts in this area shall be coordinated and carried out in conjunction with the recommendations discussed below relating to land use regulation, residential housing and vacant and abandoned properties.

Comprehensive Plan

The City should be commended for having commissioned the preparation of Vision 2000 and for adopting the same as the City's comprehensive plan and economic development strategy. Efforts to implement Vision 2000, in significant part, through the efforts of the City Planning Department and RDC, are currently underway. As previously noted, Vision 2000 informs the strategies outlined in this portion of the Recovery Plan. It also provides the City with guidelines and initiatives in addition to those contained in this Recovery Plan.

Land Use Regulation

The strategies contained in Vision 2000 and this Recovery Plan rely to varying degrees on carefully considered and enforceable land use controls. The City's zoning and subdivision and land development regulations require significant review and updating not only to foster the initiatives outlined in Vision 2000 and this Recovery Plan, but to conform the regulations to the provisions of the Pennsylvania Municipalities Planning Code ("MPC"). A multistep approach to updating of the City's land use regulations is recommended and is consistent with the City's current efforts in this area.

The first phase involves the development of land use controls for the Waterfront Development District contemplated by Vision 2000. The waterfront corridor is currently zoned for predominantly industrial uses. Although it is desirable to permit non-industrial uses along the Delaware River, these uses have yet to emerge at any particular site. Therefore, the land use controls are anticipated to, and shall, involve an overlay zoning district for the corridor which will continue to permit industrial uses, but which will also afford the flexibility to consider other appropriate uses. Uses hypothesized in Vision 2000 include office, retail and high density residential, recreation and water related commercial activity. Desirable uses along the waterfront must be carefully considered so as not to exclude compatible uses or to permit incompatible uses.

The City has acquired $13,850 from the Coastal Zone Management Program to conduct this first phase. Before enacting any land use controls for the Waterfront Development District, the City shall assure that appropriate consideration has been given to the proposed waterfront industrial site and to transportation considerations discussed elsewhere in this Recovery Plan. This phase will necessarily involve the restructuring of industrial land use controls that can be transferred to other areas of the City in later phases of the program to update the City's land use regulations.

The second phase of the program focuses primarily on Chester's housing stock and appropriate residential zoning regulations throughout the City. The City is predominantly residential and is likely to continue to be so in the immediate future. Unfortunately, much of the City's housing stock is in poor condition and, in more than one isolated location, abuts an incompatible land use. Land use controls can be employed effectively to guide future development in an attempt to abate current nonfunctional housing patterns and to promote more desirable living conditions. Additional recommendations concerning housing can be found elsewhere in this section of this Recovery Plan.

On April 7, 1995, the City, through its Planning Commission, submitted a State Planning Assistance Grant ("SPAG") application to the Department in order to obtain funds to conduct phase two activities. On July 5, 1995, the City was awarded a SPAG grant in the amount of $9,000. The Delaware County Planning Department has agreed to participate in the match of this grant and to prepare the zoning regulations. The program outlined by the City to conduct phase two activities must be faithfully adhered to in order to obtain the critical input of Chester residents and landlords. The third phase of updating the City's land use regulations encompasses multiple components. In this phase, provisions for the remaining land uses and zoning districts must be addressed. Appropriate provisions must be made for commercial, industrial, institutional and mixed use districts and recreational facilities not addressed in phase one or phase two, including provisions made in consultation with the DCIDC to accommodate the proposed I-95 commercial park and provisions to accommodate the proposed Crozer-Widener corridor. The provisions of Part Seventeen of the Codified Ordinances of the City of Chester, Building and Housing, must be reviewed for consistency with the new zoning regulations. The third phase would also involve the preparation of new zoning maps to reflect the new zoning ordinance.

The final component of phase three would involve the updating of the City's subdivision and land use regulations which address aspects of land use control different than those addressed by the zoning regulations. Chester's subdivision ordinance is outdated and confusing. The subdivision and land use ordinance resulting from phase three must be self-contained, but consistent with Vision 2000 and the zoning ordinance.

