

**City of Sylvania and Sylvania Township, Ohio
Consolidation of Services Analysis**

May 12, 2005

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SYLVANIA AREA COMMUNITY IMPROVEMENT CORPORATION

The Sylvania Area Community Improvement Corporation (Sylvania CIC) is a group comprised of city, school, township, chamber and local business leaders. The group’s primary purpose is to promote business expansion, community development and tax growth in the Sylvania Community. It also provides a roundtable to discuss important and sensitive issues.

Formed in 1968, the CIC has facilitated utility line extensions, site development, redevelopment, revolving loan programs and technical assistance. This work has been primarily accomplished through volunteers serving as members and Board members. This group has been responsible for several area-wide studies and analyses.

The CIC has assisted community development and other changes through its financial support and member participation in various studies for the schools, city, township and recreation organizations in the Sylvania Area. CIC continues to participate with other economic development organizations at the local, county, regional and state levels.

Consolidation Analysis Committee	
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INTRODUCTION

In December 2003, the Sylvania CIC received a letter from members of the Sylvania community urging the CIC to investigate the feasibility and potential benefit of service or political unit consolidation of the City and Township (see Letter-Appendix A). The letter served as the impetus for this analysis.

Over the last several years, fiscal constraints at the state and local levels have forced officials at all levels of government to explore options to balance budgets. The community of Sylvania is no different. The City and the Township are served by the same School District and assist each other whenever possible; however, there appeared to be opportunities for additional cost- saving collaboration.

The City, Township, and Schools depend on the same tax base for a portion of their resources. Ohio Townships and Schools derive the majority of their respective operating revenues from property tax revenues, while cities derive the majority of their revenues from income taxes. The careful allocation of these resources is essential to ensure the long-term health of all three units of government.

The City, Township and School District are above the median for U.S. Census 2000 indicators that address income and wealth, and as such, one would expect that they can continue to operate as they currently do, albeit with the occasional property tax increase. However, an increase in property tax puts a burden on City and Township residents, and triggers discussion about what services and levels of funding should be allocated from the property tax.

In examining this challenge and considering solutions, the initial results of this analysis led to the examination of three options:

1. Maintain the status quo.
2. Consolidate some of the departments/services between the two political units.
3. Consolidate/merge the two political units.

The first option would be to continue as two separate and distinct legal entities and work together as they currently do on joint projects. The second option would be a consolidation of departments or categories of services to reduce expenditures due to enhanced efficiencies. The third option would be to consider the merger of the City and Township. This would result in increased tax revenues through the collection of income tax from Sylvania Township residents, employees, and non-resident employees who come into the township to work.

BACKGROUND

The City of Sylvania has a population of 18,670. Sylvania Township’s unincorporated population according to the 2000 Census was 25,583. Comparably sized Ohio communities of 40-50,000 residents (equivalent to the combined city/township population of 44,253) collect between \$13.0M and \$22.0M in income taxes, adjusted to a 1.50% income tax rate (the rate in effect within the city). The City of Sylvania collects between \$6.0M and \$7.0M annually in income taxes.

Ohio townships do not have the legal authority to implement an income tax. Therefore, townships must rely on property tax levies to fund operations. School districts also rely on property tax revenue. The unincorporated portion of Sylvania Township is home to 25,583 residents, which is 33% larger than the City’s population. The City of Sylvania is part of Sylvania Township. If the two communities, the City and the Township, decided to combine, there would be additional income tax revenues. A conservative estimate would assume another \$6.0M to \$7.0M million in additional income taxes to be collected by the application of income taxes to the Township residents who live and work in the Township, who live in the Township and work elsewhere, and people who come to work in the Township and live elsewhere. This additional revenue could permit the Township to retire some of its property tax operating levies. A more detailed analysis would need to be conducted before any particular levy would be targeted. The possible reduction in property taxes would also improve the financial flexibility of the City, Township and Sylvania School District.

Since the City of Sylvania, Sylvania Township and the Sylvania School District are supported by the same tax base, it is important that these three local units of government work together to best allocate the use of their primary revenue sources – the income and property tax (the single revenue source collected from residents of all three entities). The Sylvania Area Community Improvement Corporation has initiated this investigation of service consolidation and/or governmental unit consolidation as alternatives for decreasing government operating costs and the tax burden.

City of Sylvania

The City is located in Lucas County in northwestern Ohio, approximately 10 miles northwest of the City of Toledo on the Michigan-Ohio border. It was incorporated as a village in 1857, and became a city in 1960.

The City is in the Toledo Metropolitan Statistical Area (MSA), which is comprised of the three counties of Lucas, Fulton and Wood. The Toledo MSA is the 69th largest of 280 in the United States. The City's 2000 population of 18,670 placed it as the second largest city in the County.

The City operates under and is governed by its Charter, adopted by the voters in 1961 and which has been and may be amended by the voters from time to time. The Charter provides for a Mayor-Council form of government. The City has 120 full-time and 8 part-time employees.

The City has five departments and a municipal court. The departments include safety (police), law, finance (taxation), personnel, and service (streets, utilities, zoning, parks & forestry, engineering and vehicle maintenance). There are also several boards and commissions whose members are appointed by the Mayor with Council's confirmation.

Sylvania Township

Sylvania Township is located in northwest Ohio, approximately 10 miles west of Toledo and 60 miles south of Detroit, Michigan. Established in 1836, Sylvania Township is 27.45 square miles, of which 21.26 are in the unincorporated area of Sylvania Township.

The 2000 census places the unincorporated Township population at 25,583, and the estimated population in 2004 has increased to approximately 29,000. Sylvania Township projects further growth of about 1,000 residents annually for the next 8-10 years, and is the 8th largest Township in the State of Ohio and the second largest political subdivision in Lucas County.

Sylvania Township government is served by a three-member Board of Trustees elected to staggered four-year terms, an elected Clerk, and a full-time Township Administrator. Sylvania Township is a Home Rule Township, and legislation is governed by the Ohio Revised Code. The Township has five departments: Administration, Police, Fire, Roads and Maintenance, and Zoning. The Sylvania Township Fire Department provides Fire and EMS service to the entire Township, including the City of Sylvania. Sylvania Township employs 162 people.

Sylvania School District

The Sylvania School District is a comprehensive K to 12 program that serves the entire community. It has 7,900 students in 7 elementary, 3 junior high, and 2 high schools. The district incorporates a variety of programming from special needs to honors and AP courses, and over 85% of Sylvania graduates pursue post-secondary education.

The Sylvania community voters approved an operating levy in November of 2004 providing current operational stability for the foreseeable future. This past year the district earned the distinction of an excellent rating from the Ohio Department of Education, meeting 17 out of 18 performance indicators. The district continues to make improvements and upgrade facilities throughout its academic and physical programs and operations.

Public Financial Management (PFM)

PFM has been providing independent financial advisory services to public sector clients for 29 years since the firm was founded in 1975. The firm is a Corporation and currently owned by PFM's 52 Managing Directors. Today PFM is the nation's leading provider of independent financial and investment advisory services with 28 offices in 17 states and with approximately 380 employees - the largest commitment of resources of any financial advisory firm in the nation. All of PFM's clients are public agencies or not-for-profit entities.

PFM has five primary business activities; they are (1) Financial Planning: Developing and analyzing capital program and operational financial plans; (2) Debt Management: Managing transactions related to debt issuance; (3) Investment Management Consulting and Arbitrage Compliance: Providing asset management strategies, investment advice and portfolio management for working capital and bond proceeds; and arbitrage analysis and compliance services; (4) Structured and Derivative Products Transaction Management: Analyzing and managing complex, non-traditional investment and asset/liability management transactions; and (5) Strategic Governmental Consulting: Offering highly effective capital and operating budget advice and the objective analysis of the consolidation of governmental services and units.

PFM is an independent financial advisor and does not trade or underwrite securities. PFM serves in a fiduciary capacity, serving only the interest of its clients. PFM has neither other business affiliations nor "soft-dollar" or fee arrangements for any financial products.

METHODOLOGY

This analysis was conducted for the purpose of compiling and organizing a base of information and data that will inform discussions regarding the feasibility and benefits of a consolidation of City and Township services and/or a merger of the political units (see Appendix C for a list of the Data Sources).

In undertaking this analysis, the following analytical approaches were employed:

- Financial Document Review – analysis of historical audited financial documents.
- Organizational Interviews – development of a consolidation questionnaire and interviews with selected City and Township officials (see Appendix D and E).
- Labor Agreement Review – comparison of the existing labor agreements to identify potential challenges in the event of a consolidation of political units (see Appendix K.)
- Comparability Analysis – a comparison of jurisdictions that are similar to a combined City and Township was conducted to ensure the reasonableness of assumptions and estimates. (See Appendix H).
- Historical Financials – based upon the respective audited financials, financial projections were developed to estimate the future financial impacts of the alternatives available.
- Data, calculations, and information within this analysis are based on several sources. Among the more significant sources were the 2000 U.S. Census of Population; the 2003 Audited Financials of the respective communities in this comparison; personnel interviews; discussions with Lucas County; etc.

Income Tax

The City levies a tax of 1.5% on all salaries, wages, commissions and other compensation and on net profits earned within the City as well as on incomes of residents earned outside the City. In the latter case, the City allows a credit of 100% of the tax paid to another municipality to a maximum of the total amount assessed.

Employers within the City are required to withhold income tax on employee compensation and remit the tax to the City either monthly or quarterly, as required. Corporations and other individual taxpayers are required to pay their estimated tax quarterly and file a declaration annually. The City receives the majority of its operating funds from income tax.

Property Tax

Property taxes include amounts levied against all real estate and public utility property, and tangible personal property used in business and located in the City. Real property taxes (other than public utility) collected during 2003 were levied after October 1, 2002 on assessed values as of January 1, 2002, the lien date. Assessed values were established by the County Auditor at 35% of appraised market value.

All property is required to be reappraised every six years and equalization adjustments are made in the third year following reappraisal. The last revaluation was completed in 2000 and the equalization adjustment was completed in 2003. Real property taxes are payable annually or semi-annually. The first payment is due January 20; the remainder is payable by June 20.

When millage is voted, the total tax proceeds are fixed. As community and property assessed valuations increase, the effective millage goes down to keep the tax levy proceeds fixed at the original amount. In a growing community, the effective rate goes down. In communities experiencing little growth the effective rate is the voted rate.

The County Treasurer collects property taxes on behalf of all taxing districts in the County including the City of Sylvania. The County Auditor periodically remits to the City its portion of the taxes collected. Sylvania Township and Sylvania Schools receive the majority of their operating funds from property tax.

Sewer and Water Issues

Lucas County Metropolitan Sewer District, established by the County, provides all treatment services to the City and Township. The District consists of all the unincorporated areas of the County and certain incorporated areas included by legislative action of the affected municipalities.

The County operates a sanitary sewer collection system and a waste water treatment plant within the District (the County and the municipalities of Maumee, Sylvania, Whitehouse, and Waterville share in the cost thereof). The County also operates a water distribution system within the District and obtains water pursuant to agreements with other political subdivisions, including the City and the City of Oregon.

A 1973 Sewer System Agreement covers Lucas County, Sylvania, Maumee and Waterville. The City and County provide collection services to Township residents, and the City requires new sewer customers to sign a covenant. Lucas County sewer rates are generally higher than the City's sewer rates. Water and sewer rates, for comparison purposes, are based on an average of 1,000 cubic feet per month, or 7,480 gallons. The average sewer bill of a City resident is \$20.00 a month and the average sewer bill for a County resident is \$26.00 a month.

The City of Sylvania's Division of Utilities is responsible for the operation and maintenance of the water and sewer systems of Sylvania. The water system includes 88.2 miles of water mains, pumping stations, two 500,000 gallon water storage tanks along with alarm systems, hydrants and valves. The sanitary sewer system includes 95.9 miles of sanitary sewers and pumping/sampling stations.

The storm sewer system includes 57.6 miles of storm sewers and ditches. The Utilities Division also is responsible for the billing and collection of user fees, connection fees and tapping permit charges for water and sewer and refuse fees within the Sylvania Water Service Area.

Both the City and County get their water from the City of Toledo. The City currently does not have a long term contract with the City of Toledo. It has not had a contract since August 1995. They are currently in negotiations with the City of Toledo to draft a new contract, in which the City would like a 12-year contract to coincide with the one that the County has with Toledo.

The City of Sylvania's water rates are higher than the County's water rates. The City's average water rates are \$34 a month and the County's are \$22 a month. In summary, the average combined water and sewer bill for the average homeowner with service provided by the County is \$45.00 - \$50.00 a month, and from the City of Sylvania is \$50.00 - \$55.00 a month. The City of Sylvania has 6,821 active water accounts and 8,158 active sewer accounts.

FINANCIAL BASELINE

Over the last four years, operating costs for the City, Township and School District have risen, while total revenues have remained flat. Tables 1 and 2 present four years of actual historical financial data of the City and Township.

The City and Township do not operate at a deficit. To maintain a positive operating balance, governments must increase revenues, decrease expenditures, or a combination of both, or borrow against reserves.

In recent years rising expenditures have been greater than rising revenues but over the longer term such discrepancies have not been experienced. After the Sylvania community is fully developed, regional, social, and demographic factors change over time in ways that adversely affect revenue-vs-expenditure growth. The City and Township will therefore experience systemic budgetary deficits if they continue to operate at current service levels.

Table 1. City of Sylvania, Actual Financial Results (FY2000 – 2003)

Revenue	Actual			
	FY2000	FY2001	FY2002	FY2003
Taxes*	7,770,542	8,376,351	8,420,028	-
Property Taxes		-	-	1,753,063
Municipal Income Taxes		-	-	6,842,191
Intergovernmental Revenues	3,913,692	4,535,312	3,610,456	3,039,104
Charges for Services	242,306	248,997	292,804	355,903
Licenses, Permits and Fees	216,705	235,422	230,520	271,849
Investment Earnings	1,442,998	1,333,763	735,911	442,646
Special Assessments	795,324	781,575	750,072	688,660
Fines and Forfeitures	971,513	983,522	1,066,537	1,115,333
All Other Revenues	608,641	887,482	1,008,883	758,497
Proceeds from Sale of Debt	--	4,050,000	4,110,000	1,250,000
Total Revenues	15,961,721	21,432,424	20,225,211	16,517,246
Expenditures				
Security of Persons and Property	3,822,226	4,006,094	3,969,007	4,106,148
Public Health and Welfare	177,959	157,529	210,066	243,708
Leisure Time Activities	538,801	656,979	659,849	742,015
Community Environment	502,549	542,799	618,741	524,019
Basic Utility Services	614,703	1,059,050	778,025	700,686
Transportation	1,109,959	746,038	1,071,658	3,561,325
General Government	2,847,800	3,146,238	3,463,889	2,571,639
Capital Outlay	3,930,271	6,467,420	3,597,384	1,220,540
Principal Retirement	837,011	861,867	4,678,514	794,872
Interest and Fiscal Charges	553,160	598,611	546,603	538,729
Total Expenditures	14,934,439	18,242,625	19,593,736	15,003,681

* Taxes received by the City were not distinguished by source in the Regular Audits for Fiscal Year 2003

Table 2. Sylvania Township, Revenue and Expenditure Actuals (FY2000 – 2003)

Revenue	Actual			
	FY 2000	FY2001	FY2002	FY2003
Local Taxes	8,320,707	8,699,128	10,746,080	10,881,009
Intergovernmental Revenues	2,434,184	3,554,985	3,269,981	3,617,599
Special Assessments	267,210	259,484	251,331	291,670
Charges for Services	575,211	582,441	1,968	3,684
Licenses, Permits, and Fees	128,373	297,884	332,414	365,212
Fines, Forfeitures, and Penalties	9,775	18,284	-	-
Earnings on Investments	395,408	130,828	84,845	37,418
Other Revenues	547,968	473,084	458,782	312,608
Total Revenues	12,678,836	14,016,118	15,145,401	15,509,200
Expenditures				
General Government	2,800,401	1,634,538	1,469,188	1,667,900
Public Safety	8,342,498	9,250,865	9,357,613	10,762,840
Public Works	1,908,034	1,879,595	1,946,522	1,418,620
Health	146,681	151,340	147,116	154,855
Human Services		1,408,993	354,525	392,831
Conservation-Recreation	33,718	43,941	52,014	92,262
Miscellaneous	-	-	135,772	
Redemption of Principal	-	-	-	600,947
Interest and Fiscal Charges	-	-	2,212,204	
Capital Outlay	3,423,120	1,006,732	874,298	943,732
Total Expenditures	16,654,452	15,376,004	16,549,252	16,033,987

*Table does not reflect positive Fund Cash Balances (carryover from prior year.)

