

**FINAL ARBITRATION
FOR 1988, 198**

S-MA-88-026

ILRB #017

FEB 17 1989

Ill. State Labor Relations Bd.

FEDERAL MEDIATION & CONCILIATION SERVICE, Administrator

In the Matter of the Arbitration
between

VILLAGE OF OAK PARK : FMCS # 88-18621
: Interest Arbitration
AND :
: SMA #88-26
OAK PARK FIREFIGHTERS, IAFF #2012:

ARBITRATION PANEL

Barbara W. Doering, Neutral Chairman

Robert C. Long, Village Arb.

Tom Ebsen, Firefighter Arb.

APPEARANCES

For Management: Donald W. Anderson, Attorney
Ruby Smith, Personnel Director

For the Union: J. Dale Berry, Attorney
Michale A. Lass, Labor Consultant

Interest Arbitration was invoked and the neutral arbitrator was selected on June 14, 1988 pursuant to Section 14 of the Illinois Public Labor Relations Act, Ch. 48 Ill. Rev. Stat. 1614. The parties continued to bargain in anticipation of hearing dates set for August 30 and August 31, 1988. Final offers on all unresolved issues were exchanged on or about August 24, 1988, and these issues, accompanying rationale and testimony were presented to the arbitration panel on August 30 and 31. A transcript was taken, and both parties submitted post-hearing briefs which were received by the arbitrators on October 17, 1988. An executive session and opportunity for further negotiation and/or hearing by the arbitrators was scheduled for November 1 and 2.

THE ISSUES

Each Party submitted 6 issues, although they list them differently and in fact there were a total of 7 issues.

Economic: Number of Yrs, Wage Incr/Yr., Retroactivity, 6th Step

Non-Econ: Precedence of Contr, Discipline, Selectn for Promotion

The Parties' positions in short form are:

Economic:	Num. of Yrs	Wage Incr/Yr.			Retroact.	6th Step
Managemt:	3	4%	3%	3%	None	None
Union:	2	5%	5%		1-1-88	5%

Non-Econ:	Precedence	Discipline	Promotion
Mgt:	by statute, rej.rest	not arb.	not neg.- Rule of 3
Un:	contr.+ no chgs rules	spec.arb optn	contr-Rule of 1

NON-ECONOMIC PROPOSALS

The three non-economic issues became impasse issues on July 8, 1988. The precipitating event was a change, made in June, by the Fire and Police Commission with respect to selection for promotion -- moving from selection of the top ranked candidate to the Rule of Three. This change apparently sparked a reaction from the Union, not only on the matter of promotion, but also with respect to changes in general (the precedence proposal) and to a prior unilateral change (or clarification) in standards of cause for discipline made back in February. The Village rejected all three proposals and responded, for its part, by interjecting a new issue of its own -- non-retroactivity of economic items.

The Neutral Chairman is of the opinion that the parties are not nearly as close as they ought to be on the money questions, but that further negotiation on the economic issues is unlikely without first disposing of the non-economic items.

Precedence:

The disagreement erupted in response to a change made by the Commission, without any particular discussion or specific advance notice to the Union, to broaden its selection for promotion to lieutenant, from the top-ranked candidate to the top 3 candidates on the promotional eligibility list. The Commission was apparently not sensitive to the Union's interest and failed to invite any discussion from the Union. This was the second such change in 1988. In February the Union learned from the newspaper that a change (clarification) had been made in the standard of "cause" for discipline. In that instance, when the Union President queried the matter, he was told it was a fait accompli and no further discussion was invited or entertained by the Commission. Under the circumstances it is not surprising that the Union wants greater contractual assurance that the bargaining process not be undermined by unilateral action.

The Union proposes to obtain such assurance by its proposal with respect to precedence of the contract. This proposal, however goes well beyond a "precedence of agreement" clause and it is not surprising that Management strongly opposes inclusion of the provision in the contract. In summary form the issues in the Union proposal and Management reaction are represented below.