Funding for phase three and related planning work should be sought from the Commonwealth in the form of Act 47 funds for the first fiscal year. The City should seek additional funding for phase three planning activities from the Department in the form of a supplemental SPAG grant, from PDC in the form of Community Economic Recovery Program funds ("CERP") should funds be made available to PDC and/or through the Enterprise Zone Program.

Phase three activity must begin as promptly as possible following the adoption of this Recovery Plan by the City. The City Planning Commission, working with the City Planner, should have primary authority in this area with significant input from other City Departments, the Delaware County Planning Commission, RDC and independent consultants, to the extent required to implement phase three.

As previously mentioned, in connection with the organization of a Chester Redevelopment Authority, the City Planning Commission shall designate the areas in Chester in need of redevelopment and formulate its recommendation for such areas. Such designations and recommendations shall be considered throughout the process of updating the City's land use regulations.

Carefully considered and enforceable land use controls afford stability and certainty to community and economic development efforts, but, standing alone, cannot cause development to occur. Consistent even-handed application and enforcement of land use controls and related regulations such as code enforcement, lend additional certainty to residents', landowners' and developers' ability to assess what can and cannot be done in Chester.

Community Development Block Grant ("CDBG") Program

One of the cornerstones in a municipal community development program is effective use of CDBG funds received from the U.S. Department of Housing and Urban Development ("HUD") and administered locally. CDBG funds are used across the country to facilitate, among other things, improved housing, community safety and job creation and retention. The City's past difficulty in properly allocating and administering its CDBG funds caused HUD to suspend payments to the City earlier this year. Such action threatened Chester's CDBG program, and must not be permitted to occur again. HUD has agreed to continue to extend CDBG funds to the City and to provide the City with assistance in planning and administration of the City's CDBG program, but the City must take steps now to assure its compliance with applicable housing and community development laws of the United States and related HUD regulations.

Of primary significance to HUD and community development groups operating in Chester is that there must be a single agreed upon entity charged with the responsibility of planning and executing the City's CDBG program. The City has selected CEDA as that entity. City Council should consider whether the reinstated CRA, if operating in place of CEDA with current CEDA staff, should be the designated entity. The City shall enter into a cooperation agreement with the selected entity in a form approved by HUD. The cooperation agreement shall contain provisions relating to administration of the CDBG program and its administration of the Emergency Shelter Grant Program, the HOME program and the Urban Development Action Grant program. Of course, it remains the City's responsibility to monitor the use of CDBG funds and to confirm compliance with applicable HUD regulations. Further, the City Accounts and Finance Department shall become and remain involved in review and approval of Commonwealth and federal grant program activities.

With the City's fiscal 1995 entitlement grant, the City has over $10 million in its CDBG line of credit which raises another concern of HUD, the City's ability to meet the timeliness provisions of the HUD regulations at C.F.R. § 507.902(a) which require HUD to assess an entitlement grant recipient's timely use of grant funds. The City could be subject to sanctions if it is unable to meet the performance criteria. Therefore, as requested by HUD, the City shall within three months of Plan adoption develop a plan, acceptable to HUD, which details how the

City will come into compliance with the timeliness standards within a three year period. Such plan shall, at a minimum, include the following:

1. A schedule of the steps the City proposes to take to carry out all CDBG activities, including a description of the critical actions required to complete each activity, a timetable for taking those actions and quarterly projections of CDBG disbursements for these activities; and

2. A schedule indicating when CDBG disbursements are expected to be made for the City's CDBG program as a whole that will result in the elimination of the excess amount of undisbursed funds in the City's CDBG entitlement grant line of credit.

<u>Residential Housing</u>

Chester is predominantly residential and is likely to continue to be so, but, as noted previously, much of the existing housing stock is in poor condition and/or situated in proximity to an incompatible land use. The City's population must be stabilized and new residents must be attracted, goals fostered by adequate housing.

<u>Chester Housing Committee</u>. A number of factors strongly suggest the need for coordinated efforts to provide adequate housing. Many of the recommendations in this Recovery Plan require significant planning activity which, if not specifically targeting housing, will have an effect on housing rehabilitation and development and the efforts of those people and entities working to provide adequate housing in Chester, including, but not limited to, the City, CEDA, the reinstated CRA, the Chester Housing Authority, the Delaware County Housing Authority, the Chester Landlord's Association ("Landlord's Association"), Chester Community Improvement Project and Community Action Agency of Delaware County. Additionally, significant funding is now available to achieve results.