Revenues

The property and income tax are the two largest revenue sources, accounting for 63.3% of taxes collected by the City and Township, combined, in FY2003. The School District is also heavily dependent on the City and Township property tax base.

Property Tax

The City of Sylvania and Sylvania Township are among the highest property taxed communities in Lucas County except for that portion of the City of Toledo in the Ottawa Hills LSD and Ottawa Hills Village in which Ottawa Hills LSD is located.

The full tax rate for all City operations for the year ended December 31, 2003 was 5.10 mills of assessed value. The assessed value upon which the 2003 receipts were based was \$390,647,060. This amount constitutes \$366,784,780 in real property assessed value, \$6,280,620 in public utility assessed value and \$17,581,660 in tangible personal property assessed value.

The full tax rate for all Township operations for the year ended December 31, 2003 was 7.52 mills of assessed value. The assessed value upon which the 2003 receipts were based was \$1,192,576,458. This amount constitutes \$1,101,582,400 in real property assessed value, \$23,209,170 in public utility assessed value and \$67,784,888 in tangible personal property assessed value.

The full tax rate for all School District operations for the year ended December 31, 2003 was 70.0 mills of assessed value. The assessed value upon which the 2003 receipts were based was \$1,299,146,518. This amount constitutes \$1,202,054,210 in real property assessed value, \$23,003,090 in public utility assessed value and \$74,089,218 in tangible personal property assessed value.

Income Tax

The City's income tax rate is currently set at 1.5%; and in FY2003, the City collected \$6.8M. Over the last several years, this revenue source has been flat, but remains the City's largest revenue source. Going forward, it holds the potential for greatest level of revenue growth.

Expenditures

1) Safety Services

Typically, most local governments will spend the largest percentages of their funding on public safety functions. The City and Township are no exception. In FY2003, the City spent \$4.1M (27.37%) of its budget on public safety, consisting primarily of expenses for the Police Department. During the same year, the Township spent \$4.9M (30%) on police-related expenses. Sylvania Township's Police Department operations are funded primarily through operating levies. The current total voted millage for Police operations in the Township is 9.7 mills following a 2.5 mill operating levy in 2004, with an effective millage rate of 7.39 mills.

The Sylvania Township Fire Department is administered by Sylvania Township. It serves both Township and City, and residents from both jurisdictions vote on Fire Department issues, including levies and the election of Township Trustees. The Sylvania Township Fire Department's operating funds are generated primarily from operating levies. The voted millage beginning FY 2005 is 7.4 mills, with an effective millage rate of 3.33 mills. In FY2003, the Township spent \$5.2M on Fire Department expenses, or 32% of its budget.

2) Administrative Services

Another area of high expenditure is General Government, or the administrative functions of the City and Township. Individually, these functions account for 17.1% (\$2.6M) of the City annual budget and 10.4% (\$1.667M) of the Township annual budget.

Savings may be realized through combining certain operations and services delivered by the City and the Township (including some level of attrition), and/or combining certain governmental units. This study explores the existing opportunities within the City and Township departments.

BENCHMARKING METHODOLOGY

The consultant selected a number of Ohio cities to be used as comparable entities for purposes of this analysis. The Sylvania Area Community Improvement Corporation and the consultant agreed on five comparable to the Sylvania community. The cities have populations between 45,000 and 60,000, are predominantly residential, with median family incomes in the \$45,000 to \$75,000 range, with assessed values of \$1.0B to \$1.5B ,and comparable bond ratings from A2 to Aa2.

Benchmarking is not an exact science as the demographic characteristics of communities vary widely. However, five comparable communities were selected, all similar in size and other demographic variables. These communities are Cleveland Heights, Cuyahoga Falls, Elyria, Kettering, and Mentor.

This data was not controlled to take into account the types of safety services provided or needed by each community. The benchmarks were used as general parameters. The table below presents the results of the benchmarking survey.

Comparable Cities¹			
Kettering	Population 57,502		Cleveland Heights
	Population 49,958		
Tax Rate	Approximate Income Receipts at Tax Rate		Tax Rate
1.75%	\$26,000,000		2.00%
1.50%	\$22,285,714		1.50%
Cuyahoga Falls	Population 49,379		Mentor
	Population 50,278		
Tax Rate	Approximate Income Receipts at Tax Rate		Tax Rate
2.00%	\$17,000,000		2.00%
1.50%	\$12,750,000		1.50%
Elyria	Population 55,953		
	Population		
Tax Rate	Approximate Income Receipts at Tax Rate		
1.75%	\$19,000,000		
1.50%	\$16,285,714		

¹ All population estimates are based upon Census 2000 data, and tax rate and receipt data from FY2003 audit Financial Documents.



SERVICE CONSOLIDATION

The primary purpose of this assessment is to identify service duplication and opportunities for consolidation that if addressed would reduce the level of expenditure and result in a reduced tax burden on City and Township residents. Another aim of this assessment is to develop baseline data on the level and cost of services provided by the units of government, to better inform the regional government discussions initiated by the City of Toledo and Lucas County.

The following departments (or services) were examined for potential savings:

- Police and Dispatch
- Zoning
- Public Works
- Administration

The City and Township are providing similar services to their residents through these unconsolidated departments. The following is a brief summation of the findings from interviews with government personnel and high-level analysis of the departments.

Police and Dispatch

Both the City and Township have Police Division and Dispatch Departments that provide similar services. The existing stations are located in a way that provides coverage of the entire community. Combined police staffing levels in both city and Township are within the range of 5 comparable Cities shown in Appendix H. Consolidating Police Departments would probably not lead to reduction in staffing levels. A challenge to consolidation is that the City of Sylvania Charter makes the Mayor of the City the Commander of the Police Division. Any changes from the existing Police Division would require a revision of the City Charter.

The most likely example of potential savings through consolidation or a consolidation of services would be in the Fire and Police Dispatch area. It should be noted that the Township also dispatches for Fire and EMS services as well as Police. We assumed that the dispatch function and number of personnel involved of the communities surveyed for this study covered both police and fire (See Appendix H). From prior studies and analysis prepared by the City and Township, we can conclude that a centralized dispatch department with fewer personnel is sufficient for a community of this size. The Township's dispatch department also dispatches for fire. It appears that the total dispatch community of 18 is too large in a consolidated community.

It is important to note that this proposal is not new. The consolidation of dispatch services has been reviewed, discussed, and analyzed by the City and Township several times in recent years.

Public Works

In addition to Police and Dispatch, as noted in the section entitled Background, overlapping operations in the City and Township include Roads/Streets, Forestry, and some general government administration, (e.g. Legal and Zoning) could be considered for consolidation. The City and Township Departments of Roads and Streets and Forestry could be consolidated, but with minimal cost savings. The County provides Street and Road services to the Township by the Ohio Revised Code. If the departments were to consolidate, the County could still provide these services. Street lighting is an additional service to be consolidated between the two entities.

Zoning, Administration and Legal

The City and Township both have zoning departments. The administrative functions of government are often a source of potential savings when units of government are considering consolidation. The administration of communities, elected officials, administrators, the law departments and zoning if combined may possibly result in some savings. An analysis of any new proposed governmental structure (e.g., mayor, city manager, number of council members, etc.) would need to be conducted. The services currently being provided by the non-elected administration would remain the same.

Collective Bargaining Agreement Review

Another aspect of the analysis was an assessment of the existing collective bargaining agreements to identify any provisions that may present a challenge to consolidation.

Based on a preliminary review of current City and Township collective bargaining agreements, there do not appear to be any major obstacles to consolidation of services covered by bargaining agreements. While multiple differences in compensation are present across the different relevant bargaining units, wages and benefits appear to be roughly consistent.

With major elements of compensation, most consolidations of services or governmental units proceed more smoothly from a workforce perspective when employees receiving slightly less are “rounded up” to the level of their higher-paid counterpart. Of course, this approach will also add to the costs of consolidation. In balancing these issues if consolidation is pursued, PFM recommends that:

- Detailed cost analysis should be performed where such contractual differences have a material fiscal impact;
- Opportunities to offset the cost of “rounding up” should be pursued. For example, if one group has higher maximum base wages, but a slower pay step progression to reach maximum rates, it may be possible to offset the cost of upward “parity” wage adjustments by applying the slower pay progression across the full group. If further savings are required, the entry rate and/or pay progression for future hires might also be adjusted.

Opportunities to reduce the size of the workforce might also be pursued to help offset any increase in costs per employee. In other local government consolidations, reductions in managerial, administrative, and support personnel have been achieved.

Included in Appendix K is a preliminary analysis of the existing collective bargaining agreements. Our experience of other local government consolidations or union consolidations strongly indicates the importance of full and timely integration of formerly distinct workforces into a single bargaining unit or a new governmental organization.

While some period of transition is inevitable – and a phased approach to standardizing pay and benefits across similar positions may be beneficial toward managing consolidation-related costs – it is nonetheless desirable to move as quickly as feasible to achieve consistent compensation packages and work rules for employees with similar jobs if consolidation of services or governments is to be accomplished.

Likewise, while it is not management’s concern as to which particular union an employee group selects to be their representative, management should seek to have a single labor representative to work with on behalf of each major group. Again, while some transition period is inevitable, positive long-term labor-management relations will be best served if there are not two (or more) sets of rules and/or representatives for employees doing the same job under a consolidated approach to providing services.

Summary

After interviewing City and Township Department heads, it was unlikely that there would be significant cost savings in consolidating any departments, except Dispatch. The combined Police department staffing levels are comparable to communities in Ohio in the 45,000 – 55,000 population range. Savings from the consolidation of Public Works functions would be minimal. The number of personnel necessary to provide needed services within the community service area remains the same.

The consolidation of administrative functions through the combination of some department services could result in some expenditure reductions, but a more detailed operational and financial analysis would be necessary to determine the impact of any such consolidations. Consequently, cost savings, unless there are a significant number of positions eliminated, would be minimal.

GOVERNMENTAL UNIT CONSOLIDATION ASSESSMENT

While service consolidation may result in a marginal level of savings, greater benefits would likely be realized through the increased collection of the income tax, applied to a larger population. This option is only available to the communities if they were to implement a consolidation of the two units of government. Ohio cities, with wealth indicators that are similar to the combined Sylvania (City/Township) community, are able to collect between \$13.0M - \$22.0M in income taxes, annually.

If the City of Sylvania and Sylvania Township were to consolidate, a conservative estimate of the additional income taxes to be generated from the proposed consolidated new entity is approximately \$6 million - \$7 million per year.

Sylvania Income Tax Analysis			
The City of Sylvania's 2000 Census Population is			18,670
Current Tax Rate of			1.50%
Approximate Income Tax Receipts			\$6,700,000
Projected Receipts at Hypothetical Income Tax Rate of 1.25%.			\$5,583,333
City of Sylvania per capita tax receipts at the current tax rate of 1.50%.			\$359
The projected per capita tax receipts at the hypothetical tax rate of 1.25%.			\$299
The Combined Sylvania's 2000 Census Population is			44,253
Given approximately \$359 per capita income receipts at a 1.50% tax rate, the approximate expected income tax receipt levied on the entire Township population would be			\$15,880,830
Given approximately \$299 per capita income receipts at a 1.25% tax rate, the approximate expected income tax receipt levied on the entire Township population would be			\$13,234,025
The Net Benefit of taxing all Township and City Residents at a 1.5% income tax rate over taxing only city residents at a 1.5% income tax rate			\$9,180,830.21
The Net Benefit of taxing all Township and City Residents at a 1.25% income tax rate over taxing only city residents at a 1.25% income tax rate			\$6,534,025.17

As shown in the table above, this would allow the combined entity to collect nearly \$16.0M in income taxes. This would occur at the City's current income tax rate (1.5%), which is the lowest of the comparable communities. The incremental income tax will come from Township residents and from individuals who come into the Township to work.

Additional revenues can be anticipated for trees, lighting and ditch and drainage assessments, totaling \$1.7M per year. There would be increased expenditures for ongoing costs related to road and street maintenance (e.g., the County would no longer



provide services to some of the Townships roads), street lighting and forestry totaling \$1.9M. In addition, there would be a one-time capital cost for the construction of a new building to house the Parks and Forestry operations.

From this preliminary review, if consolidation were to be implemented within the range of income tax rates shown, such consolidation would provide the opportunity to reduce property tax levies for operational funding within the Township.

There are additional issues and options to be considered as a part of this process. A major consideration is the renegotiation of the water service agreement with the City of Toledo. An alternative option available to the City and Township is the use of Joint Economic Development Districts (JEDD). This option is explored in more detail in Appendix I.

Water and Sewer Issues

If the two governments were to consolidate, sewer service and costs would be less affected than the water service. The County is already providing sewage treatment to the residents of the City and Township of Sylvania. In either case, there is plenty of available capacity for sewage treatment and drinking water, and there is only a \$5.00 - \$10.00 difference in the average monthly residential bill. Further examination of the cost of water and sewer services on commercial, industrial and business entities is required.

Water and sewer capacity or availability is not an issue for Northwest Ohio, nor is the cost of these services at this time. Control, economic development and limiting development or residential migration is the real issue at this point.

Joint Economic Development Districts (JEDDs)

JEDDs are a relatively new economic development tool. Two or more municipal corporations may enter into a contract whereby they agree to share in the costs of improvements for an area or areas located in one or more of the contracting parties that they designate as a joint economic development zone for the purpose of facilitating new or expanded growth for commercial or economic development in the state. It becomes a separate, distinct political subdivision created by a contract between a municipal corporation and a township pursuant to a statutory scheme.

