



BUILDING A BETTER CHESTER

2016 Mayoral Transition Report

Mayor Thaddeus Kirkland

City of Chester, PA

Transition Team Co-Chairs:
Ron Starr & Ken Schuster

MAYOR THADDEUS KIRKLAND

Dear Neighbors, Partners, & Fellow Citizens of the Great City of Chester,

During the campaign for Mayor of Chester, I pledged to follow the mantra **“It Takes Teamwork to Make the Dream Work”**. Now, together as one team, in the service of the City we love and call home, we must seize this historic opportunity to build a better Chester for ourselves and all future citizens of Chester. As the first step on this journey we have assembled the most inclusive, diverse, experienced, and well-qualified transition team in our history to take a thorough look at our government and develop this transition report.

Together, as a community and as a government we have much to be proud of in Chester and we also have many opportunities for growth and change aimed at strengthening our City. I began by appointing a transition team representing a cross section of life in Chester: experienced and knowledgeable community leaders, educators, business executives, union leaders, parents, senior citizens, immigrants, and people with a stake in Chester who live outside our City, small business people, elected officials, and more. They were drawn from every neighborhood, race, ethnicity, income level, education level, and political perspective in Chester.

The transition team held meetings and sought input from anyone who wished to step up and join this unprecedented effort. Though we heard many excellent ideas, the three priorities that continually rose to the top of the list and most embody the inclusive, cooperative type of administration that I will lead were: **PUBLIC SAFETY, EDUCATION, and ECONOMIC DEVELOPMENT**. With these three overarching priorities in mind we will work together to build a better Chester.

For the next four years, we will govern Chester together as a team. Working collectively, we will empower each other, take responsibility for our families, and our shared future. Together, we will accomplish so much more than any one Mayor could ever accomplish because, “It Takes Teamwork to Make the Dream Work”.

Yours in Service,

Thaddeus Kirkland

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

BUILDING A BETTER CHESTER

Table of Contents

LETTER FROM THE MAYOR OF CHESTER.....	2
LETTER FROM TRANSITION TEAM CO-CHAIRS.....	5
TRANSITION TEAM MEMBERS.....	6
ECONOMIC DEVELOPMENT COMMITTEE REPORT	7
A. Marketing of the City of Chester	8
B. Revitalization of the Downtown	9
C. Business Development	10
D. Parking.....	11
PUBLIC SAFETY COMMITTEE REPORT	13
A. Police and Criminal Justice	14
B. Fire and Emergency Services.....	21
EDUCATION COMMITTEE REPORT.....	23
A. Establish Mayor’s Office of Comprehensive Community Education (OCCE).....	25
B. Support and partner with traditional public schools, private schools, and charter schools	26
C. Enhance and support quality before and after school programs	27
D. Strengthen Pre-School Readiness	28
E. Support Universal Literacy.....	28
F. Support and partner with colleges, universities, and foundations to foster an environment where college bound high school students would have access to scholarships.....	29
G. Support and partner with Career/Technical Schools and organizations that provide opportunities for high school students and adults to be trained with the purpose of filling jobs with industries that operate in and outside of the City of Chester.....	30
H. Establish partnerships with companies, organizations, and foundations that support a city wide effort to provide internet connectivity to all households in the city.....	31

I. Enhance and support Fine Arts programming among school age children and the broader community.....	31
HOUSING COMMITTEE REPORT.....	33
A. Develop and Roll Out a Blight Reduction Program	34
B. Enhance Code Enforcement	35
C. Coordinate CHA & City/CEDA Programs.....	37
D. Promote Homeownership Programs.....	37
E. Market Housing Opportunities	38
F. Coordinate CEDA & Workforce Development.....	39
G. Encourage Private Housing Developments.....	39
H. Encourage Market-Rate and Mixed-Income Housing.....	40
I. Encourage Downtown Residential On Upper Floors.....	40
ENVIRONMENTAL COMMITTEE REPORT.....	42
APPENDIX A.....	44
APPENDIX B.....	48
APPENDIX C.....	50



MAYOR THADDEUS KIRKLAND TRANSITION TEAM

Honorable Thaddeus Kirkland, Mayor
City of Chester
City Hall
One Fourth Street
Chester, PA 19013

Dear Mayor Kirkland,

On behalf of the members of your transition team, we are pleased to submit this report. We have reviewed the City's current operations and consulted a wide-range of community leaders and stakeholders. In light of those efforts we are honored to have the opportunity to provide you our best possible counsel and advice as Mayor.