The City shall promptly sponsor a forum, which could be initiated in connection with the phase two land use regulation activities, intended, in part, to identify existing housing initiatives and persons and groups actively pursuing improved housing in Chester. A representative of each of the entities identified above, RDC and the Delaware County Planning Commission, HUD, the Department and the Pennsylvania Housing Finance Agency, as well as a representative of one or more private developers, shall be extended an invitation to participate in this forum. A working committee should emerge from this forum -- a committee which must facilitate the City's planning responsibilities in connection with phase two land use regulation activities, recommend the designation of redevelopment areas in connection with the formation of the Chester Redevelopment Authority and the formulation of the HUD compliance plan insofar as elements of such plan relate to housing initiatives. The committee must identify key housing development and rehabilitation opportunities in the City, recommend the allocation of local resources and identify and recommend the allocation of state and federal resources to improve housing.

In order to facilitate the work of the housing forum, the City shall apply to the Department for a grant to fund the retaining of a qualified consultant to assist in the development of a housing strategy. The consultant shall be selected pursuant to a request for proposal issued by the City.

To further facilitate coordination of housing priorities and initiatives and the allocation of resources and to implement the recommendations of the committee, the City, its authorities, and as many of the entities identified in this section or through the forum process as being active in housing initiatives in Chester as possible should enter into a memorandum of understanding which, like the memorandum of understanding relating to economic development initiatives, will identify key housing development and rehabilitation projects and the objectives of such projects. The memorandum of understanding will also delineate responsibilities of each party. This process will highlight how the separate agenda of each entity is related to, and may be integrated with, agreed upon priorities.

In addition to the process leading to the memorandum of understanding, it is important that there emerge from the efforts of the forum and the committee an inventory of financing vehicles available to each of the entities, both public and private, for housing programs and development, as well as an inventory of financing programs available to potential home purchasers and tenants.

Residential Tax Abatement. While the City must increase its tax revenues, adequate housing is critical to the ongoing vitality of Chester. Therefore, in addition to the foregoing recommendations, it is further recommended that Article 361 of Part III, Title Five of the Codified Ordinances of the City of Chester which provides for a tax exemption for certain improvements to residential properties in deteriorating neighborhoods and for certain new residential construction in deteriorating areas continue in force and be advertised and promoted. In connection with this recommendation, the City shall reevaluate its designation of deteriorating neighborhoods and deteriorating areas under Article 361 so as to encompass all areas in the City where housing improvements are to be targeted and to facilitate the recommendations of Vision 2000 and this Recovery Plan. The City shall also consider modestly raising the current $40,000 maximum cost per dwelling unit eligible for the tax exemption for new residential construction in deteriorating areas.

Vacant and Abandoned Properties

Numerous structures throughout the City are vacant and/or abandoned which has resulted in numerous serious consequences, including unsafe and unsightly conditions and loss of structures. Tax revenues are also affected as property taxes relating to abandoned properties are often delinquent, and will further be affected as abandoned properties deteriorate. Efforts have already been made by the City and must be continued to identify those abandoned properties which need to be razed and those abandoned properties which can be rehabilitated for reuse.

To the extent possible, owners of vacant properties or properties that become vacant should be contacted to ascertain the owner's intent with respect to the property. Therefore, the City shall continue its ongoing program to so identify abandoned properties and to maintain contact with the owners. The Chester Landlord's Association has indicated its willingness to assist the City in cataloguing abandoned properties.

Building Code - Application and Enforcement

Numerous City residents and business owners and community groups active in Chester have cited the City's building code and its enforcement as a barrier to development, rehabilitation and transfer of property. City personnel involved in building permitting, licensing and inspection activities must consistently interpret and apply applicable building laws and regulations and must serve as an information resource regarding the applicable requirements. The City shall require such personnel to attend appropriate training courses offered by the Department. The Department has temporarily waived all training fees for City officials and staff for Department training courses. The City shall also develop and institute an ongoing in-house training and evaluation program aimed at ensuring consistent application of the City's building code and related regulations.