Political subdivisions, cities and villages may enter into contracts with townships to share an income tax. The contract may provide for the contracting parties to distribute among themselves, in the manner they agree to, any municipal income tax revenues derived from the income earned by persons employed by businesses that locate within the zone after it is designated by the contracting parties and from the net profits of such businesses. The larger the area designated in a JEDD, the greater the likelihood of material income tax generation. For example, if 1,000 new \$50,000 a year jobs are created, the income tax from this development would equal \$750,000 annually, and it would be split between the City and the Township. Two thousand new \$50,000 a year jobs would generate \$1.5 million in new income taxes. (See Appendix I for additional information on JEDD)

Estimated Financial Impact of Governmental Unit Consolidation

Presented below are estimates of the financial impacts to be anticipated in the event of a consolidation of governmental units. These estimates came from the interviews conducted with the various departments of the City and the Township.

ADDITIONAL REVENUES

Municipal Court fines would increase by	\$ 100,000
Tree Special Assessments would increase by	\$ 500,000
Street Lighting Assessments would increase by	\$ 700,000
Ditch and Drainage Assessments would increase by	\$ 500,000
Additional income tax revenues would increase by	\$7,000,000
License Plate tax increase of	<u>\$ 500,000</u>
Total	\$9,300,000

Total Additional Revenue would be \$9,300,000

ADDITIONAL EXPENDITURES*

Jail beds	\$ 250,000
Roads/Streets	\$ 750,000
New Personnel	
Finance	\$ 200,000
Parks/Forestry	400,000
Street Lighting	<u>500,000</u>
Total	\$2,100,000

Total additional Operating Annual Expenditures would be \$2,100,000

Net additional new revenues would be \$7,200,000

* There would be an estimated one time capital expenditure of \$1,000,000 for buildings and equipments for the Parks & Forestry Department.

Executive Summary

No conclusions or implementation recommendations have been made or presented in this analysis. The objective of this analysis was to present basic information, data, and analytic results for consideration by the Sylvania Area Community Improvement Corporation and the citizens of the region concerning future possible governmental optimization alternatives.

Three possible options present themselves:

- a) Maintain the status quo;
- b) Consolidate some of the departments/services between the two political divisions;
- c) Consolidate/merge the two political units.

Both communities, according to the U.S. Census have above the median wealth indicators and would be able to continue as separate independent communities. They would both have to address their revenue and expenditure trends in the next few years.

Consolidation of some of the departments or service categories were studied for cost savings. No significant savings or economies were apparent. Consolidating governmental units appear to present the more significant potential impact on revenue and expenditures. The structural and legal nature of a city comparable to a township, the charter of the City of Sylvania, the Ohio Revised Code and just the manner of providing services minimize the benefit of just working together without actually combining legally into a single governmental unit. Improved financial flexibility among the City, the Township, and the School District is a long term goal.

Increased revenues in a combined single governmental entity may provide the opportunity to examine the current operating property tax levies, and perhaps reduce or eliminate one or more. This will need further detailed analysis.

A preliminary assessment of the existing collective bargaining agreements was prepared to identify any provisions that may present a challenge. Based on this preliminary review of bargaining agreements, there do not appear to be any major obstacles to consolidations of services covered by the bargaining agreements.

Should a more detailed analyses continue, some of the major unanswered questions could include the following:

- A detailed cost analysis of the actual bargaining agreements and a review of the actual jobs and positions at the City and Township.
- An evaluation of the potential impact of income tax and/or property tax changes upon the individual taxpayer.
- Financial forecasts with different consolidation revenue and expenditure assumptions
- A study of the impact of consolidation and/or merger on business and economic development.

- A review of recent merged communities.
- An evaluation of consolidation and or merger within the context of Northwest Ohio.

Appendix A

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services Analysis

Citizen's Letter Requesting Consolidation Analysis

December 1, 2003

Sylvania Area Community Improvement Corporation
3231 Central Park West, Suite 102
P. O. Box 275
Sylvania, Ohio 43560

Dear Members:

The undersigned all are members of the Sylvania community. We are clergy, business owners/operators, professionals, employers, homeowners, citizens and retirees who live or work in the City of Sylvania and Sylvania Township. We write on our own behalf, but we represent the range of people who make up our community.

As our community has grown, the distinction between the downtown-based City and the sparsely populated rural Township has faded. The City growth has reached its borders, and the Township now reaches toward its own adjacent borders with its rapid business and residential development. In some respects, the distinction between the two areas now is more historical than real. Today, the population of our combined community is 46,000, one of the largest communities in the State of Ohio. This population is predicted to increase to 60,000 in the next 6 to 7 years. More and more, residents and business people cross municipal boundaries to live and work without ever leaving the Sylvania community.

We wonder whether there would be a benefit to combining the resources and services of the City and the Township, or the two entities themselves, and how such combination might affect the economics, governmental efficiencies and quality of life in our community. There are some services that the City and the Township already provide together. The school system, the Senior Center, the Joint Recreation District and the proposed joint fire dispatch are examples. There may be other areas in which services and resources could be applied toward a combined purpose to mutual advantage.

Consideration of such matters involves a myriad of issues, and should be based upon objective information and not anecdotal reports and supposition. However, we are not aware that comprehensive, objective information is, or ever has been, available. For that reason, we request that CIC undertake an analysis of available services and resources and assess the overall impact of combining City and Township resources and services or the entities. We do not ask that CIC make a recommendation or decision concerning such combination, as that decision belongs with the citizens, community leaders and elected representatives. Rather, we ask that CIC undertake to gather information and perform relevant analyses of that information in order that the citizenry, business interests and representatives might undertake informed discussions regarding these matters.

We have identified numerous areas of potential inquiry. Likely, there are many more. Our list includes, in no particular order:

- Parks and recreation
- Social services
- Senior services
- Schools
- Zoning and development
- Municipal employees
- Contract and union issues
- Services (police, fire, streets and roads)
- Utilities (water, sewer, refuse)
- Taxes (income, business, real estate)
- Bonds and levies
- Purchasing and borrowing power
- Structure of government

These various areas may have disparate effects on different segments of the population, such as:

- People who live and work in the City
- People who live and work in the Township
- People who live in the City and work in the Township, and vice versa
- People who live in the City or Township and work in Toledo or other surrounding communities
- Businesses located in the City versus businesses located in the Township

Your inquiry might include these areas and populations, as well as other relevant inquiries aimed at assessing potential cost savings to the community, promotion of the community and the region, strengthening the community, broadening the community's tax base, and improving quality of life.

Many of us who have signed this letter have business or personal interests in the community. We serve in volunteer positions and fulfill other functions in the community. While these interests, positions or functions may have heightened our awareness of various issues or given us access to certain information, we write in our personal capacities and not in any representative capacity except to the extent that our own interests may represent the interests of persons similarly situated. In making this request, we are advocating a study, not a result. We do not know what the study will reveal. But as the City and Township have become more alike in character, it seems important to consider these matters based upon comprehensive information.

We hope that CIC will accept our request to make an examination of the matters set forth in this letter, and share the results with the community. Please let us receive your favorable reply. For your administrative convenience, you may direct your reply to Gary Sommer, 5322 Brookfield Lane, Sylvania, Ohio 43560, home phone 419/882-5063, work phone 419/241-2100, facsimile 419/241-1960, e-mail sommer@wbc-law.com.

Thank you in advance for your anticipated favorable response to this request.

cc: Craig A. Stough, Mayor, City of Sylvania
James Schwerkoske, Chairman, Sylvania Township Trustees

[Signature page to letter to Sylvania Area Community Improvement Corporation
dated December 1, 2003]

Michael T. Schmitt
Printed Name: MICHAEL T. SCHNAIDT

Gary O. Sommer
Printed Name: Gary O. Sommer

Hunt Sears
Printed Name: HUNT SEARS

William H. Chidester
Printed Name: William H Chidester

Rona F. Simon
Printed Name: RONA F. SIMON

Gerald F. Stahley
Printed Name: GERALD F. STAHLEY

Russell Trojan
Printed Name: RUSSELL TROYAN

Baron Black
Printed Name: Baron Black

Douglas T. Welch
Printed Name: DOUGLAS T. WELCH

Robb Brown
Printed Name: ROBB BROWN

Ireland L. Tashina
Printed Name: IRELAND L. TASHINA

Kathryn U. Tashina
Printed Name: KATHRYN U TASHINA

Carol A. Lindsley
Printed Name: Carol A. Lindsley

Thomas E. Lindsley
Printed Name: Thomas E. Lindsley

Gerald A. James
Printed Name: GERALD A. JAMES

Printed Name: _____

Appendix B

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services Analysis

SCIC Response Letter

Sylvania Area Community
Improvement
Corporation



■ **Sponsors**

City of Sylvania
Fifth Third Bank
Flower Hospital
Huntington National Bank
Key Corp.
Louisville Title Agency of N.W.O., Inc.
Midland Title Agency of N.W.O., Inc.
Sky Bank
Sylvania Area Chamber of Commerce
Sylvania School District
Sylvania Township
The Olander Park System
Toledo Edison / FirstEnergy

(419) 842-8108 • Fax 842-8248
info@sylvaniacic.org • www.sylvaniacic.org

February 18, 2004

Mr. Gary Sommer
5322 Brookfield Lane
Sylvania, Ohio 43560

Dear Mr. Gary Sommer

The Sylvania Area Community Improvement Corporation (CIC) has reviewed your letter dated 12/1/03 and attached hereto, concerning a possible study of consolidation of services between the City of Sylvania and Sylvania Township. The CIC discussions concerning your request conclude that we would like to assist your citizen-led initiative to examine consolidation of services. Your suggested list of issues — utilities, services, bonds, purchasing and borrowing power, social services, senior issues, parks and recreation, zoning and development, and structure of government — are relevant topics.

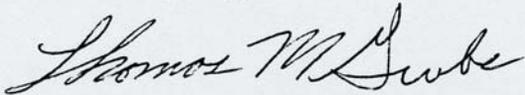
The CIC suggests proceeding in the following manner. We suggest forming an advisory committee composed of members of the CIC Executive Committee in conjunction with your citizen-led organization. This group's overall responsibility will be to gather data about the above-mentioned topics. As an initial step, it is the CIC's opinion that a professional company and/or an academic institution that has experience with this kind of investigative research should be hired by the CIC to gather, organize and report all information to this advisory committee. The advisory committee will provide the research organization a general direction in consolidation topics and issues. The research organization will organize the data in such a way as to show the data in a format that the citizens of the Sylvania Community will understand. The CIC will also ask the research organization for their professional findings as a result of the gathered data.

The CIC believes it is essential to locate and employ a professional company and/or an academic institution that is impartial to the ongoing concerns of the Sylvania area community. The CIC strongly believes that if the data is to have merit and credibility to Sylvania Citizens, it must be gathered by an impartial organization that does not have pre-existing ties or conflicts with our local governmental institutions.

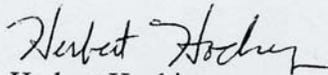
Mr. Gary Sommer
February 18, 2004
Page Two

After the relevant data has been assembled, the advisory committee and research organization would work with the CIC Executive Committee to produce a report that provides sound recommendations focused on benefits to the Sylvania Community. The CIC will share this information with the City of Sylvania and Sylvania Township, as well as all Sylvania-area citizens.

Yours very truly,



Thomas M. Grubs
President
Sylvania Area Community Improvement Corporation



Herbert Hoehing
Executive Vice President
Sylvania Area Community Improvement Corporation

Appendix C

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services Analysis

Data Sources

LIST OF DATA SOURCES

- Interviews with Finance Directors
- Interviews with Department Heads
- Interviews with Elected Officials
- Interviews with County Auditor's Office
- U.S. Census of Population 2000
- Assorted Official Statements and Annual Information Statements
- County Auditor Comprehensive Annual Report
- Audited Financials of Comparable Cities

Appendix D

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services Analysis

Department Interview Questionnaire

**Sylvania Community Improvement Corporation
Consolidation Analysis Questionnaire**

MUNICIPAL/TOWNSHIP OFFICIAL _____

A. Services Provided

1) What services do you or your department provide?
What are the key tasks?

What primary activities do you perform to complete these tasks?

What is the size of your department and/or support staff?

2) What services are provided to you?
What are the key tasks?

Can you attach a dollar value to these services?

What outside support do you receive, if any, as a part of your department? i.e., other governmental agency services.

B. Services/Reciprocal Services

1) Is there a department in the Township (or City) that performs a similar function to your department?

2) If yes, do you currently share resources or responsibilities?

3) If you do not have a direct counterpart in the City or Township government, is there a counterpart at the County government level? State level?

4) Do you currently share any “task-specific” jobs?

5) Any reciprocal agreements, arrangements or contracts with counterpart at the City/Township (i.e. JEDZ, Cooperative Purchasing, Service Districts)

C. Consolidating Services Departments or Governmental Units

1) How would the department and its responsibilities change if there is a consolidation? Cost or cost-savings to your department?

Issues of capital resources, equipment, location?

2) How would you consolidate the departments?

3) What departments/services make the most sense to consolidate? Which departments and services should remain apart?

4) Is there any consolidation type activity currently in progress?
i.e. joint purchasing

joint construction projects

5) Would consolidation at the County level make more sense than consolidating at the City and Township?

D. Capital Facilities - Consolidation

1) Are the capital facilities for your operations sufficient currently?

2) Would there be a need for additional facilities if there is a consolidation?

3) What facilities would become redundant if there were a consolidation?

E. Personnel - Consolidation

1) Do you think there would be personnel changes? In what areas?
Are there any potential, near/future, personnel changes anticipated due to retirement/attrition?

F. Consolidation

- 1) Are you familiar with another community in Ohio that did a consolidation study or consolidated?

- 2) What are the major issues in the City and Township that may have created the need for this analysis?