We want to recognize and thank Mayor Linder and his entire administration including all city employees and staff for their service to our City and for their cooperation in this process. Without the hard work, dedication, and support of public servants like these, this effort could not succeed.

As you are no doubt aware, the transition team members held meetings and sought input from all those who would seek to improve our City. Through this process it became more and more clear to both of us that the depth of commitment and experience as well as the knowledge and diversity of opinion of this team is extraordinary and will surely be an asset to you going forward.

We understand that this report will require revision, adjustment, and further analysis but we do however believe that the top-line priorities of this report provide a solid foundation. In addition, we hope you know, and feel confident in the fact that, all of the members of this committee stand ready to assist you in whatever capacity you believe will help us all build a better Chester.

Thank you for this opportunity to serve you and all the citizens of Chester.

Yours in service to the City,

Ron Starr & Ken Schuster
Transition Team Co-Chairs

Mayor Thaddeus Kirkland
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Mayor Thaddeus Kirkland Transition Team

Transition Team Co-Chairs: Ron Starr & Ken Schuster

Economic Development Committee

Chair: Drake Nakaishi

Members: James Harper, Jun Huangpu, David Landau, Bryan Lentz, & Brett Roe

Public Safety Committee

Co-chairs: Darren Alston & William Hatcher

Members: Shakor Abdul, Bryan Lentz, and Dr. Horace W. Strand

Education Committee

Chairman: Dexter L. Davis, Sr.

Members: Vahan H. Gureghian, Wilbur Kirkland, & Darrell Overton

Housing Committee

Co-Chairs: Richard H. Lowe and Lorraine Martin

Members: Christina Delva, Lisa Gaffney, Ieasa Nichols, Darrell Overton,
& Glenn Worgan

Environmental Committee

Chairman: Dr. Horace W. Strand, Sr.