The City shall reassess the need for, and current application of, its current automatic sprinkler and monitored hardwire smoke detector ordinances, and shall then balance such evaluation against the burden such ordinances impose with respect to the rehabilitation and transfer of properties. While these ordinances are frequently cited as a barrier to the transfer of property, one component of any program attempting to restore properties to the tax rolls, the decision as to the requirements of these ordinances is being left to the City as significant safety issues are involved. The City shall address the issue and shall encourage and consider the input of the City Fire Department, the Landlord's Association and other affected community organizations.

Transportation Considerations

Chester Transportation Center. As mentioned in the introduction to this section of the Recovery Plan, Chester is served by commuter rail and bus service. While the Amtrak trains which stop in Wilmington and Philadelphia no longer stop in Chester, the Southeastern Pennsylvania Transportation Authority's ("SEPTA") regional rail lines utilize three stops in the City, one each at Highland Avenue, Lamokin Street and the Chester Transportation Center located in the northeast portion of the City within the Enterprise Zone. The Chester Transportation Center is also served by a number of SEPTA bus routes. Numerous individuals and entities active in economic development efforts in Chester as well as Vision 2000 have identified the Chester Transportation Center as an important component of the City's transportation system and economic development strategy. SEPTA leases the Transportation Center from Amtrack. Both Amtrack and SEPTA are currently involved in making improvements to the Transportation Center's facilities, and it is recommended that the City continue its involvement with these entities to pursue further improvements to the Transportation Center itself and to generally provide enhanced transportation linkage to facilitate the travel of city residents working outside the City.

In November 1994, SEPTA was awarded a six million dollar FTA Livable Communities Grant for improvements to the Chester Transportation Center. This is the largest grant made to date under the Livable Communities program. The Commonwealth and SEPTA have also made funds available for this project. One of the goals of this initiative was to involve the community in the design and planning process. City officials and residents should be commended for their active participation. The other goals of this initiative are to create a linkage between transit and other community functions in Chester, create a state of the art transit center in Chester and increase public transit ridership in Chester. This project is now nearing the engineering and construction stage. Though it will take several years to complete construction, phased improvements are currently anticipated so that certain improvements will be made and put into operation during the course of the construction. The scheduled improvements include changes to bus routing to facilitate loading and unloading, extended canopies for the bus and rail platforms, site lighting, parking lot and footpath construction and construction of a luncheonette or coffee shop area. SEPTA's office, ticketing and restroom facilities are also to be upgraded and the Transportation Center will be made fully accessible to those with disabilities. An additional retail component, a vendor arcade, is planned for one of the tunnels linking the facilities on each side of the track, though actual development of this component is likely to be contingent on the number of businesses interested. Plans for utilization of the upper floor are not yet complete as funding for one alternative, a business incubator, is still being pursued. A community center is another possible alternative.

The City must continue to work closely with SEPTA throughout all stages of this project. The City can be instrumental in facilitating many of the proposed improvements such as the traffic rerouting necessary to accomplish the proposed bus rerouting and the vendor arcade. For the latter, the City should participate in locating businesses that may be interested in such an opportunity. In formulating its Enterprise Zone and CDBG plans, the City should consider additional initiatives in the areas adjacent to the Chester Transportation Center such as better linkage to the current main commercial district and reuse of nearby vacant properties. Each of the City and CEDA and/or the reinstated CRA are strongly encouraged to assist SEPTA with appropriate use of the upper floor of the Transportation Center.

The scheduled improvements to Route 291 discussed below should also benefit the Transportation Center and surrounding area.