City

Township

G. Equipment/Infrastructure Fit Inventory

Buildings

Equipment

Cars

Trucks

Firetrucks

Telecommunications/Information Technology

Computers

Phone Systems

Software

Fiber Optics

Cable

Print media, newsletter, mailings

Labor Agreements

They are currently being reviewed

H. Financial Documents

	<u>City</u>	<u>Township</u>
Comprehensive Financial Report	<input type="checkbox"/>	<input type="checkbox"/>
Budget Document	<input type="checkbox"/>	<input type="checkbox"/>
Capital Improvement Plan	<input type="checkbox"/>	<input type="checkbox"/>
Five-Year Financial Forecast	<input type="checkbox"/>	<input type="checkbox"/>

Prospective Individuals to Interview

City

Mayor	Mayor
Finance Director	Finance Director
Law Director	Personnel Director
City Council	Pres. of Council
Police Department	Combine Dispatch Safety Director/Police Chief
	Police Dispatch
Road Department	
Vehicle Maintenance	
Zoning Department	
Maintenance Department	Roads Supervisor
Water	
Sewer	IT Consultant

Township

Administrator	Administrator
Trustees	Trustee President
Township Clerk	Township Clerk
Law Director	Police Chief
Police Department & Police Dispatch	
Fire Department	Fire Chief
Public Works Department	
Zoning Department	
Maintenance Department	Roads Supervisor
Water	
Sewer	

SERVICES PROVIDED BY THE CITY AND THE COUNTY

Criminal Justice Services/The Court

The County Engineer

The County Sanitary Engineer

The Water Contract Issues

Miscellaneous

Appendix E

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services and/or Governmental Units Analysis

Interviewee List

CONSOLIDATION ANALYSIS QUESTIONNAIRE PARTICIPANTS

- Jeffrey P. Ballmer, City Director of Public Services
- Bonnie Chromek, Municipal Court Clerk
- Carol Contrada, Sylvania Township Trustee
- George Eichenauer, Human Resources Director, City of Sylvania
- Gregory Huffman, Sylvania Township Director of Public Services
- Brad Peebles, Administrator of Sylvania Township
- John Plock, City Finance Director
- Judge M. Scott Ramey, Sylvania Municipal Court
- Jerry Sobb, City Police Chief/Safety Director
- Craig Stough, Mayor, City of Sylvania
- Joe Valvano, Sylvania Township Police Chief
- Susan Wood, Assistant Sylvania Township Administrator

Appendix F

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services Analysis

Actual Property Tax Levy 2003

TAX LEVIES APPLICABLE TO SYLVANIA TOWNSHIP

LUCAS COUNTY

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
<u>TOTALS</u>	2.00	16.30	18.30

SYLVANIA TOWNSHIP

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
General Fund	0.50		
Road/Bridge	2.30		
Fire		7.40	
Police		7.20	
Senior Services		0.32	
<u>TOTALS</u>	2.80	14.92	17.72

SYLVANIA SCHOOLS

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
General Fund	5.00	62.30	
Bond Retirement		2.40	
Permanent Improvement	_____	_____	0.30
<u>TOTALS</u>	5.00	65.00	70.00

OTHER SYLVANIA CITY

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
Park Districts		0.50	
Park Districts	0.20		
TARTA		1.00	
TARTA		1.50	
Area Rec District		0.30	
Area Rec District		0.85	
<u>TOTALS</u>	0.20	4.15	4.35
TOTALS	10.00	100.37	110.37

TAX LEVIES APPLICABLE TO SYLVANIA CITY

LUCAS COUNTY

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
<u>TOTALS</u>	2.00	16.30	18.30

SYLVANIA TOWNSHIP

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
General Fund	0.50		
Fire		7.40	
Senior Services		0.32	
<u>TOTALS</u>	0.50	7.72	8.22

SYLVANIA SCHOOLS

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
General Fund	5.00	62.30	
Bond Retirement		2.40	
Permanent Improvement	_____	_____ 0.30	
<u>TOTALS</u>	5.00	65.00	70.00

SYLVANIA CITY

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
General Fund		1.00	
General Fund	2.00		
Bond Retirement		1.00	
Police Pension		0.80	
Police Pension	0.30		
<u>TOTALS</u>	2.30	2.80	5.10

OTHER SYLVANIA CITY

	<u>INSIDE</u>	<u>VOTED</u>	<u>TOTAL</u>
Park Districts		0.50	
Park Districts	0.20		
TARTA		2.50	
Area Rec District		1.15	
<u>TOTALS</u>	0.20	4.15	4.35
TOTALS	10.00	95.97	105.97

Appendix G

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services and/or Governmental Units Analysis

Tax Rates

**TAX TABLE A
TAX RATES (IN MILLS) WITHIN THE COUNTY**

<u>Taxing District</u>	<u>County Voted(a)</u>	<u>County General</u>	<u>TARTA</u>	<u>Townships</u>	<u>Schools</u>	<u>Municipal</u>	<u>Total Rate</u>	<u>Effective Rates</u>	
								<u>Res. & Agr.</u>	<u>All Other</u>
Toledo City—Toledo CSD	16.30	2.00	2.50		67.60	4.40	92.80	54.89	76.84
Toledo City—Maumee CSD	16.30	2.00	2.50		74.94	4.40	100.14	57.26	69.70
Toledo City—Washington LSD	16.30	2.00	2.50		65.90	4.40	91.10	47.79	65.23
Toledo City—Sylvania CSD	16.30	2.00	2.50	0.70	70.00	5.55	97.05	54.53	66.68
Toledo City—Ottawa Hills LSD	16.30	2.00	2.50		114.65	4.40	139.85	71.53	87.48
Toledo City—Springfield LSD	16.30	2.00	2.50		71.10	4.40	96.30	54.01	61.24
Harding Twp—Evergreen LSD	16.30	2.00		4.30	51.08		73.68	50.48	53.51
Harding Twp—Toledo CSD	16.30	2.00		4.30	67.60		90.20	52.60	74.41
Harding Twp—Swanton LSD	16.30	2.00		4.30	71.31		93.91	54.62	61.74
Jerusalem Twp—Oregon CSD	16.30	2.00		9.75	55.10		83.15	51.17	70.04
Maumee City—A. Wayne LSD	16.30	2.00	2.50		71.40	3.70	95.90	50.34	60.81
Maumee City—Maumee CSD	16.30	2.00	2.50		74.94	3.70	99.44	56.56	69.00
Maumee City—Springfield LSD	16.30	2.00	2.50		71.10	3.70	95.60	53.31	60.54
Monclova Twp—A. Wayne LSD	16.30	2.00		5.20	71.40		94.90	49.86	59.87
Monc. Twp—Maumee C.—A. Wayne LSD	16.30	2.00	2.50	3.35	71.40	3.05	98.60	52.90	63.41
Oregon City—Oregon CSD	16.30	2.00			55.10	3.50	76.90	46.39	63.59
Harbor View Vill—Oregon CSD	16.30	2.00			55.10	7.00	80.40	50.39	67.79
Providence Twp—Otsego LSD	16.30	2.00		6.95	46.70		71.95	44.47	49.20
Providence Twp—A. Wayne LSD	16.30	2.00		6.95	71.40		96.65	51.19	61.47
Richfield Twp—Evergreen LSD	16.30	2.00		8.64	51.08		78.02	55.10	57.83
Berkey Vill—Evergreen LSD	16.30	2.00		7.64	51.08	3.00	80.02	56.53	59.19
Spencer Twp—Toledo CSD	16.30	2.00	2.50	6.00	67.60		94.40	54.58	78.00
Spencer Twp—Springfield LSD	16.30	2.00	2.50	6.00	71.10		97.90	53.70	62.40
Spencer Twp—Swanton LSD	16.30	2.00	2.50	6.00	71.31		98.11	56.59	65.33
Spencer Twp—Evergreen LSD	16.30	2.00	2.50	6.00	51.08		77.88	52.46	57.11
Springfield Twp—Springfield LSD	16.30	2.00		8.10	71.10		97.50	52.96	60.28
Springfield Twp—A. Wayne LSD	16.30	2.00		8.10	71.40		97.80	49.99	60.55
Holland Vill—Springfield LSD	16.30	2.00		1.70	71.10	0.80	91.90	50.27	57.00
Swanton Twp—Swanton LSD	16.30	2.00		6.10	71.31		95.71	56.48	63.32
Swanton Twp—A. Wayne LSD	16.30	2.00		6.10	71.40		95.80	50.61	60.65
Swanton Vill—Swanton LSD	16.30	2.00		4.60	71.31	4.50	98.71	58.94	65.82
Sylvania Twp—Evergreen LSD	16.30	2.00	2.50	17.72	51.08		89.60	59.76	64.27
Sylvania Twp—Sylvania CSD	16.30	2.00	2.50	18.42	70.00	1.15	110.37	61.52	75.00
Sylvania City—Sylvania CSD	16.30	2.00	2.50	8.92	70.00	6.25	105.97	59.32	72.43
Washington Twp—Washington LSD	16.30	2.00		24.25	65.90		108.45	56.98	77.27
Ottawa Hills Vill—Ottawa Hills LSD	16.30	2.00	2.50		114.65	4.10	139.55	71.23	87.18
Ottawa Hills Vill—Sylvania CSD	16.30	2.00	2.50		70.00	4.15	94.95	52.48	64.60
Ottawa Hills Vill—Toledo CSD	16.30	2.00	2.50		67.60	4.10	92.50	54.59	76.54
Waterville Twp—A. Wayne LSD	16.30	2.00		9.60	71.40		99.30	51.45	63.50
Waterville Vill—A. Wayne LSD	16.30	2.00	2.50	0.20	71.40	3.50	95.90	50.34	60.81
Whitehouse Vill—A. Wayne LSD	16.30	2.00		0.20	71.40	3.50	93.40	48.50	58.47

Appendix H

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services and/or Governmental Units Analysis

Consolidation Analysis: Comparable City Table

Sylvania Area Community Improvement Corporation

	Kettering	Cleveland Hts.	Cuyahoga Falls	Mentor	Elyria	Sylvania	Sylvania Township	Sylvania and Sylvania Township Consolidated
Population	57,502	49,958	49,374	50,278	55,953	18,670	25,583	44,253
Sex and Age								
<i>Male</i>	27,324	23,320	23,428	24,383	26,875	8,880	12,417	21,297
<i>Female</i>	30,178	26,638	25,946	25,895	29,078	9,790	13,166	22,956
<i>Median Age</i>	38.9	35.2	37.2	38.9	34.8	38.5	-----	39.5
<i>18 yrs. and over</i>	44,563	38,033	38,287	37,247	41,086	13,397	18,519	31,916
<i>65 yrs. and over</i>	10,498	5,854	7,963	6,169	7,249	2,480	3,367	5,847
Households	25,657	20,913	21,655	18,797	22,409	7,151	9,489	16,640
Average Family Size	2.85	3.09	2.90	3.08	3.01	3.13	-----	3.16
Housing Units	26,936	21,798	22,727	19,301	23,841	7,392	9,905	17,297
Housing Units (Owner-Occupied)	17,088 (66%)	12,989 (62%)	21,655 (95.3%)	16,438 (87%)	14,485 (65%)	5,379 (82%)	8,282	13,661 (75%)
School Enrollment	14,260	15,273	11,477	13,347	13,615	5,804	7,365	13,169
Percent High School Graduate	91.0	91.6	90.8	89.2	81.8	92.4	-----	94.0
Employment Population 16 years and over	45,981	39,427	39,396	38,879	42,597	13,960	19,499	33,459
Mean Travel Time to Work (minutes)	19.6	24.5	22.4	22.7	20.4	21.3	-----	22.0
Median household income (dollars)	45,051	46,731	42,263	57,230	38,156	57,358	-----	61,146
Median family income (dollars)	55,849	58,028	52,372	65,322	45,846	73,947	-----	74,238
	2003	2003	2003	2003	2003	2003	2002	2003
GF Income Tax Receipts	26,033,273	19,660,730	16,732,040	26,435,708	19,285,562	\$6,658,000	-0-	8,400,000
Income Tax Rate	1.75%	2.00%	2.00%	2.00%	1.75%	1.5%	-0-	-0-
GF Property Tax	6,642,309	5,323,685	9,568,965	1,386,305	3,554,126	981,000	11,900,000	14,400,000
Total Governmental Funds	38,980,323	36,633,405	46,477,311	44,288,644	37,129,588	16,000,000	16,000,000	32,000,000
Assessed Value (3)	\$1,180,998,357	\$887,077,692	\$1,006,642,579	\$1,593,854,567	\$959,005,830	\$429,180,619	1,003,000,000	\$1,432,180,619
Area								
Fire		8.1 sq. mi.	27.8 sq. mi.	27.91 sq. mi.	20 sq. mi.	6	17	23
<i>Number of Stations</i>	7	2	4	5	4	0	4	--
<i>Number of Fire Personnel</i>	54	75	84	73	66		57	57
Police Protection								
<i>Number of Stations</i>	1	1	1	1	1	1	1	2
<i>Number of Police Person</i>	83	107	95	99	78	36	62	98
Communications- Dispatch	14	6 (1)	12	12	6	6	12	18
Moody's Long Term Rating	Aa3	Aa2	Aa3	Aa3	A2	Aa2		

* Cleveland Heights includes coverage for the Cities of Cleveland Heights, Shaker Heights, and University Heights, and the Census Data for Sylvania Township includes the City of Sylvania census

* Net Debt - Net Debt is obtained by deducting, from the total debt, all revenue and self-supporting public utility debt but not the general and special assessment bond retirement funds

* Net Overall Debt - The Net Overall Debt includes the net debt of the subdivision, plus its proportion by valuation of the net debts of all other overlapping subdivisions excluding debt of the State of Ohio and it Agencies

Appendix I

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services Analysis

Joint Economic Development Districts (JEDDs)

Joint Economic Development Districts (JEDDs)

JEDDs are a relatively new economic development tool. Two or more municipal corporations may enter into a contract whereby they agree to share in the costs of improvements for an area or areas located in one or more of the contracting parties that they designate as a joint economic development zone for the purpose of facilitating new or expanded growth for commercial or economic development in the state. It becomes a separate, distinct political subdivision created by a contract between a municipal corporation and a township pursuant to a statutory scheme.

Political subdivisions, cities and villages may enter into contracts with townships to share an income tax. The contract may provide for the contracting parties to distribute among themselves, in the manner they agree to, any municipal income tax revenues derived from the income earned by persons employed by businesses that locate within the zone after it is designated by the contracting parties and from the net profits of such businesses. The larger the area designated in a JEDD, the greater the likelihood of material income tax generation. For example, if 1,000 new \$50,000 a year jobs are created, the income tax from this development would equal \$750,000 annually, and it would be split between the City and the Township. Two thousand new \$50,000 a year jobs would generate \$1.5 million in new income taxes.

No residential zoned area maybe a part of a JEDD – only industrial, commercial, and raw land. There is no minimum size parcel requirement in designating a JEDD. The district created shall be located within the territory of one or more of the participating parties and may consist of all or a portion of such territory; typically, the area is located within the Township. This economic development tool is an alternative to annexation which has often been accompanied by litigation and acrimony as an economic development tool. The district shall not exceed two thousand acres in area.

The City and/or Village can enter into a JEDD with a Township with respect to a single project, a series of projects or raw land. The political subdivision could provide water, sewer or other improvements in return for a portion of an income tax. The city and the township must be in the same or adjacent counties. The city and the township must be contiguous. The JEDD may consist of all of the territory of the city, the township or both. The JEDD may not include an area in which an electors reside or which is zoned for residential use. Usually, a JEDD is made up of one or more areas within the township zoned for commercial or industrial uses. The City of Akron has completed 4 JEDD's contracts; and a few others have been implemented in Ohio.

The JEDD is created pursuant to a contract negotiated and entered into by the contracting parties. This Contract becomes the charter or governing document for the JEDD. The Contract must provide for the amount or nature of the contribution of each of the contracting parties, which may be money, property, facilities or equipment or services. These contributions can include agreements to share police and fire protection services, economic development and planning services, sharing of the JEDD income tax, and provision of water and sanitary sewer services at reduced rates. The Contract must also specify the powers, duties and functions of the Board of Directors and the procedures that

govern the Board. The Contract may grant the JEDD Board of Directors the power to adopt a resolution to levy an income tax in the JEDD.