PRECEDENCE OF AGREEMENT
(Summary Form, not actual wording)

Management	Union
No change in contract language. [None in contract].	Precedence over conflicting Village Ordinance, rules of Fire & Police Comm., or pro- vision of Personnel Manual.
This reflects law.	
Strongly opposes this in that it freezes existing ordinances and rules and is unnecessary, there being no "zipper" clause, Union may demand to bargain	All above not in conflict with contract and involving manda- tory subjects of bargaining to continue in effect.
Union has not shown necessity.	Notification re: changes in Personnel Manual applicable to unit members. Changes grievable on grounds of reasonableness.
Conflicts with mgt right to make and enforce reasonable rules & regs. Invites griev- ances.	No ordinances, exec. orders or rules & regs which would diminish or impair rights & benefits under this contract.

The Neutral Chairman finds that the first sentence of the Union proposal on precedence ought to be included. Even though this merely reiterates the law, it is worthy of emphasis by inclusion in the contract. An additional sentence calling for advance notice to the Union President (or some other designated individual) of meetings to consider changes in rules and regulations affecting fire fighters might also be appropriate. Such a sentence has yet to be drafted.

The Neutral Chairman agrees with Management objections to the last 3 sentences of the Union proposal. Rules can be tested through the grievance procedure either upon promulgation or upon initial application to some individual on the grounds that the

Rule is inconsistent with Management's right to make and enforce reasonable rules and regulations. The sentences the Union proposes would, in the Chairman's view, unreasonably interfere with Management's right to review and revise rules and to remain flexible in responsibly managing the workforce.

Discipline:

The Management Rights clause is equally relevant, along with the grievance procedure, to the question of discipline. Management has the contractual right to "discipline or discharge for just cause". (Article III). The grievance procedure, as tentatively agreed, defines a grievance as: "a difference of opinion between the parties (an employee(s) and/or the Union and the Village) with respect to the meaning or application of the terms of this Agreement." A subsequent sentence in the predecessor agreement that: "The grievance procedure may not be used in cases of disciplinary action as covered by the Rules and Regulations of the Fire and Police Commission." has been deleted. In the tentative agreement, under the arbitration step (p.6) the language states: "The parties agree that grievance arbitration hearings held pursuant to this procedure shall be Expedited on all issues except for matters of discharge and/or suspension." The Neutral Chairman agrees with the Union that this language is inconsistent with the Village's position that there was an agreement to exclude suspension and discharge from the arbitration step.

In summary form the issues in the Union proposal are:

DISCIPLINE

Management

Union

No change in contract language

Tentative agreement on 5/6/88 long after rule change in Feb. Union should not be permitted to renege on tentative agreement.

Fire & Police Commission is decision-maker in matters of discipline. Union proposal usurps this power and gives it to Fire Chief.

The option in the Union proposal is not viable. 2 hearings would be necessary and the Village sees that as wasteful of time & money.

Establishes 4 step disciplinary procedure, and interjects opportunity to grieve between issuance of charge and hearing before Fire & Police Commission

sets up Peer Review Committee to determine whether arbitration will be undertaken if grievance option is selected.

decision of Peer Review Comm. is binding on employee, but allows for statutory appeal of discipline after formally imposed.

if a grievance is filed and carried to arbitration, arbitration award is binding on all parties.

While the Neutral Chairman agrees with Management that the special procedure the Union proposes is unwieldy and has the effect of (improperly) dictating to Management who its decision-maker should be, discipline and discharge are not only a condition of employment, but a rather important one. Both parties (Management and the Union) should be free to select their own procedures as to how things proceed on their side of the table. If Management prefers to impose discipline only after a hearing by the Commission, so be it. Such a procedure by its very fairness may avoid further appeal. If the Union prefers to set up a Peer Review Committee to determine the merit of an appeal before undertaking the expense of grievance arbitration, so be it. Neither of those preferences or procedures are matters for joint

determination and they do not need to be (or belong in) the Contract -- and certainly not by demand of the other party. If, however, the Union is dissatisfied with a disciplinary decision (however and by whomever it is made), it is appropriate that the "just cause" standard agreed to in the Contract (in the Management Rights clause) be susceptible to enforcement.