Roads and Highways. Chester has access to I-95 and I-476 as well as U.S. 322 which carries traffic across the Delaware River and connects I-95 with I-295 and the New Jersey

Turnpike. The construction of the I-95 southbound on-ramp at Edgemont Avenue will enhance access to I-95. The City's access, however, is not complete in all cases. Linkage to I-95 is widely viewed as a critical element in economic development efforts in the City, and the most evident need for such linkage is between I-95 and the waterfront corridor in Chester where the majority of operating industrial and commercial facilities are currently located. Not only would improved access between I-95 and the waterfront facilitate expansion and development of the waterfront area, but it would ease truck traffic on residential streets and the resulting deterioration of such streets. Vision 2000 identifies a number of alternatives to improving such access and the City must carefully consider each or a combination of these alternatives. The most appealing alternative involves access via Flower Street and the construction of on- and off-ramps between 9th Street and the Commodore Barry Bridge connector. Currently, the connector provides access from the bridge to 9th Street, but does not provide the critical access from 9th Street to I-95. Flower Street abuts the bridge's right-of-way and, while some residential disturbance would result, such disturbance is less than that which could result from alternatives to such access. Also, unlike some other alternatives, the Amtrack overpass on Flower Street is sufficiently high to permit the passage of most trucks. However, there are significant engineering restraints on the completion of this project as presented, and the project would require significant capital expenditures. Nonetheless, because the linkage of the waterfront to I-95 is vital to the economic stability of the waterfront, the City must vigorously pursue this project, the alternatives discussed in Vision 2000 and/or other alternatives with PennDOT.

Another critical improvement which complements the I-95/riverfront linkage and significantly strengthens potential development initiatives in the Enterprise Zone and in the riverfront corridor is the improvement of Route 291 within the City's borders. Route 291 currently serves as the City's main artery along the Delaware River. The proposed improvement involves both the widening and reconstruction of Route 291 and the removal of severe curves at two locations. The City shall monitor the status of this project to assure progress and it should press PennDOT to afford the project higher priority. The City shall strongly support the inclusion of funding for Route 291 improvements as part of PennDOT's Twelve Year Plan and advocate for funding and construction of those improvements at the earliest possible date. The DCIDC will be instrumental in such efforts. The importance of the improvements to Route 291 cannot be understated. As in the case of access to I-95, the improvements to Route 291 would be beneficial to existing businesses along the Delaware River and would promote the development of, and recruitment of new businesses to, the proposed waterfront industrial park.

As noted earlier, the development of the proposed I-95 commercial park along I-95 would also require highway and street improvements to facilitate access to the park. Vision 2000 contemplates further street and highway improvements to improve the flow of traffic through the City as well as improvements targeting the public transit system. The City is encouraged to carefully review the analysis and proposed improvements set forth in Vision 2000 and to work closely with PennDOT, the Delaware Valley Regional Planning Commission, other planning and economic development agencies and neighboring municipalities to select, pursue and fund transportation projects.

CHAPTER VII

Communications

The successful implementation of this Recovery Plan requires close cooperation and communication between City Council and the Coordinator.

It is essential that the recovery plan elements, particularly key elements, be implemented by the City as soon as possible. Many of these recommendations will take a substantial period of time to implement fully. Critical priorities may be involved in certain of these recommendations.

It is important that the City regularly communicate its progress toward implementing these recommendations to the Coordinator. The Coordinator, after reviewing these reports, may know of resources or information which could assist the City in implementing the Recovery Plan.

The City should send financial statements to the Coordinator on a regular basis throughout the period of time the City is designated as distressed. The annual budget shall be sent to the Coordinator as soon as its is adopted. The City should also send all regular and special meeting agendas and minutes on a monthly basis along with any budgetary reports. The key management, administrative and financial decisions of the City, which may or may not be part of the Recovery Plan, should also routinely be communicated to the Coordinator. This is particularly true if this action entails an abrupt change from prior positions or policies of the City.

If the City or its elected or appointed officials fail to communicate and consult with the Coordinator on a regular basis with the information, reports or documentation requested by the Coordinator, the City may be found to have violated the Recovery Plan.

CHAPTER VIII

Grants and Peer-To-Peer Study Requests

In order to implement this Recovery Plan, the following grant and Peer-to-Peer Study requests must be made by the City.