The procedure for establishing a joint economic development district is carefully spelled out. It is somewhat complicated and takes approximately six months to complete. A board of directors must be formed to govern each joint economic development district. After the JEDD Contract has been negotiated and drafted by the city and the township, it is filed with the clerk of council and the township clerk, along with a map and description of the proposed JEDD and an “economic development plan”. The city and township each schedules and each holds a public hearing on the JEDD Contract following published notice of those hearings.

Petitions requesting the creation of the JEDD must be obtained. The city and the township then enact legislation approving the JEDD Contract. The parties jointly file with the county the following documents:

- the JEDD Contract
- the map and description of the JEDD
- the economic development plan
- copies of the legislation
- certificates relating to the published notice and the public hearings
- petition of the property owners
- petition of the business owners

Within 30 days of the filing, the county board of commissioners will approve the JEDD Contract and authorize the submission to the electors of the township. The election to be held in the township is to approve the township resolution and the JEDD Contract. The JEDD Contract becomes effective 31 days after approval of that Contract.

A more detailed description of the JEDD tool is described more fully in the Ohio Revised Code – Chapter 715: General Powers.

If a petition is disapproved, the same merger can not be resubmitted for at least three years following the disapproval date. If the opposite is true and the petition is approved, then the candidates representing each party shall be elected to the commission to formulated an efficient means to expedite the merging process. The commission shall elect its own permanent officers. All decisions shall be made on a majority rule basis. Approved mergers are effective the following January following the election unless the conditions specify otherwise.

On and after the effective merger date, the municipal corporation with which merger is proposed is liable for all outstanding franchises, contracts, debts, and other legal claims, actions and obligations of the political subdivisions proposed to be merged.

If a removal of land occurs under section 709.50, all or part of the unincorporated territory of the township may become a village if the board of township trustees adopts, by a unanimous vote, a resolution for all or part of that territory to become a village. A

more detailed description of the merger process or requirements can be found in the Ohio Revised Code 709.43 thru 709.50. (see Appendix H)

Appendix J

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services Analysis

Merger Legislation (Ohio Revised Code)

State of Ohio Merger Process

A merger is defined to be the annexation, one to another, of existing municipal corporations or of the unincorporated area of a township with one or more municipal corporations. Municipal corporations and unincorporated areas need not be adjacent to one another for a merger to transpire. Additionally, a merger may include more than two municipal corporations.

The merger process begins with a petition to the board of electors stating the intended proposal and contains the names of not less than five electors from each area requesting to be merged. These five or more electors will serve as commissioners upon being nominated. Signatures will also be required of no less than ten percent of the population residing in the proposed merged areas such that each signer has voted for the office of the Governor at the most recent general election. Provided the petition is sufficient, and after submitting the question, “Shall a commission be chosen to draw up a statement of conditions for merger of the political subdivisions?” the matter shall be determined on the next ballot of a general election.

If a petition is disapproved, the same merger cannot be resubmitted for at least three years following the disapproval date. If the opposite is true and the petition is approved, then the candidates representing each party shall be elected to the commission to formulate an efficient means to expedite the merging process. The commission shall elect its own permanent officers. All decisions shall be made on a majority rule basis. Approved mergers are effective the following January following the election unless the conditions specify otherwise.

On and after the effective merger date, the municipal corporation with which merger is proposed is liable for all outstanding franchises, contracts, debts, and other legal claims, actions and obligations of the political subdivisions proposed to be merged.

Appendix K

Preliminary Analysis

City of Sylvania and Sylvania Township, Ohio Consolidation of Services Analysis

Labor Analysis

Bargaining Unit Definition

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
Sergeant. Chief of Police & Captains are excluded. (6 Personnel)	All full time Police Officers below the rank of Sergeant (24 Personnel)	Sergeants, Lieutenants. Chief of Police excluded.	All Police Officers below the rank of Sergeant

B) Other Municipal Employees

City	City	Township	Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local) (28 Personnel)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	Township Fire Department provides Fire/EMS services to both City & Township International Association of Fire Fighters Local 2243 (59 Personnel)	Teamsters Local No. 20 (15 Personnel)
All full-time Telecommunicators (including the Chief Telecommunicator) (6 Personnel)	All full-time Laborers, Public Works Servicemen, Water Maintenance Workers, Sewer Maintenance Workers, Street Maintenance Workers, Construction Inspectors in the City's Division of Streets, Vehicle Maintenance, Parks and Forestry, Utilities and Engineering construction, and Utilities Services.	Dispatchers, Record Clerks, Property Room Managers, Administrative Secretaries and Secretaries in the Sylvania Township Police Department. 17 Dispatch: 12 Dispatcher 5 Admin & Support	Fire Captain, Fire Lieutenant, Fire Inspector, Fire Fighter, and Fire Fighter/Paramedic. Excludes Fire Chief, Assistant Fire Chief, Deputy Chief, Temporary/Volunteer/Part-time employees, and Management Clerical Employees	Full-time and regular part-time employees working in the Sylvania Township Garage in the utility and road maintenance classifications. Includes utility workers and mechanics. Excludes all office clerical, management, supervisory, confidential and professional employees,

- Consolidation of police forces would raise the issue of whether supervisory officers above the level of sergeant are to be represented.

Contract Term

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
3 Years January 1, 2003 to December 31, 2005 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.	3 Years January 1, 2003 to December 31, 2005 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.	3 Years January 1, 2001 to December 31, 2003 Froze contract for 1 year – 12/31/04 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.	3 Years January 1, 2001 to December 31, 2003 Froze contract for 1 year – 12/31/04 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.

B) Other Municipal Employees

City	City	Township	Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	Township Fire Department provides Fire/EMS services to both City & Township International Association of Fire Fighters Local 2243	Teamsters Local No. 20
3 Years January 1, 2003 to December 31, 2005 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.	4 Years January 1, 2002 to December 31, 2005 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.	3 Years January 1, 2001 to December 31, 2003 Froze contract for 1 year – 12/31/04 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.	1-2 Years Date of Execution in 2003 to December 31, 2004 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.	3 Years Date of Execution in 2003 to December 31, 2005 Automatic renewal from year to year thereafter unless either party notifies the other at least 60 days prior to expiration date.

Base Wages

A) Sworn Police Officers

City	City	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>As of 1/1/2004 (calculated as a 2080 hour year)</p> <p>Sergeant: \$54,750 - \$57,447</p> <p>Sergeant Steps: After promotion to Sergeant, steps every year. Early advancement from Entry to Step 1 rate on approval of Chief of Police.</p> <p>Future Wage Increases:</p> <p>1/1/2005: 4%</p>	<p>As of 1/1/2004 (calculated as a 2080 hour year)</p> <p>Police Officer: \$41,579 – \$49,578</p> <p>Police Officer Steps: After one, two, three, and five years of continuous service</p> <p>Early advancement from Entry to Step 1 rate on approval of Chief of Police</p> <p>Future Wage Increases:</p> <p>1/1/2005: 3.5%</p>	<p>As of 1/1/2003 (calculated as 26 bi-weekly pay periods)</p> <p>Sergeant: \$53,884 Lieutenant: \$58,196</p> <p>One base pay rate per class of police department employee. Pay increases on rank promotion.</p>	<p>As of 1/1/2003 (calculated as 26 bi-weekly pay periods)</p> <p>Police Officer: \$49,174</p> <p>One base pay rate per class of police department employee. Pay increases on rank promotion.</p>

Base Wages – cont.

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen’s Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As of 1/1/2004 (calculated as a 2080 hour year): Chief Telecommunicator: \$46,275 Telecommunicator: \$35,908 - \$42,703 Telecommunicators Step: After one, two, three and five years Future Wage Increases: 1/1/2005: 4% Early advancement from Entry to Step 1 rate on approval of Chief of Police	As of 1/1/2004: Laborer: \$29,695 - \$35,331 Public Works Serviceman: \$35,268 - \$42,071 Construction Inspector: \$36,966 - \$44,068 Water Maint Worker: \$36,966 - \$44,068 Sewer Maint Worker: \$36,966 - \$44,068 Street Maint Worker: \$36,966 - \$44,068 Vehicle Maint Worker: \$36,966 - \$44,068 Employees step: After one, two, three and five years of continuous service Future Wage Increases: 1/1/2005: 4%	As of 1/1/2003 (calculated as 26 bi-weekly pay periods) Record Clerk: \$31,314 Dispatcher: \$40,098 Property Room Manager: \$33,646 Administrative Secretary: \$33,054 Secretary: \$22,557 One base pay rate per class of police department employee. Pay increases on rank promotion. Ranks in order from highest to lowest: Patrol Officer, Dispatcher, Property Room Manager, Administrative Secretary, Record Clerk, Secretary.	As of 1/1/2004 (calculated as 26 bi-weekly pay periods) Firefighter: \$38,957 - \$50,432 Firefighter/Paramedic: \$39,736 - \$51,446 Lieutenant: \$59,1673 Lieutenant/Paramedic: \$59,163 Captain: \$59,056 Firefighters Step: After 6 months, 12 months, and 24 months.	As of 1/1/2004 (calculated as a 2080 hour year): Maintenance Employee (full-time): \$28,226 Utility Worker: \$36,941 Mechanic: \$40,331 One base pay rate per class of Municipal Garage employee. Pay increases on rank promotion. Future Wage Increases: 1/1/2005: 3%

- Average Wage per job (BEA data) in Lucas County, Ohio (2002): \$33,672
- Weighted average 2004 across-the-board wage increase for state/local government of 2.1% (first half YTD contract settlements), versus 2.8% for same period in 2003 and 3.2% for the same period in 2002 (Bureau of National Affairs)
- Base pay levels appear to be generally consistent between City and Township. To the extent that “rounding up” to achieve parity upon merger is desired and incurs additional costs, the opportunity for offsetting savings by standardizing lower cost step progressions for future hires may be available.

Supplemental Cash Compensation

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Longevity Pay</p> <p>Employees hired prior to January 1, 2000 with five or more years of continuous service with the City:</p> <p>Longevity pay received as an <i>additional percentage to base pay</i>:</p> <p>After 5 years: 100.5000 After 6 years: 101.0023 After 7 years: 101.5075 After 8 years: 102.0150 After 9 years: 102.5251 After 10 years: 103.0377 After 11 years: 103.5529 After 12 years: 104.0707 After 13 years: 104.5911 After 14 years: 105.1141 After 15 years: 105.6397 After 16 years: 106.1679 After 17 years: 106.6789 After 18 years: 107.2322 After 19 years: 107.7684 After 20 years: 108.3072 After 21 years: 108.8487 After 22 years: 109.3929 After 23 years: 109.9399 After 24 years: 110.4896 After 25 years: 111.3183 After 26 years: 112.1532 After 27 years: 112.9943 After 28 years: 113.8418 After 29 years: 114.6956 After 30 years: 115.5558 After 31 years: 116.4225 After 32 years: 117.2957 After 33 years: 118.1754 After 34 years: 119.0617 After 35 years: 119.9547</p>	<p>As City Command Officers</p> <p>Shift Premium Pay</p> <p>Afternoon and night shift employees receive shift premium of \$.55 per hour</p>	<p>Shift Premium Pay</p> <p>Employees working on the afternoon and night shifts receive a shift premium of 2% times the base hourly rate.</p> <p>Longevity Pay</p> <p>Longevity pay received as an additional percentage to 2080 hours of base pay:</p> <p>After 5 years: 1% Each year thereafter: additional 0.2% Maximum longevity pay after 25 years: 5%</p> <p>Special Assignment Pay:</p> <p>Employees assigned to the Detective Bureau; the DARE Unit; Community Affairs Officer Unit; Canine Officer Unit and Special Operation Unit receive an additional 2% times the base hourly pay for all hours worked.</p>	<p>As Township Command Officers</p>

<p>Employees hired after January 1, 2000 with five or more years of continuous service with the City:</p> <p>Longevity pay received as an annual payment in January of each year: 5 years through 9 years: \$400.00 10 years through 14 years: \$700.00 15 years through 19 years: \$1000.00 20 years through 24 years: \$1300.00 25 years or more: \$1600.00</p> <p>Special Assignment Pay:</p> <p>Employees permanently assigned to the Detective Bureau of to Community Affairs receive an additional 25 cents per hour in addition to normal compensation</p> <p>Shift Premium Pay</p> <p>Afternoon and night shift employees receive shift premium of \$.55 per hour</p>			
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- Differences in longevity pay structure (%-bases vs. fixed) are material and should be subjected to full cost analysis if merger proceeds.



Supplemental Cash Compensation – continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen’s Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As for City Command Officers (except for Special Assignment Pay) Shift Premium Pay Afternoon and night shift employees receive shift premium of \$.55 per hour	As for City Command Officers (except for Special Assignment Pay) Shift Premium Pay during Emergencies Employees receive \$.55 per hour even for not normal working hours.	Shift Premium Pay Employees working on the afternoon and night shifts receive a shift premium of 2% times the base hourly rate. Longevity Pay Longevity pay received as an additional percentage to 2080 hours of base pay: After 5 years: 1% Each year thereafter: additional 0.2% Maximum longevity pay after 25 years: 5% Special Assignment Pay: A Senior Dispatcher is appointed at each shift on a seniority basis, and receives an additional 2% of base pay. Whenever a dispatcher is asked to take charge of another dispatcher for training purposes, they will receive an additional 2% of base pay.	Longevity Pay Longevity pay received as an additional percentage. Calculated by multiplying the applicable percentage times the employee’s yearly salary times the employee’s base hourly rate. After 5 years: 1% Each year thereafter: additional 0.2% Maximum longevity pay after 25 years: 5% Special Assignment Pay: Acting Shift Leader: Employees below the rank of Step 4 who serve as an acting shift leader receive an additional 7½ over the hourly rate of pay. The position is filled from the list of persons who took and passed the last Lieutenant’s exam.	Longevity Pay Longevity pay received as an additional percentage to 2080 hours of base pay: After 5 years: 1% Each year thereafter: additional 0.2% Maximum longevity pay after 25 years: 5%

Uniform/Clothing Allowance

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>City furnishes initial uniform and new uniforms, insignia, leather gear and equipment that are required for all employees. An annual \$490 clothing allowance is provided towards the purchase of required clothing. Effective 1/1/2005, this amount will be \$500.00</p> <p>A newly-promoted Sergeant or Captain receives a one-time, additional \$200 clothing allowance.</p>	As City Command Officers.	<p>Township furnishes initial uniform.</p> <p>Employer will pay $\frac{3}{4}$ of the cost of purchasing & repairing protective (bulletproof) vests in addition to the uniform allowance.</p> <p>A uniform allowance of \$500 for uniformed officers and dispatchers and \$660 for non-uniform officers. Payment made semi-annually – equal amount paid in April & October.</p>	As Township Command Officers

- Quartermaster system may contain costs and allow for consolidated purchasing
- Restriction on use of clothing/equipment allowance, as with Township's CBAs with Police bargaining units, can support measures to promote public safety professionalism.

Uniform/Clothing Allowance – cont.