The main reason Management offered for its unilateral "clarification" (made in February) in the standard of cause in the Commission's rules and regulations, was to follow recent court decisions. It offers similar rationale for objecting to arbitration of discipline and discharge issues, noting that recent decisions suggest that the courts may be less sympathetic than arbitrators to modifying discipline on the grounds of disparate treatment.

Although the chair is of the opinion that the question of different standards has already been settled in favor of arbitration by virtue of the tentative agreements, it may merit further discussion here in the interest of good relations between the parties.

The concept of disparate treatment applied by arbitrators simply requires management to be accountable. Arbitrators tend to believe that it is unreasonable to be asked to uphold a penalty far more harsh than a penalty imposed by the same Management for the same offense committed in similar circumstances by some other individual. To some extent an offense is either a suspendable or dischargeable offense or it is not. The Fantozzi decision, which Management cites, defines a dischargeable offense as

"... something which the law and a sound public opinion recognizes as good cause for his not longer occupying the place." What could be more "sound" than the opinion demonstrated by a prior action of the same employer? There are, of course, changes in personnel and a new management may take a different view from prior managers, or management may discover that certain offenses were treated either with inconsistency or with lenience in the past of which it does not approve. Before regularizing or changing a penalty, however, Management has a duty to communicate its views (i.e. give fair warning) prior to imposing new or different penalties. The new interpretation is still subject to challenge for its reasonableness, but so long as the change has been communicated to those affected, the reasonableness of the new interpretation or change must be judged on its merits and will not necessarily be measured against a past practice which the employer has found inadequate or erroneous. In the Chairman's view, this is the burden which Management has taken on, in the changes it agreed to in the grievance procedure. Whatever the Commission's unilateral rules may reflect, the bilateral agreement with the Union calls for "just cause" and is subject to arbitral standards and interpretation.

As to the Union's more elaborate proposal on discipline and discharge, the Neutral Chairman is of the opinion that the subject of discipline and discharge is adequately addressed by inclusion of a "just cause" standard in the Management Rights clause and deletion of the exclusion from the grievance procedure. The fact that discipline and discharge matters are excepted

from the agreement to "Expedite" grievance arbitration hearings, should not unduly prolong resolution, even though the reverse might be a more satisfactory arrangement*. The Neutral Chairman therefore would join Management in rejecting the Union's proposed additional language on discipline and discharge.

Promotion:

The promotion issue is the most difficult of the three non-economic issues. The parties had already agreed in May to carry forward the prior language which only speaks to requiring the Commissioners to fill recognized vacancies within 60 days. The matter of selection among candidates had not been bargained, quite possibly because it had not been a subject of disagreement. The parties have bargained about acting in rank and rotation of such opportunities among individuals on the promotional list to provide experience. Thus there is some evidence that at least conditions which may contribute to selection have been the subject of bargaining.

The change in regulation which sparked all the controversy was a change from promotion of the top ranked candidate to allow the Commission to choose among the three top ranked candidates.

* If the Parties are serious about reducing time and cost of second (i.e. arbitration) hearings in discipline cases, they might consider transcribing the Commission hearing and submitting this type of case on the basis of that record and briefs, if it is appealed to arbitration. Such a procedure would insure that the Commission and the arbitrator reviewed exactly the same evidence and that each party put its best case forward at the Commission level.

This is within statutory guidelines and the Commission felt it might provide an opportunity to address affirmative action goals. The discussion at the Commission apparently centered upon who should make the judgment among the three -- the Chiefs or the Commission. It is unfortunate that the Union was not invited -- as the Chiefs were -- to give any prior input into the change in the regulation prior to its passage. It apparently did not occur to the Commission to provide the Union such an opportunity. Under the circumstances it is no wonder that the Union seeks a contractual answer. The answer it seeks, however, is not as clearly based in bargaining unit conditions of employment, as is the question of fair and consistent treatment in the matter of discipline, because no one's bargaining unit job depends upon his ranking on the promotional list.