Grants

1.	Salary supplement for key management positions (including City Administrator) (3 years) (see attached schedule)	$194,500
2.	Comprehensive Wage and Salary Classification Study	$ 50,000
3.	Comprehensive Facilities Maintenance Study	$ 40,000
4.	Comprehensive Public Facilities Space Needs Study	$ 40,000
5.	Definition and Development of Computer Local Area Network (LAN) for the City	$250,000
6.	Phase III of Update to City's Land Use and Development Regulations	$ 15,000
7.	Consultant For City Housing Strategy	$ 40,000
8.	Public Safety Equipment	$ 60,000

Peer-To-Peer Studies

1. Police Department Management Review and Analysis
2. Fire Department Management Review and Analysis
3. City's Code Enforcement Program
4. Reorganization and Consolidation of City Treasurer's Office into the Department of Accounts and Finance

Salary Supplement Grant Schedule

Position	Salary	Grant Supplement			Total
		Year 1	Year 2	Year 3	
City Administrator	$60,000	$20,000	$10,000	$5,000	$35,000
Supervisor (Accounts and Finance Dept.)	$45,000	$45,000	$30,000	$15,000	$90,000
Supervisor (Parks/Recreation Dept.)	$35,000	$35,000	$23,000	$11,500	$69,500
					$194,500

ARTICLE I

SCOPE OF WORK

The CONSULTANT, under the direction of the DEPARTMENT and in close coordination with the DEPARTMENT, will provide professional services as follows:

A. General. The CONSULTANT shall perform services under this contract as an independent contractor and shall:

(1) Work closely and maintain regular contact with municipal officials.

(2) Maintain close contact with the Department and provide the Department monthly written reports of the progress of the coordinator work and status of recovery plan implementation.

(3) Consult with employee collective bargaining groups. .

(4) Work closely with all relevant public and private entities including financial institutions in the region.

(5) Attend such meetings as directed by the Department and as requested by the City.

(6) Review all relevant information provided by the Department and from other Commonwealth agencies.

(7) Consult with other relevant state or federal agencies as necessary.

(8) Make application for long term loans or grants as provided for under section 301 of the Act.

B. Statutory Requirements, per section 241 of the Act. Words set off in [brackets] are specific requirements in addition to the statutory requirements. The plan formulated by the coordinator shall be consistent with applicable law and shall include any of the following factors which are relevant to alleviating the financially distressed status of the City:

(1) Projections of revenues and expenditures for the current year and the next two years, both assuming the continuation of present operations and as impacted by the measures in the plan.

(2) Recommendations which will:

(i) Satisfy judgements, past due accounts payable, and past due and payable payroll and fringe benefits.

(ii) Eliminate deficits and deficit funds.

(iii) Restore to special fund accounts money from those accounts that was used for purposes other than those specifically authorized.

(iv) Balance the budget, avoid future deficits in funds and maintain current payments of payroll, fringe benefits and accounts through possible revenue enhancement recommendations, including tax or fee changes.

(v) Avoid a fiscal emergency condition in the future.

(vi) Enhance the ability of the City to negotiate new general obligation bonds, lease rental debt, funded debt and tax and revenue anticipation borrowing.

(vii) Consider changes in accounting and automation procedures for the financial benefit of the City.

(viii) Propose a reduction of debt due on specific claims by an amortized or lump-sum payment considered to be the most reasonable disposition of each claim possible for the City considering the totality of circumstances.

(3) Possible changes in collective bargaining agreements and permanent and temporary staffing level changes in the organization.

(4) Recommended changes in municipal ordinances or rules.

(5) Recommendations for special audits or further studies.

(6) An analysis of whether conditions set forth in section 261 of the Act exist, whether specific exclusive Federal remedies could help relieve the City's financial distress and whether filing a Federal debt adjustment action under Subchapter D of the Act is deemed to be appropriate.

(7) An analysis of whether the [current and projected future] economic conditions of the City are so severe that it is reasonable to conclude that the City is no longer viable and should consolidate or merge with an adjacent municipality or municipalities pursuant to Chapter 4 of the Act.

(8) An analysis of whether functional consolidation of or privatization of existing municipal services is appropriate and feasible and recommendations for where and how this could be done.

(9) A capital [program and] budget which addresses infrastructure deficiencies.

(10) Recommendations for greater use of commonwealth economic and community development programs.