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen’s Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
<p>City furnishes initial uniform and new uniforms, insignia, leather gear and equipment that are required for all employees. An annual \$440 clothing allowance is provided towards the purchase, cleaning, repairs and alterations of required clothing. Effective 1/1/2005, this amount will be \$450.00.</p>	<p>Clothing Allowance: \$300.00 per year will be provided for the purchase of work clothing. Employee must provide receipts within 12 months, or the allowance will be included as taxable income.</p> <p>City provides safety glasses for eligible employees, except that lost and stolen safety glasses will be replaced at employee’s expense.</p> <p>CDL Allowance: City reimburses employees once every 4 years upon CDL license renewal.</p>	<p>A uniform allowance of \$500 for uniformed officers and dispatchers and \$660 for non-uniform officers. Payment made semi-annually – equal amount paid in April & October.</p>	<p>Uniforms: Township provides complete set of uniforms and equipment required for all FD employees.</p> <p>Allowance: Employees receive an annual allowance of \$650.00, half payable in April and October.</p>	<p>Uniforms: Township provides 5 uniforms for each mechanic, which will be replaced only when needed. Laundering is the employee’s responsibility. Township provides safety short-sleeve shirts to pertinent Road Department employees.</p> <p>Allowance: All employees allocated an annual uniform allowance of \$450.00, half paid in October and April each year. Mechanics required to wear safety boots receive an additional allowance of up to \$150.00 (subject to receipts being presented).</p>

Equipment Allowance

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
City provides necessary equipment and supplies to clean and maintain side arms.	As Command Officers	See Uniform Allowance	See Uniform Allowance

B) Other Municipal Employees

City	City	Township	Township	Township
			Township Fire Department provides Fire/EMS services to both City & Township	
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
See Uniform Allowance	See Uniform Allowance	See Uniform Allowance	See Uniform Allowance	See Uniform Allowance

Scheduled Hours

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>2 separate work schedules are utilized: Work Schedule A consists of five, eight hour days (40 hours/week). Work Schedule B consists of four, eight-and-one-half hour days followed by two days off.</p> <p>A work week is defined as 40 hours, 2080 hours per year. Employees working 2065.5 hours under Schedule B may "pay back" the remaining 14.5 hours (at their discretion) by attending ad-hoc training, applying overtime or reducing compensatory time.</p>	As City Command Officers	<p>A work week is defined as 40 hours, with eight hours constituting the normal workday.</p> <p>Employees are scheduled to work a 4-and-2 schedule, and the Township uses a three-shift system.</p>	As Township Command Officers

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Command Officers	A work week is defined as 40 hours.	<p>A work week is defined as 40 hours, with eight hours constituting the normal workday.</p> <p>Dispatchers are scheduled to work a 4-and-2 schedule, and the Township uses a three-shift system.</p>	Annual work schedule for employees working the platoon system is based on a regular workweek of 50 hours. Other employees have a workweek of 40 hours.	A work week is defined as 40 hours, with eight hours constituting the normal workday.

Overtime

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Employees are paid time and one-half their regular rate of pay for all hours in excess of a regular 8 hour day (Schedule A) or 8.5 hour day (Schedule B).</p> <p>Employees who are required to attend a seminar or training session on hours not scheduled for work will receive compensatory time off in lieu of pay. Such compensatory time must be used within 12 months of such a session, or will be forfeited.</p> <p>3 hour call-ins</p>	<p>As City Command Officers.</p> <p>In addition: Employees may elect to accrue compensatory time in lieu of overtime pay, up to a maximum of 80 hours at any one time or 200 hours per year. Employees may not use more than 40 hours of compensatory time per month, or 160 hours annually. Any compensatory time not used within one year from the date earned will be forfeited.</p> <p>3 hour call-ins</p>	<p>Employees are paid time and one-half their regular rate of pay for all hours in excess of a regular 8 hour day or 40 hour week, or hours worked on a scheduled day off.</p> <p>Employees may elect to accrue compensatory time in lieu of pay for overtime hours worked, up to a maximum of 120 hours per year. Each overtime hour worked is equal to one-and-one-half hours of compensatory time. No more than 40 hours of compensatory time may be carried over at the end of the employee's anniversary year.</p>	<p>As Township Command Officers</p>

Points of Note:

- FLSA standards specify overtime only after 40 hours actually worked in a week (or more for firefighter schedules)
- For its police bargaining units, Sylvania City provides overtime after each 8-hr (or 8.5-hr) day: Township provides for all hours in excess of *either* an 8-hr day *or* a 40-hr week. City's policy for general municipal employees is for overtime to be accrued for time worked in excess of *either* an 8-hr day *or* a 40-hr week. Township firefighters accrue overtime after each shift worked.

Overtime - continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Patrol Officers 3 hour call-ins.	<p>Employees are paid time and one-half their regular rate of pay for all hours in excess of a regular 8 hour day or in excess of 40 hours in a week, but not for both. The City has the right to require employees to work a reasonable amount of overtime. Recalled employees receive a minimum of 3 hours pay or actual hours worked at the applicable overtime rate, whichever is the greater. If not considered overtime or call-in work, employees receive an additional 55 cents per hour on base pay.</p> <p>Employees may elect to take compensatory time off in lieu of overtime pay, up to a maximum of 40 hours per year. Compensatory time must be used by the last pay period of each calendar year, and hours not used by that point will be paid in cash at the rate of pay of when they were earned.</p>	As Township Command Officers	Employees are paid time and one-half their regular rate of pay for all hours in excess of a regular tour of duty or scheduled workday. Recalled employees receive a minimum of 2 hours pay at one-and-one-half times the customary hourly rate.	Employees are paid time and one-half their regular rate of pay for all hours in excess of a regular 8 hour day or 40 hour week. All hours worked on a Sunday at are in excess of 40 hours worked in any one week are paid at double time,

Health Benefits – Premium Contributions

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Premium Contributions</p> <p>Employees contribute a percentage of the total medical insurance premium as follows:</p> <p>(2003 & 2004): City: 95%, Employee: 5%</p> <p>(2005) City: 90%, Employee: 10%</p> <p>Employee's premium contributions cannot rise above \$150/month. Any excess would be paid by the city.</p>	<p>As City Command Officers</p> <p>Three plans are offered to City employees. HMO, Flex-plus and Flex. Employees contribute towards the cost of medical insurance as follows (2003 data):</p> <p>1) HMO – In network plan \$10 copay \$25 Emergency Room 100% Hospital</p> <p>* 2) Flex-Plus – Out-of-Network Plan \$200/\$400 deductible 20% covered to \$2000/\$4000 100% thereafter</p> <p>* 3) Flex – Combination of first two – HMO Coverage</p> <ul style="list-style-type: none"> • May look out of network to use Flex-Plus coverage <p>* Higher Premium Cost</p> <p>Dental Coverage – Employer pays 75% of premium Employee pays 25% of premium</p> <p>RX Coverage - \$ 5.00 copay – Generic \$10.00 copay – Preferred \$16.00 copay – Non-preferred</p>	<p>Premium Contributions</p> <p>Plan design and employee contributions recommended by Health Insurance Committee (not specified in Contract)</p> <p>Employee Contribution Single: \$18/month Family: \$40/month</p>	<p>As Township Command Officers</p>

Health Benefits – Premium Contributions - continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen’s Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Command Officers	As City Command Officers Three plans are offered to City employees. HMO, Flex-plus and Flex. Employees contribute towards the cost of medical insurance as follows (2003 data): 1) HMO – In network plan \$10 copay \$25 Emergency Room 100% Hospital * 2) Flex-Plus – Out-of-Network Plan \$200/\$400 deductible 20% covered to \$2000/\$4000 100% thereafter * 3) Flex – Combination of first two – HMO Coverage • May look out of network to use Flex-Plus coverage	As Township Command Officers Employee Contribution Single: \$18/month Family: \$40/month	Employee contributions determined by the Sylvania Township Health Insurance Committee (not specified in the C.B.A) Employee Contribution Single: \$18/month Family: \$40/month	Employee contributions determined by the Sylvania Township Health Insurance Committee (not specified in the C.B.A) Employee Contribution Single: \$18/month Family: \$40/month

	* Higher Premium Cost			
	Dental Coverage – Employer pays 75% of premium			
	Employee pays 25% of premium			
	RX Coverage -	\$ 5.00 copay		
	– Generic	\$10.00 copay		
	– Preferred	\$16.00 copay		
	– Non-preferred			

- Increasing City of Sylvania cost containment as of 2005 is consistent with national trends toward greater employee cost-sharing in the wake of six consecutive years of double-digit cost escalation (and no relief in sight).
- The 2003 Kaiser Family Foundation and Health Research and Educational Trust Employer Benefits Survey of both public and private employers found 76 percent of large firms nationally (200+ workers) require employee contributions toward health care premiums for single coverage and 92 percent of large firms require employee contributions for family coverage. For single coverage, the average worker contribution is \$42 per month in 2003, up from \$39 in 2002. For family coverage, the average worker contribution is \$201 per month, up from \$178 in 2002.
- According to the Bureau of Labor Statistics “Employee Benefits in State and Local Governments, 1998”, 75% of state and local governments required employee contributions for family health insurance premiums, and 51% required employee contributions for individual health insurance premiums. While this 1998 data is the most recent available federal information in this category, based on overall national trends, it is virtually certain that these percentages have further increased over the intervening years.
- Most state governments require employee shares towards monthly premiums. Thirty-five out of 50 states require a contribution for some or all individual plans while 45 out of 50 do for family plans, including the State of Ohio in both cases. Nationally employee shares for state government workers range as high as 40 percent. (Workplace Economics, Inc. 2003)
- According to the 2003 Kaiser/HRET Survey, 65% of large firms nationally reported increasing employee premium contributions.
- The Kaiser/HRET 2003 survey found 79% of large firms (200+ workers) report that they are very or somewhat likely to increase the amount employees pay for health insurance in the next year and 57% are very or somewhat likely to increase the amount employees pay for prescription drugs.

Health Benefits (continued) – Office Visit & Prescription Co-Pays

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Co-pay details not contained in C.B.A.</p> <p>City will send Health Insurance stuff</p>	<p>Co-pay details not contained in C.B.A.</p> <p>Three plans are offered to City employees. HMO, Flex-plus and Flex. Employees contribute towards the cost of medical insurance as follows (2003 data):</p> <p>1) HMO – In network plan \$10 copay \$25 Emergency Room 100% Hospital</p> <p>* 2) Flex-Plus – Out-of-Network Plan \$200/\$400 deductible 20% covered to \$2000/\$4000 100% thereafter</p> <p>* 3) Flex – Combination of first two – HMO Coverage</p> <ul style="list-style-type: none"> • May look out of network to use Flex-Plus coverage <p>* Higher Premium Cost</p> <p>Dental Coverage – Employer pays 75% of premium Employee pays 25% of premium</p> <p>RX \$ 5.00 Co-pay: Generic \$10.00 Co-pay: Preferred \$16.00 Co-pay: Non-preferred</p>	<p>Office Visit Co-Pays:</p> <p>Not contained in C.B.A.</p> <p>Rx \$ 5.00 Co-pay: Generic \$ 10.00 Co-Pay: Preferred \$ 25.00 Co-Pay: Non- preferred</p>	<p>As Township Command Officers</p>

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen’s Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
Co-pay details not contained in C.B.A.	<p>Co-pay details not contained in C.B.A.</p> <p>Three plans are offered to City employees. HMO, Flex-plus and Flex. Employees contribute towards the cost of medical insurance as follows (2003 data):</p> <p>1) HMO – In network plan \$10 copay \$25 Emergency Room 100% Hospital</p> <p>* 2) Flex-Plus – Out-of-Network Plan \$200/\$400 deductible 20% covered to \$2000/\$4000 100% thereafter</p> <p>* 3) Flex – Combination of first two – HMO Coverage</p> <ul style="list-style-type: none"> • May look out of network to use Flex-Plus coverage <p>* Higher Premium Cost</p>	As Township Command Officers	Employee contributions determined by the Sylvania Township Health Insurance Committee (not specified in the C.B.A)	Employee contributions determined by the Sylvania Township Health Insurance Committee (not specified in the C.B.A)

	Dental Coverage – Employer pays 75% of premium			
	Employee pays 25% of premium			
	RX Coverage -	\$ 5.00 copay		
	– Generic	\$10.00 copay		
	– preferred	\$16.00 copay		
	– Non-preferred			

- According to the 2003 Towers Perrin Survey, within the past two years, 75% of employers changed medical plan design and cost-sharing features (e.g. co-pays, deductibles)
- According to the 2003 Kaiser/HRET Survey of both public and private employers, nationally, prescription drug co-pays have been increased and plans redesigned to create incentives for use of generic and formulary medicines. The use of three-tier formularies (different levels of co-payment for generics, preferred brands, and non-preferred brands) has grown from 27% of covered workers in 2000, to 41% in 2001, to 55% in 2002 to 63% in 2003. The average co-pays in 2003 were \$9 for generics, \$19 for preferred drugs, and \$29 for non-preferred drugs.
- These findings build on a November 2001 report by the Center for Studying Health System Change, a nonprofit research organization funded exclusively by the Robert Wood Johnson Foundation that identified the three-tier design as “by far the most pronounced and widespread change in pharmaceutical management” over the preceding two years.
- Hewitt Associates 2004 Survey Findings employers are beginning to determine that even three-tier copayment structures are not enough to control the costs of prescription drugs. To that end 31% of employers are using a coinsurance approach with caps and 25% are using a low copay for generics and coinsurance for brands. Again, this survey focuses on larger employers.
- According to the 2003 Kaiser/HRET Survey, 47% of the employees in HMO plans, 53% of employees in PPO plans, and 52% of employees in POS plans had office visit co-pays of at least \$15 per visit.