From the Union perspective, however, there is a serious morale issue involved. Promotional opportunity is not plentiful. The Commission sets the examinations and evaluation criteria which comprise the ranking, and even though point totals may differ by less than a full point, the Union insists that the firefighter on the list with the highest point total ought to have the job, absent strong reason for disqualification.

Management, on the other hand, insists that its selection for the job of lieutenant is not a mandatory subject of bargaining because the promotion is to a supervisory job, which is part of the management team outside the bargaining unit. Secondly Management argues that the Union proposal impinges upon the non-bargainable matter of examination techniques, since it is

reasonable that examiners may conclude that where there are only hundredths of a point separating several candidates they are (as a matter of examination technique), functionally equally qualified. In the event that the arbitration panel concludes the matter is a mandatory subject of bargaining, Management urges that the Union proposal must still be rejected. It contends the Commission acted reasonably within its rule-making authority in moving to the Rule of Three. This was not an arbitrary decision or one merely to provide some opportunity for favoritism. It urges that management skills as perceived by those making appointments to top positions are not precisely synonymous with ranking on the list. Those currently holding positions of Chief and Deputy Chief did not have the highest ranking on the list from which they were promoted out of the bargaining unit. Moreover, the flexibility is of current concern as part of an effort to expand racial diversity. There are no minorities currently in the supervisory ranks and this is an important issue in the protective services of a racially diverse community.

The Union responds that, although lieutenants are not members of its bargaining unit, as Company officers, they share a strong community of interest with firefighters. Lieutenants have limited supervisory duties, and promotion is of vital interest to Union members as a natural and historical progression in this type of work. The Union insists that the issue of selection is not excluded from the scope of bargaining as a matter of examination technique. The Union does not seek input into the ratings or how they are arrived at. It merely, by its proposal, seeks to

assure that, having gone through the examination and evaluation process (however that is set up and scored by the Commission), the individual with the highest point total be offered the vacancy. The Union points out that the parties have bargained in the past about aspects of promotion and urges that as such in accordance with the last paragraph of Section 4 of the Act, promotion is preserved as a mandatory subject. The Union urges that at the very least the parties should be required to negotiate and the prior rule should be re-effectuated until that duty is met. The Union contends that its proposal is more reasonable than the Rule of Three by requiring selection of the top-rated candidate unless there is cause to pass-over that candidate.

Both parties concede that Illinois case law has not taken up the question of whether or not promotion procedures are a mandatory subject of bargaining in firefighter negotiations. Case law from other jurisdictions goes both ways, and both parties cited it in support of their contentions.

In summary form the issues in the Union proposal are:

PROMOTIONS

Management	Union
No addition to current language Strongly opposes as non-mand. subject.	Add 2 sections Ranked on list per point total under Commission Rules
Also opposes on merits. Re- cently adopted Rule of Three is equitable given very small differences in points and needs of the Village.	SHALL select highest ranked candidate, but may pass over for just cause.

Under the circumstances the question of whether this issue is a mandatory or non-mandatory subject of bargaining is a very difficult question. The qualities which raise the doubts as to its mandatory nature, equally impinge on the merits of the dispute. The position of lieutenant is not a bargaining unit position. Even if one concludes there is a duty to bargain, the Union bears a much greater burden in convincing an arbitration panel to impose restrictions on management flexibility in this area. Under the circumstances of this case, the Neutral Chairman does not feel compelled to answer what is essentially an unfair labor practice question on the duty to bargain. The Commission would have been perceived as a more neutral and equitable body had it solicited Union input (duty or no) before making the change. It nevertheless made the change, and despite its failure to seek Union input, it had a plausible rationale for doing so.