C. **Special Conditions**. In addition to the services described above, the CONSULTANT agrees to provide the following professional services concerning the formulation and implementation of a recovery plan for the City of Chester.

(1) Unpaid Obligations

(i) Develop a plan to fund the 1994 year end cash deficit if the City has not been able to obtain adequate financing.

(ii) Consider using Act 47 financing to cover unfunded debt and/or 1995 budget shortfall.

(iii) Review outstanding indebtedness and consider debt consolidation and restructuring as a means of reducing total annual debt service.

(iv) Arrange such funding, if feasible, and assist the municipality in preparing and filing required loan documents.

(v) Initiate and assist in negotiations with vendors for reduced interest and penalties on payment of delinquent bills.

(2) Tax Exempt Properties

(i) Review the real estate tax duplicate with respect to tax exempt properties, to arrive at the proportion of all real estate which such properties represent.

(ii) Develop a procedure to validate tax exempt property status on an annual basis, including a review of under-valuation and over-valuation of property.

(iii) Analyze current in lieu of tax payments to the City (if any) by owners of tax exempt properties, propose a plan for equitable payments for all exempt properties and assist the City in obtaining written agreements for payments in lieu of taxes.

(3) Financial Management System

(i) Evaluate the City's existing computerized accounting system and recommend changes and improvements so the City has a system that is integrated for all city functions; is easy to manage and operate; and that complies with Generally Accepted Accounting Principles (GAAP) and contains the following elements:

(a) Inclusion of all city funds and transactions.

(b) Generation of interim financial statements which present the current balance sheet position as of the end of the month, along with actual financial results compared with adopted budget figures, on a monthly basis.

(c) A current schedule of all uncollected receivables by category and age.

(d) A current schedule of all bills payable.

(e) Improved service charge billing procedures.

(f) Cost accounting system that allows for full allocation of overhead cost and interdepartment support cost in accordance with principles contained in the Office of Management and Budget Circular A-87 and adequate to determine appropriate fees and charges.

(g) Identify a list of all contingent liabilities and prepare a plan to address them.

(h) Procedures which will provide an adequate level of internal controls over receipts, disbursements and purchasing, cash and investments, to include written procedures and personnel training as needed.

(i) Procedures which provide for realistic, multi-year budgeting and budget control.

(ii) Recommend actions to strengthen tax and other revenue collection methods with a goal of improving collection of current and delinquent accounts and assuring accountability.

(iii) Review all revenue sources, relate service costs to user fees and make appropriate recommendations for changes to the revenue structure.

(iv) Review existing financial management operations and develop recommendations that will improve the City's financial management, cash management, solid waste billing and record keeping capabilities.

(vi) Review City insurance coverages, insure that coverage is complete and recommend improvements and consolidation, especially if cost savings can be achieved. Pay particular attention to the administration of the workers' compensation program. Develop specifications for competitive bidding of insurance coverage. Review risk management procedures and propose improvements and programs that will reduce exposures. Consider possible self-insurance, especially for workers' compensation.

(vii) Assess the funding status of the City's pension plans; review the most recent actuary reports and audits (the most recent state audit is to be release about June of 1995) and include recommendations for future contribution levels to insure actuarial soundness and comply with audit findings if made.

(ix) Develop plan to quickly complete the 1993 and 1994 audits and establish procedures to ensure that future audits are conducted in a timely manner and procedures for obtaining annual independent audits on a competitive basis using a written request for proposals.

(x) Review prior year audit findings and management letters and incorporate key recommendations.

(4) <u>Organization and Administrative Structure</u>

(i) Develop a proposed Administrative Code (at present the City does not have an adopted code) as a part of the recovery plan which is in compliance with the City Charter and includes the follow considerations:

(a) Changes in the current administrative structure, operation and organization plan that will result in the improved delivery of municipal services.

(b) Provides for effective management and supervision of all City departments.

(c) Specifies relationships and coordination between the departments and agencies of the City.

(d) Defines the duties of the Mayor, Council members and staff and the relationship between elected and appointed officials.

(ii) Make recommendations on amendments to the current City Charter that will:

(a) Clarify provisions of the charter.

(b) Redefine and clarify the administrative structure of the city government.