C) Sylvania Township Employees

Insurance Provisions

Employee Monthly Contribution (Medical/Drug/Dental/Vision) (This is a PPO Plan and does not require referrals for PCP)		\$18 m. Single \$40 mo. Family	
Network (PP) Providers			
Deductible		None	
Maximum Out of Pocket per Individual			\$500
Maximum Out of Pocket per Family			\$1,000
Non-Network (non - PPO Providers)			
Deductible		250 Individual \$500 Family	
Eligible Charges Paid		70% until maximum Out of Pocket	
Maximum Out of Pocket per Individual			\$3,250
Maximum Out of Pocket per Family			\$6,500
		Network	Non-Network
Choice of 2 Networks (Paramount or Front Path)			70% R&C
Physician Office Visits		\$10 co-pay	70% R&C
Specialists Office Visits		\$20 co-pay	70% R&C
Urgent Care and Emergency Room Visits		\$50 co-pay	70% R&C
Chiropractic Care		\$20 co-pay max 26 visits	\$20 co-pay max 26 visits
Allergy Testing		\$25 co-pay	70% R&C
Transplants			70% R&C
Rehabilitation Services (PT, ST, OT)	Inpatient	100% max 60 days	70% R&C
	Outpatient	\$10 co-pay max 30 days	70% R&C
Mental-Nervous Disorders & Substance Abuse	Inpatient	100% max 30 days	70% R&C
	Outpatient	\$20 co-pay max 20 visits	70% R&C

C) Sylvania Township Employees

Insurance Provisions Continued

Orthotic Foot Devices		90%	70% R&C	
Skilled Nursing Care		100%	70% R&C	
Well Baby, Well Child, Wellness Visits		100%	70% R&C	
Outpatient Surgery		100%	70% R&C	
Durable Medical Equipment		100%	70% R&C	
Anesthesia (network not applicable)		100%	70% R&C	
Pre Admission Testing		100%	70% R&C	
Maximum Daily Room Charge (in hospital)		100%	70% R&C	
Special Care Unit (ICU & CCU)		100%	70% R&C	
Inpatient Miscellaneous Charges		100%	70% R&C	
Inpatient Physicians Visit		100%	70% R&C	
Ambulance Service (network not applicable)		100%		100%
Sterilization	\$20 co-pay			0.7
Infertility Services (Diagnosis only)		70%		0.7
Routine Annual Vision Exam (network not applicable)	\$10 co-pay		\$10 co-pay	
Vision Benefit	\$150 per year subject to reimb.		\$150 per year subject to reimb.	
Hearing Exam	\$10 co-pay (1 per year)			70.00%
Smoking Cessation (network not applicable)	80% reimbursement			80.00%
Temporomandibular Joint Disorder		90%		70.00%

- **Death/Disability**

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Life Insurance</p> <p>City provides life insurance coverage for Command officers of up to \$50,000.00 at its own expense</p> <p>Law Enforcement Officers Liability Insurance</p> <p>Provided in an amount not less than \$1,000,000. City will pay the deductible on all claims of this liability insurance if employee was found to be acting within the scope of their duties.</p>	<p>Life Insurance</p> <p>City provides life insurance coverage for Police Officers of up to \$40,000.00 at its own expense</p> <p>Law Enforcement Officers Liability Insurance</p> <p>Provided in an amount not less than \$1,000,000. City will pay the deductible on all claims of this liability insurance if employee was found to be acting within the scope of their duties.</p>	<p>Life Insurance</p> <p>Township provides group term life insurance coverage of up to \$15,000.00</p>	<p>As Township Command Officers</p>

Death/Disability - continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen’s Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
Life Insurance City provides life insurance coverage for Telecommunicators of up to \$40,000.00 at its own expense Telecommunicators Liability Insurance Provided in an amount not less than \$1,000,000. City will pay the deductible on all claims of this liability insurance if employee was found to be acting within the scope of their duties.	Life Insurance City provides life insurance coverage of up to \$40,000.00 at its own expense	As Township Command Officers	As Township Command Officers	As Township Command Officers

Pension

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
Police and Fireman's Pension Fund of Ohio participant.	Police and Fireman's Pension Fund of Ohio participant.	Pension details not included in C.B.A. Employees who retire or die with at least five years service will receive payment for one-quarter of unused sick pay; all unused vacation time; and all compensatory time (PERS).	As Township Command Officers.

B) Other Municipal Employees

City	City	Township	Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	Township Fire Department provides Fire/EMS services to both City & Township International Association of Fire Fighters Local 2243	Teamsters Local No. 20
Public Employees Retirement System of Ohio participant.	Public Employees Retirement System of Ohio participant.	As Township Command Officers	Police and Fireman's Pension Fund of Ohio participant.	Public Employees Retirement System of Ohio participant

Paid Leave: Vacation and Personal Days

A) Sworn Police Officers

City Sylvania Police Command Officer's Association (SPCOA)	City FOP Lodge 129	Township Ohio Patrolmen's Benevolent Association (Command Officers)	Township Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Paid vacation allowance related to years of service:</p> <p>Less than 1 year's service: 0 weeks 1 year: One day of vacation for each full month of continuous employment during the previous calendar year, up to a maximum of 10 days 2-3 years: 10 days 4-5 years: 13 days 6-11 years: 15 days 12-15 years: 20 days 16-17 years: 21 days 18-19 years: 22 days 20-21 years: 23 days 22-23 years: 24 days 24 and up: 25 days</p> <p>In the event that an employee is not permitted, or is unable for reasons beyond his control, to take vacation time in the calendar year in which it was earned, such vacation time may be carried over to the following year. Carry-over vacation must be used within the first 5 months of the following year.</p> <p>Command Officers may sell back up to a maximum of 80 hours of accrued annual vacation provided that the employee uses at least 80 hours of accrued annual vacation.</p> <p>Personal Days Off</p> <p>All employees completing at least 90 days of full-time continuous employment are entitled to 3</p>	<p>Paid vacation allowance related to years of service:</p> <p>Less than 1 year's service: 0 weeks 1 year: One day of vacation for each full month of continuous employment during the previous calendar year, up to a maximum of 10 days 2-3 years: 10 days 4-5 years: 13 days 6-11 years: 15 days 12-15 years: 20 days 16-17 years: 21 days 18-19 years: 22 days 20-21 years: 23 days 22-23 years: 24 days 24 and up: 25 days</p> <p>In the event that an employee is not permitted, or is unable for reasons beyond his control, to take vacation time in the calendar year in which it was earned, such vacation time may be carried over to the following year. Carry-over vacation must be used within the first 5 months of the following year.</p> <p>Personal Days Off</p> <p>All employees completing at least 90 days of full-time continuous employment are entitled to 3 personal days off per calendar year.</p>	<p>Paid vacation allowance related to years of service.</p> <p>Less than 1 year's service: 0 weeks 1-4 years: 10 days 5 years: 12 days 6 years: 13 days 7 years: 14 days 8 years: 15 days 9-12 years: 16 days 13-17 years: 18 days 18-19 years: 19 days 20-22 years: 21 days 23 and up: 25 days</p> <p>Unused vacation leave (up to a maximum of 40 hours) may be carried over up to one year from the employee's anniversary date of the year in which accrued.</p> <p>Personal Days</p> <p>Up to 3 personal days may be used each year. Employer notification is required.</p>	<p>As Township Command Officers</p>

personal days off per calendar year.			
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Paid Leave: Vacation and Personal Days – cont.

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Patrol Officers	<p>Paid vacation allowance related to years of service:</p> <p>Less than 1 year's service: 0 weeks 1 year: One day of vacation for each full month of continuous employment during the previous calendar year, up to a maximum of 10 days 2-5 years: 10 days 6-11 years: 15 days 12-14 years: 20 days 15-16 years: 21 days 17-18 years: 22 days 19-20 years: 23 days 21-22 years: 24 days 23-24 years: 25 days 25 and up: 26 days</p> <p>Vacations must be used during the same calendar year in which they were earned. The one exception is that when an employee is not permitted, or is unable for reasons beyond his control, to take vacation in the same year; such vacation time may be carried over to the following year. Carry-over vacation must be used within the first 5 months of the</p>	As Township Command Officers	<p>Paid vacation allowance related to years of service in upcoming year:</p> <p>A) 40 hour workweek employees:</p> <p>Less than 1 year's service: 0 weeks 1-4 years: 10 days 5 years: 11 days 6 years: 12 days 7 years: 13 days 8 years: 14 days 9-12 years: 15 days 13-17 years: 17 days 18-19 years: 18 days 20 years: 20 days 21-23 years: 22 days 24-25 years: 23 days</p> <p>B) 24-hour tours of duty employees:</p> <p>Less than 1 year's service: 0 hours 1-4 years: 120 hours 5 years: 132 hours 6 years: 144 hours 7 years: 156 hours 8 years: 168 hours 9-12 years: 180 hours 13-17 years: 204 hours</p>	<p>Paid vacation allowance related to years of service in upcoming year:</p> <p>Less than 1 year's service: 0 weeks 0 weeks 1-4 years: 10 days 5 years: 12 days 6 years: 13 days 7 years: 14 days 8 years: 15 days 9-12 years: 16 days 13-17 years: 18 days 18-19 years: 19 days 20-24 years: 21 days 25 and up: 25 days</p> <p>Only in the year 2003, unused vacation leave (up to a maximum of 16 hours) could be carried over to 2004.</p> <p>To qualify for full vacation pay in a given year, an employee must have worked at least 1,500 hours in the prior calendar</p>

	<p>following year.</p> <p>Bonus Vacation</p> <p>One-third of each unused sick day earned during a calendar year is granted as vacation time or cash the following year.</p> <p>Personal Days Off</p> <p>All employees completing at least 90 days of full-time continuous employment are entitled to 1 personal day off per calendar year.</p>		<p>18-19 years: 216 hours 20 years: 240 hours 21-22 years: 252 hours 23-24 years: 264 hours 25 and up: 276 hours</p> <p>Kelly Days</p> <p>Effective 1/1/2004, employees are entitled to receive an additional 312 hours off without reduction in pay as “Kelly Days” due to reductions in the work schedule over the years. Such Kelly days are to be scheduled in 24 hour increments every 28 days.</p>	<p>year.</p>
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- According to the 2003 Society for Human Resource Management (SHRM) Benefits Survey, the percentage of national employers offering any paid personal days declined from 46% in 2002 to 40% in 2003.
- According to the Bureau of Labor Statistics “Employee Benefits in State and Local Governments, 1998”, only 38% of state and local governments offer personal leave time to their employees. Of those state and local governments that do offer personal days, the average number granted to employees is 3.1
- The same report found that state and local governments that offer their employees carryover vacation plans grant an average of 18.7 days for an employee with 10 years of service, 20.8 days for an employee with 15 years of service, to a maximum of 23.2 days for an employee with 30 years of service.

Other Paid Leave

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Medical Leaves of Absence:</p> <p>Leave is granted for medical absences for a period of 12 weeks to 1 year, or accumulated sick days, whichever is the greater. The City continues to provide health, life & disability insurance for 12 weeks, or 5 months after an employee has used up all of their accumulated sick and vacation leave, whichever is the greatest, provided that the Employee makes their contribution in advance.</p> <p>Family Leaves of Absence:</p> <p>Maximum of 12 weeks every year for the birth of a child; to care for a newborn child; to care for a child placed with the employee for adoption or foster care; or to care for a spouse, child or parent who has a serious health condition. The City will continue to pay health, life & disability insurance for up to 12 weeks, during which the employee will use up their accumulated vacation and sick leave.</p> <p>Reduced Schedule Leave:</p> <p>May be available for employees with a personal serious health condition or with a family member having a serious health condition. Employees may be required to temporarily transfer to an alternative position that better accommodates recurring periods of leave.</p> <p>Personal Leave of Absence:</p>	<p>As City Command Officers</p>	<p>Sick Leave:</p> <p>Sick leave is accumulated at the rate of 4.6 hours for every 80 hours worked, up to a maximum of 120 sick leave hours per calendar year. Sick leave can be granted for personal illness or injury; the illness or injury of a family member residing in the employee's household; or for bereavement. Leave without pay may be granted for individuals who have exceeded their sick leave allowance and have provided medical evidence for such leave.</p> <p>Personal Leave of Absence without Pay:</p> <p>Leave may be granted for compelling personal reasons acceptable to the Chief of Police, for a period not to exceed thirty days.</p> <p>Bereavement Leave:</p> <p>Up to 3 days paid leave will be granted for a death in the employee's immediate family, plus an additional day if the funeral takes place over 150 miles away.</p> <p>Up to 2 days leave will be granted for a death of the employee's son-in-law, sister-in-law or brother-in-law, for which the employee can use up to 2 days of sick leave pay.</p> <p>One day of leave will be granted for the death of the employee's aunt or uncle, for which the employee can use a day of sick leave pay.</p>	<p>As Township Command Officers</p>

<p>Leave without pay may be granted for compelling personal reasons acceptable to the City for up to two weeks. Upon reapplication and good cause, this may be extended to a maximum of 6 weeks.</p> <p>Military Leave of Absence:</p> <p>Employees called for short term military training (excluding reserve unit meetings) shall be paid the difference between their regular rate of pay and the pay received from military service for up to 31 days per calendar year.</p> <p>Fatal Force Leave of Absence:</p> <p>Time off to relieve stress shall be set by the Chief of Police under recommendation from the employee's physician. Pay and benefits will continue to be received for this time. Further time is charged to vacation, sick leave and personal leave.</p> <p>On-Duty Injury Leave of Absence:</p> <p>If an on-duty injury is found to be compensable under state worker's compensation laws, accrued sick days may be used for the first 7 days of absence. Assuming the employee cannot return to work, he/she will be carried on the City's payroll for up to 60 days.</p>		<p>Military Leave of Absence:</p> <p>Full pay – first 31 days per year. After 31 days of National Guard or Army Reserve field service will be paid at the rate of usual wages less any amount received from the military for such service.</p> <p>On Duty Injury Leave of Absence</p> <p>If an on-duty injury is found to be compensable under state worker's compensation laws, the affected employee is entitled to paid injury leave of up to 45 days. Normal salary will be continued and the individual is not eligible to claim Workers' Compensation payments for the 45-day duration.</p>	
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Other Paid Leave – cont.

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Command Officers	<p>Sick Leave:</p> <p>Sick pay granted at a rate of 0.0577 paid sick days for each hour worked (up to a maximum of 15 paid days per year). No limit on the amount of unused sick leave that can be accumulated.</p> <p>A cash payment may be received for unused sick leave upon death or retirement, depending on date of hire.</p> <p>Medical Leave of Absence:</p> <p>As City Command Officers</p> <p>On Duty Injury Leave of Absence:</p> <p>As City Command Officers</p> <p>Personal Leave of Absence:</p> <p>Leave without pay may be</p>	As Township Command Officers	<p>Personal Leave of Absence:</p> <p>Leave without pay may be granted for compelling personal reasons for up to 30 days.</p> <p>Military Leave of Absence:</p> <p>Same as Command</p> <p>Bereavement Leave:</p> <p>24 hours of paid leave for a death in the immediate family. For employees working the platoon system, an additional 24 hours will be granted and deducted from sick pay. For 40 hr/week employees, up to 16 hours of sick leave will be available.</p> <p>In the event of a death of individual two-steps removed from the employee, 24 hours (platoon employees) or 16</p>	<p>Medical/Family Leaves of Absence:</p> <p>Employer will comply with the requirements of federal or state laws dealing with such absences.</p> <p>Bereavement Leave:</p> <p>3 paid workdays leave for a death in the immediate family, 1 day off without pay to attend the funeral of grandparents, grandchildren or distant relative.</p> <p>Personal Leave of Absence:</p> <p>Leave without pay may be granted for compelling personal reasons for up to 30 days.</p> <p>Military Leave of Absence:</p> <p>Same as Command</p> <p>Promotional Leave:</p> <p>Seniority will continue to</p>

	<p>granted for compelling personal reasons acceptable to the City for up to 15 days. Upon reapplication and good cause, this may be extended to a maximum of 60 days.</p> <p>Family Leaves of Absence:</p> <p>As City Command Officers</p> <p>Reduced Schedule Leave:</p> <p>As City Command Officers</p> <p>Military Leave</p> <p>As City Command Officers</p>		<p>hours (40 hr/wk employees) of sick leave will be granted. In the event of the death of an uncle, aunt or spouse's grandparents, 8 hours will be paid from sick leave.</p>	<p>accrue for an additional 120 days after an employee is accepted for employment in a job with the Employer but outside the bargaining unit.</p>
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Holidays

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>11 paid holidays. Holiday pay is paid at time plus one-half, up to a maximum of 8 hours per holiday.</p> <p>In order to qualify for holiday pay, an employee must have worked or been on a compensatory day off on his scheduled work day before and his scheduled work day after such holiday.</p>	As City Command Officers	<p>11 paid holidays. Holiday pay is paid at double time for hours worked on New Year's Day, Memorial Day, July 4th, Labor Day, Thanksgiving Day and Christmas Day. Holiday pay is paid at time-and-one-half for hours worked on MLK Day, President's Day, Columbus Day, Veteran's Day, Christmas Eve (1/2 day) and New Year's Eve (1/2 day).</p> <p>In order to qualify for holiday pay, an employee must have worked or been on a compensatory day off on his scheduled work day before and his scheduled work day after such holiday</p> <p>Holiday Stipend:</p> <p>All employees receive a check equal to 16 times the usual hourly rate prior to Memorial Day.</p>	As Township Command Officers

Holidays - continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Command Officers	12 paid holidays. In order to qualify for holiday pay, an employee must have worked, been on vacation or sick day on the scheduled work day before and the scheduled work day after the holiday. No holiday benefits may be claimed until 30 days of full-time work has been completed.	As Township Command Officers	40-hour workweek employees are eligible for 11 paid holidays after completing 6 months of service. To receive pay, the employee must work the full scheduled days immediately before and after the holiday (except if sick day(s) were used). Holiday pay is paid at double time for hours worked on New Year's Day, Memorial Day, July 4 th , Labor Day, Thanksgiving Day and Christmas Day. Holiday pay is paid at time-and-one-half for hours worked on MLK Day, President's Day, Columbus Day, Veteran's Day, Christmas Eve (1/2 day) and New Year's Eve (1/2 day).	12 paid holidays. Regular pay received for not working on such holidays. Time-and-one-half received for working up to 8 hours on a holiday, and two-and-one-half times regular pay for all hours worked in excess of 8 hours.