Inasmuch as the positions to which promotions are made are management positions outside the bargaining unit, the Neutral Chairman is of the opinion that Management was entitled to revise its scope of selection under its rule making rights. Although it rejected the Union proposal and insisted the issue was not a mandatory subject of bargaining, in the context of the arbitration proceeding it offered the rationale behind its decision. Even if the subject is mandatory, as the Union urges, the Village would presumably offer the same rationale and continue to reject the Union proposal. If either party wants a definitive answer on the mandatory/non-mandatory issue it will have to go to the Board and the courts. In the meanwhile, for the purposes of this pro-

ceeding and without prejudice to either party's position on the legal question of whether the Union's proposal is a mandatory subject of bargaining, the issue is resolved in favor of Management's rule making authority, and the Union's proposal is rejected. It remains to be seen how the new Rule of Three will be applied. Management urges that the new rule is reasonable where differences in point totals are very small and further contends that the Commission would not abuse its discretion by continually passing over a particular individual or individuals at the top of the list. Under Management's contractual right to make and enforce "reasonable" rules and the grievance definition including challenges to the application of terms of the contract, an abuse of discretion would be grievable as an unreasonable application or enforcement of the rule. This is hopefully an answer both parties can live with for the term of the new contract. By the next round of negotiations there may be more definitive case law, and in any event there will be better evidence as to how the Commission will exercise its discretion.

SUMMARY OF NON-ECONOMIC ISSUES

Precedence: First Sentence of Union proposal should be included in the contract. Additional sentence calling for advance notice to the Union President (or some other designated individual) of meetings to consider changes in rules and regulations affecting fire fighters might also be appropriate, and will be considered by the Panel if drafted accordingly.

Discipline: Already adequately covered by manner of inclusion in Management Rights, deletion of exception in definition of grievance, and lack of exclusion from arbitration step (despite the fact that in such matters hearings are not to be expedited). Union proposal therefore rejected.

Promotion: Revision of regulation requiring selection of top-ranked to Rule of Three was within Management rule making rights. Union proposal to re-impose old rule or its wording rejected. Application of new Rule, however, must be reasonable and alleged abuse of discretion may be the subject of a grievance.

DISCUSSION OF ECONOMIC ISSUES

The Parties were given the first portion of this award on the non-economic issues in the hope that resolution of these issues might lead to further negotiation of the economic package. To their credit the Parties then dealt with the major road-blocks -- the 3 year term and the addition of a 6th (F) step. They were unable to agree upon an entire package but returned revised Final Offers to the Panel, both framed in a 3 year term of reference and both including the addition of an F step. They continue to disagree as to amount of increase in the first two years of the contract and they disagree as to when the new F step should become effective. The retroactivity question was also not resolved, but it remains a separate issue and does not confuse the question of the F step, since each offer on that issue is tied to a specific effective date (2nd or 3rd year).

The Neutral Chairman is of the opinion that the F step is an appropriate trade for the 3 year term. Both items have significant value to the Party proposing them and represent a major concession by the other side. At the same time, in a more disinterested analysis, it is clear that both items will serve the interests of both Parties in the long run.

The question now before the Panel is how to fit the F step into the general wage package and which package is more appropriate in light of the parties arguments and the factors set forth by statute. In order to more clearly visualize the final offers as they now stand, it is useful to work out the various permutations of what is on the table. Before doing so, a further note is appropriate here with respect to the retroactivity issue. From its separate issue status (as opposed to inclusion with the Villages wage increase offer), the Panel concludes that the Village is not insisting upon lack of retroactivity in its own package, but rather has kept this issue on the table (and before the Panel) in the event that the Village may be forced to accept all or part of the Union package. Thus in the following examples, retroactivity attaches only to the higher wage scale proposed by the Union.