(c) Redefine and clarify the legislative function of the city government and provide for a separation of legislative and administrative functions.

(d) Clarify taxing limitations.

(iii) Consider whether a new government study commission process should be undertaken to change the form of government.

(iv) Review earlier recommendations made by the Department regarding organizational and administrative changes.

(v) Develop a training and organizational development program for elected and appointed officials to increase the City's capacity to provide for the effective and efficient delivery of municipal services.

(vi) Develop recommendations that will establish a mechanism to involve the entire City in the recovery process. Establish a framework that will result in the City, City related entities and key community organizations interacting with each other to develop stronger lines of communication and cooperation in the recovery process.

(5) <u>Service Levels</u>

(i) Conduct an evaluation of municipal services and determine appropriate levels of services. Give particular scrutiny to public safety staffing and include objective analysis of the police department.

(ii) Review and update recommendations made by the Department with respect to the Fire Department to insure adequate fire protection services are maintained within available resources.

(iii) Include a cost analysis of services and plans for utilizing alternative means for service delivery.

(iv) Develop recommendations for productivity improvements, as deemed necessary.

(v) If services now provided by City employees are recommended to be provided by some alternative means, consideration should be given to the impact of such changes upon the existing level of service and existing labor contracts.

(vi) Maintain close contact with local union representatives during plan development and implementation to ensure proposed changes are coordinated with City employees.

(6) Labor-Management

(i) Evaluate current labor-management relationships within City operations.

(ii) Include a labor-management component in the Recovery Plan to ensure involvement of both labor and management in plan development and implementation, and improved communication between the governing body, management and employee groups.

(iii) Provide for the establishment of labor-management committees, where appropriate.

(iv) Review and calculate cost of existing labor contracts to establish a baseline for Recovery Plan recommendations concerning future collective bargaining.

(7) Infrastructure

(i) Study and evaluate the condition of the City's fixed assets, equipment and infrastructure.

(ii) Include in the review the condition of departmental equipment and facilities, public works and public utilities infrastructure.

(iii) Develop recommendations for repairs, capital maintenance or disposition of assets, as appropriate.

(8) Economic and Community Development

(i) Evaluate the long-term economic/community development strategy of the City as set forth in the "Vision 2000" Comprehensive Plan and Economic Development Strategy, 1994.

(ii) Incorporate in the evaluation recommendations that will strengthen economic development efforts and that are coordinated with the economic and community development strategies of area agencies and state agencies.

(iii) Analyze and provide recommendations for the organizational structure best suited to administer and coordinate economic and community development projects in the City with special attention to the roles of the existing agencies, namely, the Chester Redevelopment Authority, Chester Housing Authority and the newly formed Chester Economic Development Authority.

(iv) Develop a plan to revitalize and expand the use of the City's Enterprise Zone program.

(v) Develop a plan and provide recommendations to expand the City's tax base.

(vi) Place particular emphasis on evaluation of the best use of vacant properties in the City.

(vii) Review the City's housing strategy and use of public and private funds for the development and preservation of affordable housing and removal or upgrading of dilapidated and substandard housing with special attention to alternate housing for persons being relocated. Make recommendations on ways to strengthen the City's residential base.

(viii) Review the City's administration of the CDBG program and address administrative and programmatic deficiencies identified by the Department of Housing and Urban Development.

(ix) Address the need for changes to existing planning documents, zoning ordinances and/or building codes, where appropriate, to enhance development efforts and protect existing housing stock.

(x) Evaluate the City's development policies and make recommendations for change if appropriate.

(xi) Evaluate the use of a two level real estate tax rate system for land and improvements to assist in maintaining and redeveloping properties.

(9) Intergovernmental Cooperation

(i) Review current regional intergovernmental cooperation efforts.

(ii) Examine opportunities for increased intergovernmental cooperation including the establishment of a council of governments in the Delaware County area.

(iii) Recommend, as appropriate, ways in which the City can improve service delivery through intergovernmental cooperation.

(iv) Evaluate the impact of the Chester-Upland School District financial distress status on the City and explore ways that the City and the School District can work together to resolve common problems and meet joint goals.