- Difference in City and Township holiday pay for public safety employees is material and should be subjected to full cost analysis if a consolidation proceeds.

Grievance Process

City	City	Township	Township
<p>Sylvania Police Command Officer's Association (SPCOA)</p> <p>Steps: Four (Immediate Supervisor, Chief of Police, Mayor/Designee, Final Arbitration*)</p> <p>(*any dispute arising from Step 3 may be submitted to arbitration. All disputes arising from discharge, demotion or discipline will be resolved by arbitration)</p> <p>Grievance Issues: Any grievance not filed at Step 1 within 5 days of the date of the incident will be deemed waived and void. If employer fails to reply within 5 days, the grievance will automatically move to the next step.</p> <p>Final Step: Impartial Arbitration, 15 days after resolution under Step 3 (Mayor/Designee). City and SPCOA will equally share arbitration fees.</p>	<p>FOP Lodge 129</p> <p>As City Command Officers</p>	<p>Ohio Patrolmen's Benevolent Association (Command Officers)</p> <p>Steps: Four (Immediate Supervisor, Chief of Police, Designated Member of the Board of Trustees/Designee, Final Arbitration*)</p> <p>(*A grievance is a dispute arising out of the interpretation or application of express provisions of the labor contract. Arbitration shall be limited to these matters only: the arbitrator will have no authority to exercise discretion in those areas in which the employer is granted discretion)</p> <p>If the employee or Union fails to present the grievance in writing within 15 days of the incident to the Chief of Police (Step 2), the grievance will be dismissed.</p> <p>Final Step: Impartial Arbitration, up to 17 days after resolution under Step 3. Township and Union will equally share fees incurred with respect to preparation and presentation of cases to arbitrator. Losing party will pay the expenses incurred with respect to the services of the arbitrator.</p>	<p>Ohio Patrolmen's Benevolent Association (Patrol Officers)</p> <p>As Township Command Officers</p>

- Limitations on subjects that can be grieved and/or taken to arbitration can be significant.
- Grievance procedures broadly similar in both municipalities: time scale somewhat shorter in the City.

Grievance Process - continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
<p>Sylvania Police Telecommunicators (SPT)</p>	<p>Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)</p>	<p>Ohio Patrolmen’s Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)</p>	<p>International Association of Fire Fighters Local 2243</p>	<p>Teamsters Local No. 20</p>
<p>Steps: Four (Immediate Supervisor, Chief of Police, Mayor/Designee, Final Arbitration*)</p> <p>(*any dispute arising from Step 3 may be submitted to arbitration. All disputes arising from discharge, demotion or discipline will be resolved by arbitration)</p> <p>Grievance Issues: Any grievance not filed at Step 1 within 5 days of the date of the incident will be deemed waived and void. If employer fails to reply within 5 days, the grievance will automatically move to the next step.</p> <p>Final Step: Impartial Arbitration, 15 days after resolution under Step 3 (Mayor/Designee). City and SPCOA will equally share arbitration fees.</p>	<p>Steps: Four (Immediate Supervisor, Service Director/Designee, Mayor/Designee, Final Arbitration)</p> <p>Grievance process can be altered in any respect upon mutual agreement of both parties.</p> <p>The Union may appeal the supervisor’s decision and move the grievance to Steps 2 and 3.</p> <p>Any Grievance, except those arising out of the discipline, demotion, discharge, and/or layoff of an employee, which is not settled in Step 3 of the Grievance Procedure, may be submitted to an impartial arbitrator by either party.</p>	<p>As Township Command Officers</p>	<p>Steps: Four (Immediate supervisor, Fire Chief, designated member of the Board of Trustees/designee, Final Arbitration)</p> <p>(*A grievance is a dispute arising out of the interpretation or application of express provisions of the labor contract. Arbitration shall be limited to these matters only: the arbitrator will have no authority to exercise discretion in those areas in which the employer is granted discretion)</p> <p>Final Step: Impartial Arbitration, up to 20 days after resolution under Step 3. Township and Union will equally share fees incurred with respect to preparation and presentation of cases to arbitrator. Losing party will pay the expenses incurred with respect to the services of the arbitrator.</p>	<p>Steps: Four (Immediate Supervisor, Superintendent, designated member of the Board of Trustees/designee, Final Arbitration)</p> <p>(*A grievance is a dispute arising out of the interpretation or application of express provisions of the labor contract. Arbitration shall be limited to these matters only: the arbitrator will have no authority to exercise discretion in those areas in which the employer is granted discretion)</p> <p>Final Step: Impartial Arbitration, up to 17 days after resolution under Step 3. Township and Union will equally share fees incurred with respect to preparation and presentation of cases to arbitrator. Losing party will pay the expenses incurred with respect to the services of the arbitrator.</p>

Seniority/Shift Preference

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Seniority by date of hire</p> <p>Seniority continuous unless interrupted by discharge, voluntary quit, layoff (2 years), acceptance of employment without approval when on leave of absence, overstaying a leave of absence, obtaining a leave of absence under false pretences, and failure to return to work after layoff recall (3 days).</p> <p>Shifts are assigned on an annual basis (on January 2nd) each year by rank seniority preference.</p>	<p>As City Command Officers</p>	<p>Seniority by date of hire</p> <p>Seniority continuous unless interrupted by discharge, voluntary quit, layoff (2 years), unacceptable absence for two consecutive workdays, obtaining a leave of absence under false pretences, false information on an employment application, failure to notify Employer of the intention to return to work after layoff (3 days), and failure to return to work after layoff recall (7 days).</p>	<p>Seniority by date of hire</p> <p>Seniority continuous unless interrupted by discharge, voluntary quit, unacceptable absence for two consecutive workdays, obtaining a leave of absence under false pretences, false information on an employment application, failure to notify Employer of the intention to return to work after layoff (3 days), and failure to return to work after layoff recall (7 days).</p>

Seniority/Shift Preference - continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen’s Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Command Officers	<p>Seniority by date of hire and qualifications (i.e. prior work record, acquired skill, ability, physical fitness, dependability to perform the work, and/or availability)</p> <p>Seniority will be applied by the City only when making decisions regarding conflicting vacation requests and layoffs.</p>	<p>Seniority by date of hire</p> <p>Loss of Seniority as Township Patrol Officers.</p>	<p>Seniority by date of hire . Vacation accumulation, selection of vacation, holiday selection and Kelly Day selections are determined by seniority.</p> <p>Seniority continuous unless interrupted by discharge, voluntary quit, layoff (18 months), unacceptable absence for two consecutive work tours, acceptance of employment without approval when on leave of absence, overstaying a leave of absence, obtaining a leave of absence under false pretences, failure to notify Employer of intent to return to work from at least 90 days of military service within 7 days of termination of duty, and failure to return to work after layoff recall (7 days).</p>	<p>Seniority by date of hire</p> <p>Seniority continuous unless interrupted by discharge, voluntary quit, layoff (18 months), unacceptable absence for 3 consecutive workdays, obtaining a leave of absence under false pretences, acceptance of employment without approval when on leave of absence, false information on an employment application, and failure to return to work after layoff recall (3 days).</p>

Promotions and Vacancies

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Promotions requiring examination:</p> <p>An employee must have three years of continuous full-time service as a Sergeant in order to be eligible to take the promotional examination for Lieutenant. A Bachelor's degree must also have been completed.</p> <p>Promotional list certified by the division. Chief will afford the employees on that list an interview. If the promotion is not afforded to the first person on that list, the reason will be provided in writing. The employee not selected has the right to appeal the decision to the Mayor/designee within 5 calendar days. No employee shall be promoted until a final ruling has been made on all appeals.</p> <p>Assignment with no examination</p> <p>Assignments for such vacancies shall be given to the most qualified applicant. Should qualifications be relatively equal, then the most senior applicant would fill the vacancy. If no employee requests assignment or those applying do not have the required qualifications, then the Chief will assign an officer with the least rank seniority with the necessary qualifications to the position.</p>	<p>As City Command Officers, except that police officers must have four (not three) years of continuous full time service to be eligible to take the promotional examination for Sergeant and for the promotion to the rank of Sergeant.</p>	<p>Vacancies not requiring examination:</p> <p>Vacant positions will be awarded to the most qualified applicant, provided that, if qualifications are relatively equal, seniority shall control. If a more senior bidder is passed over in favor of a less senior bidder, the bidder passed over shall be entitled, upon written request, to an interview with the Chief of Police to discuss the reason for being bypassed.</p> <p>If the successful bidder performs unsatisfactorily in the new job, they will be returned to their former position no later than 30 days after assignment. The employee can return at their own discretion up to 10 days after assignment.</p>	<p>As Township Command Officers</p>

Promotions and Vacancies - continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Command Officers, except that telecommunicators must have three years of continuous full time service to be eligible to take the promotional examination for Chief Telecommunicator and for the promotion to the rank of Chief Telecommunicator.	Seniority will be applied by the City only when making decisions regarding conflicting vacation requests and layoffs.	As Township Command Officers	Promotion to the ranks of Lieutenant and Captain require a competitive examination process, involving written exams, oral assessments and an oral interview. The Employer may promote from among the top five on any promotional list, which will remain in effect for two years. In order to be eligible to take any promotional exam, the employee must have at least 5 years service and must have held the rank immediately below the rank to which the promotion is made for at least 2 years.	Not covered by agreement.

Job Security

A) Sworn Police Officers

City	City	Township	Township
Sylvania Police Command Officer's Association (SPCOA)	FOP Lodge 129	Ohio Patrolmen's Benevolent Association (Command Officers)	Ohio Patrolmen's Benevolent Association (Patrol Officers)
<p>Layoffs will be by rank seniority if qualifications are equal.</p> <p>Laid-off employees have the option to displace the least senior employee at the next lowest rank ("Bumping"). Employees in either Sergeant or Officer rank may displace the least senior employee in the Telecommunicator bargaining unit if they were previously classified (for at least one year) as a Telecommunicator within the last five years.</p>	As City Command Officers	<p>14 days notification in advance of the effective date of the layoff or job abolishment. Seniority determines which classification layoffs will occur and which bargaining unit employees will be laid off. Employees will be laid off within each classification in order of seniority, on a "first-in, first-out" basis. All temporary, intermittent, part-time or seasonal employees will be laid off prior to any bargaining unit employees.</p> <p>Laid-off employees have the option to displace the least senior employee at the next lowest rank, as long as the employee bumping down has greater seniority and that they will be able to perform the lower-ranked job with no further training.</p>	As Township Command Officers

- While rarely desirable, the flexibility to reduce the workforce in the event of budgetary strain is an important safety valve for a government's finances.
- In FY2002, 15 state governments laid off employees; in FY2003, 17 states laid off employees (National Association of State Budget Officers)

Job Security - continued

B) Other Municipal Employees

City	City	Township	Township Township Fire Department provides Fire/EMS services to both City & Township	Township
Sylvania Police Telecommunicators (SPT)	Sylvania Municipal Employees Association (AFSCME Ohio Council 8 Local)	Ohio Patrolmen's Benevolent Association (Dispatchers, Record Clerks, Administrative Secretaries and Secretaries)	International Association of Fire Fighters Local 2243	Teamsters Local No. 20
As City Command Officers	<p>Layoffs will be by rank seniority if qualifications are equal. The City must first lay off probationary employees within each job classification.</p> <p>Laid-off employees have the option to displace the least senior employee at the next lowest rank, as long as the employee bumping down has greater seniority and that they are qualified to perform the lower-ranked job.</p> <p>Subcontracting</p> <p>The City retains an inherent right to subcontract all City work. No bargaining or conferring with the Union regarding such decisions is required. Except under emergency situations, the City must give at least 30 days notice of any subcontracting decision which directly results in the layoff of any bargaining unit employees.</p>	As Township Command Officers	<p>Layoffs will be by rank seniority unless there are less than 10 certified paramedics in the bargaining unit represented by the Union at the time of the layoff (provided that such paramedics are required by law or contract).</p> <p>Subcontracting</p> <p>No subcontracting of work normally performed by bargaining unit employees should be undertaken unless: (1) existing equipment or facilities are unavailable to perform the work when needed; or (2) the Township does not have employees in sufficient number or skills; or (3) economies or efficiencies dictate otherwise. The Township must provide notice of intent to subcontract work.</p>	<p>Layoffs shall be in accordance with their skill and ability to do the work available without further training, and by seniority. Layoff and recall decisions are subject to an expedited Grievance procedure.</p> <p>Subcontracting</p> <p>No subcontracting of work normally performed by bargaining unit employees should be undertaken unless: (1) existing equipment or facilities are unavailable to perform the work when needed; or (2) the Township does not have employees in sufficient number or skills; or (3) economies or efficiencies dictate otherwise, or (4) the work has been subcontracted in the past. The Township must provide notice of intent to subcontract work.</p>

- While public employees can often deliver services at highly competitive levels, many local governments have benefited from the flexibility to subcontract where more economical without undue constraints. In this regard, the current City contract language provides a clearer statement of management flexibility.
- Seniority arrangements determine the order of layoffs for all bargaining units, with the exception of the Township's Teamsters Local.