POSSIBLE 3 YEAR OUTCOMES

1. Village Offer:	Cost	3yr Impact	Aggr. to Base Min	Max
4% - 3% - 3%	4 x 36 = 144			
F 5%	3 x 24 = 72			
	3 x 12 = 36			
	5 x 12 = <u>60</u>			
		312 / 36 = 8.7%	10.3%	15.9%
2. Village Offer, F Step 2nd Year:				
4% - 3% - 3%	4 x 36 = 144			
F 5%	3 x 24 = 72			
	3 x 12 = 36			
	5 x 24 = <u>120</u>			
		372 / 36 = 10.3%	10.3%	15.9%
3. Union offer, Non-Retr., F in 3rd year:				
5% - 4% - 3%	5 x 25 = 125			
NR F 5%	4 x 24 = 96			
	3 x 12 = 36			
	5 x 12 = <u>60</u>			
		317 / 36 = 8.8 %	12.5%	18.1%
4. Union offer, F in 3rd yr:				
5% - 4% - 3%	5 x 36 = 180			
F 5%	4 x 24 = 96			
	3 x 12 = 36			
	5 x 12 = <u>60</u>			
		372 / 36 = 10.3%	12.5%	18.1%
5. Union offer, Non -retr.				
5% - 4% - 3%	5 x 25 = 125			
NR F 5%	4 x 24 = 96			
	3 x 12 = 36			
	5 x 24 = <u>120</u>			
		377 / 36 = 10.5%	12.5%	18.1%
6. Union offer				
5% - 4% - 3%	5 x 36 = 180			
F 5%	4 x 24 = 96			
	3 x 12 = 36			
	5 x 24 = <u>120</u>			
		432 / 36 = 12.0	12.5%	18.1%

It seems reasonable to the Neutral Chairman that the focus should be on the middle positions (i.e. #2, 4, and 5 above). In view of the Union's objection to non-retroactivity and the fact that such an award would be a departure from long-standing practice, the Chairman would further reduce the focus to #2 and #4, for purposes of further consideration.

The issue, then, for the Panel is which general increase and F Step effective date to accept. This is a very important question even though the cost to the Village and the amount received by firefighters during the three year term of the Agreement is the same under either package. From the Union point of view the 5-4-3 not only would give them a slightly (\$700 at the max) higher base from which to start their next negotiations, but it may look better to the men as a reward for their part in improving the fire rating and getting the paramedic program operational. From the Village point of view the 4-3-3 is important in that the F Step is intended as the reward for bargaining unit efforts in the paramedic and fire rating programs -- similar to the unusually large increase given the Command Staff for the same reasons -- it is a merit/productivity step, not to be confused with base salary. Base salary increases tend to have a ripple effect with other bargaining units and the F step in this case is being offered for particularly good service in the Fire Department.

After careful consideration of all the evidence and comparability data offered, and after further discussion among the members of the Panel, it was clear that both packages upon

which the Panel focussed are reasonable and have points in their favor, and the Chairman would simply have to cast a deciding vote.

The Chairman is of the opinion that placing the reward for specific program participation and good service, in the F Step makes sense. Doing so further provides flexibility to place additional weight (if it is necessary as an incentive to increase volunteers) on the paramedic premium rather than base in future negotiations if the parties determine that to be appropriate. The addition of the F step rewards all department members (eventually), but most immediately those who have been on the department during the turmoil of effectuation of the changes. The officers, like the firefighters, had to buy into a 3 year contract to obtain their 1988 7% increase. Although the 1988 increase in the firefighter unit is only 4%, the additional 5% in January (for those with 4.5 years service) more than makes up the difference.

SUMMARY

1. Panel accepts both final offers on 3 year term of agreement.
2. Panel accepts Village offer on General Wage increase:
1988 - 4% 1989 - 3% 1990 - 3%
3. Panel accepts Union offer on F Step effective 1-1-89.
4. Panel accepts Union offer on retroactivity effective 1-1-88.

AWARD

NON-ECONOMIC;

1.
Precedence as Agreed by Parties in Conjunction with p. 14 above.

ARTICLE XIX: PRECEDENCE OF AGREEMENT

The terms of this Agreement shall take precedence over conflicting Village ordinances, Board of Fire and Police Commissioners rules and regulations, and Village Personnel Manual provisions. The Village agrees to notify the Union in advance of promulgating or implementing any new or revised Village ordinances, Board of Fire and Police Commissioners rules and regulations, or Village Personnel Manual provisions which constitute mandatory subjects of bargaining within the meaning of the Illinois Public Labor Relations Act. Such notice shall be afforded sufficiently in advance of the proposed effective date of the proposed change to allow the Union a fair opportunity to review and offer effective input as to the proposed change.

2.
Discipline - as per page 15 above & Parties Subsequent Agreement

ARTICLE XX: DISCIPLINARY GRIEVANCES

Grievances may be filed with respect to any disciplinary action (other than an oral reprimand) taken against an employee. If the disciplinary action is a suspension ordered by the Fire Chief, the grievance shall be filed in the first instance at Step 3 of the grievance procedure within ten (10) calendar days of the imposition of discipline, and shall thereafter be processed in accordance with Article VIII of this Agreement. If the disciplinary action is ordered by the Board of Fire and Police Commissioners, the grievance may be appealed directly to arbitration within ten (10) calendar days after the issuance of the disciplinary decision.

Any appeal to arbitration of a disciplinary grievance shall be signed by the Union President or his designee and shall also contain a signed statement from the affected employee(s) waiving any and all rights they may have to appeal the subject action to the Board of Fire and Police Commissioners (in the case of disciplinary action imposed by authority of the Fire Chief) or to the courts pursuant to the Administrative Review Act (in the case of disciplinary action imposed by order of the Board of Fire and Police Commissioners). Any disciplinary action grievance filed without the required signed waiver shall not be arbitrable and the arbitrator shall be without jurisdiction to consider or rule upon it.

- 3.

Promotion - As per page 15 above.

ECONOMIC ISSUES;

As per page 19 above, and as shown below.

APPENDIX A

VILLAGE OF OAK PARK
ANNUAL SALARY SCHEDULE FOR FIRE FIGHTERS
FOR CALENDAR YEARS 1988, 1989, 1990

Eff. 1-1-88

Step:

B	C	D	E	F
<u>Start</u>	<u>12 Mo.</u>	<u>18 Mo.</u>	<u>30 Mo.</u>	<u>42 Mo.</u>
22,557.58	26,768.25	28,186.50	29,562.02	31,119.52

Eff. 1-1-89

Step:

A	B	C	D	E	F
<u>Start</u>	<u>12 Mo.</u>	<u>18 Mo.</u>	<u>30 Mo.</u>	<u>42 Mo.</u>	<u>54 Mo.</u>
23,234.31	27,571.30	29,032.10	30,448.88	32,053.11	33,655.77

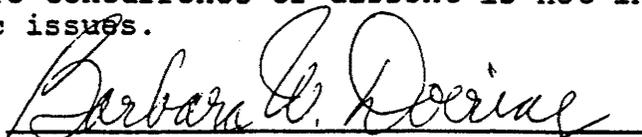
Eff. 1-1-90

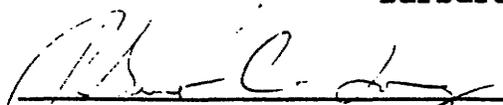
Step:

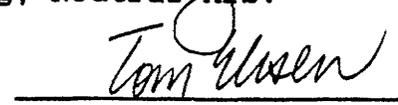
A	B	C	D	E	F
<u>Start</u>	<u>12 Mo.</u>	<u>18 Mo.</u>	<u>30 Mo.</u>	<u>42 Mo.</u>	<u>54 Mo.</u>
23,931.34	28,398.44	29,903.06	31,362.35	33,014.70	34,665.44

Signed and Submitted this 2nd day of November, 1988.

It is noted that the Chairman cast the deciding vote on all issues and therefore concurrence or dissent is not indicated with respect to specific issues.


Barbara W. Doering, Neutral Arb.


Robert C. Long, Village Arb.


Tom Ebsen, Firefighter Arb.