Members: Alice Wright, Ieasa Nichols, Darrell Overton

Transition Director: Lorraine Grant

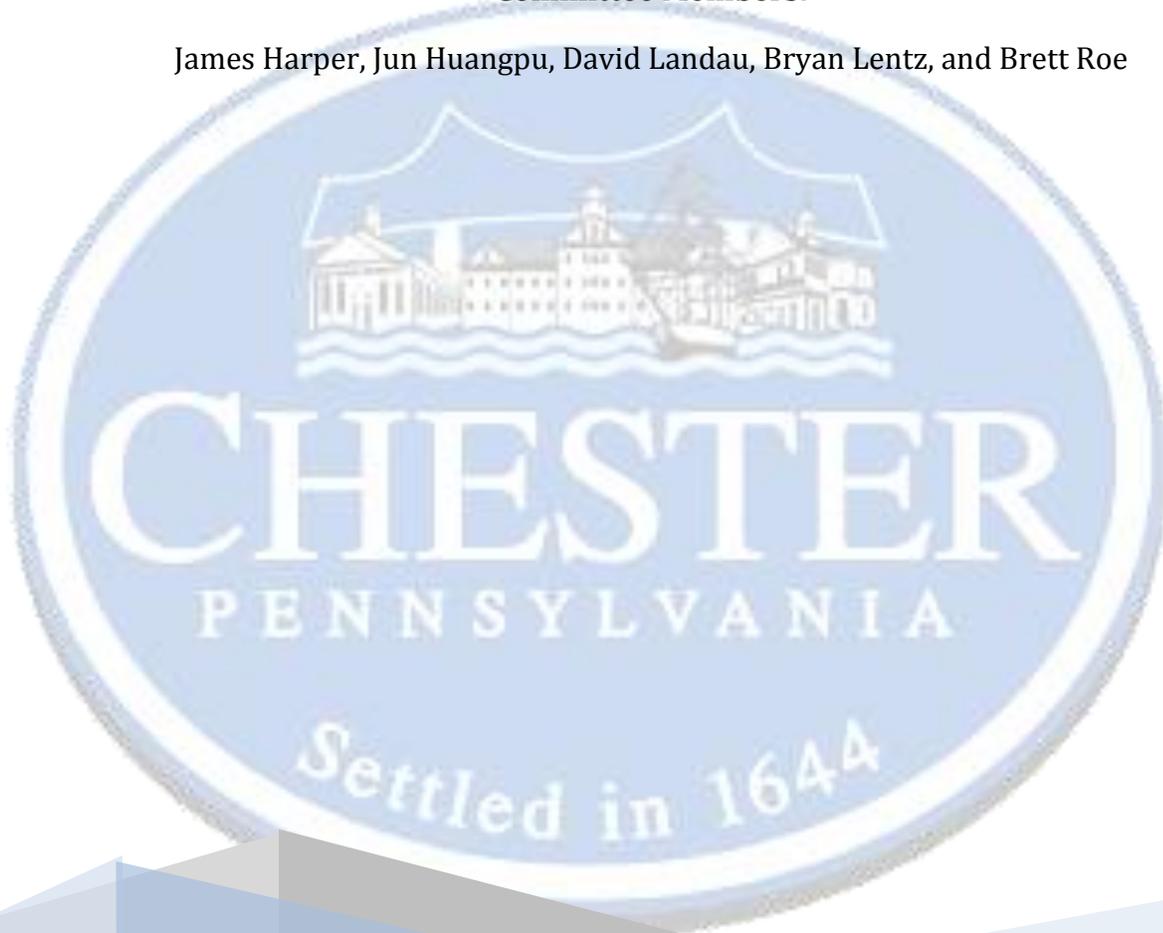
ECONOMIC DEVELOPMENT COMMITTEE REPORT

Committee Chair:

Drake Nakaishi

Committee Members:

James Harper, Jun Huangpu, David Landau, Bryan Lentz, and Brett Roe



Mayor Thaddeus Kirkland

BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

A. Marketing of the City of Chester

Why do this?

An outstanding marketing strategy and campaign will enhance the ability of the City of Chester to compete against other municipalities for jobs and talent.

How will this be done?

1. The City will direct funding and manpower to create a marketing strategy and message in order to attract companies and talented individuals
2. Work with Widener University and PPL Stadium to jointly market the City as having a great university and a world-class soccer stadium
3. The City and its associated Agencies will maintain and update their websites and Facebook pages to featuring important information on job creation, incentives, and business opportunities
4. The City will seek and schedule 3-5 events supported by local business
5. GIS Mapping (Neighborhoods, City-owned properties, community resources)

What will be different?

The City will hire or transfer existing City employees responsible for marketing the City of Chester, special events, and attributes of the City.

Community Visioning – Create a new theme to complement existing theme “A city beautiful movement”

Develop a process for community engagement and input. Highlight accomplishments from existing plans

Develop a tool to measure accountability

Develop a 2-5 year strategy for each City Department with input from each Department head

Short Term Objectives (6 months to 1 year)

- Host the Cabela King Kat Fishing Tournament (June 2016)
- Continue to support the Overtown Arts and Cultural Festival combined with a health fair and Children’s activities supported by the City Health Department.
- Mayor will seek regular scheduled meetings with County Council and members.

Long Term Objectives

- Create a Sister-City Initiative with either China, the Philippines, or the UK
- Host and sponsor the Striped Bass Fishing Tournament
- Host and sponsor the Bass Master’s Fishing Tournament

B. Revitalization of the Downtown

Why do this?

A vibrant and diversified downtown will attract investors and talented individuals

How will this be done?

1. Develop mixed use occupancy in Downtown Chester
2. Reach out to recent new arrivals to the region and promote the economic and cultural advantages in Chester regarding home ownership and business opportunities

What will be different?

- The City will apply to the State for a “Business in our Sites” grant to do limited scattered site demolition.
- The City and Associated Agencies will work with various schools within Widener University to collaborate on key projects and initiatives
- Mayor and Council will create the Mayor’s Council on the Arts.

Short-Term Objectives (6 months to 1 year)

- Chinese Restaurant (McCrorry’s site)
- Copy Center and first class office space (Old Police Station and Jail)
- Dollar General (Avenue of the States)
- Uno’s restaurant (Providence Avenue)
- Street and Road Improvements on Welsh Street between 6th and 7th Streets started and will finish spring 2017.
- Street and Road Improvements on Morton Avenue from Chestnut to Route 291. Beginning Spring of 2016 with 6-8 month completion schedule
- I95 Bridges and Overpass improvements beginning spring of 2016 with anticipated completion in one year.
- Extend the work accomplished through the Chester Made Initiative, The Chester Made Cultural Exploration Zone will engage the community in the interpretation and re-animation of Chester’s Historic Underground history thought learning opportunities with leading practitioners in place-marking, public art history, and tactical urbanism.
- Seek possible funding from PEW and the National Endowment of the Arts (NEA)

Long Term Objectives

- 80 extended stay Hotel development located across from City Hall.
- First class office space located in the Old City Center
- Parking Structure and lots in downtown Chester to accommodate future growth.

Mayor Thaddeus Kirkland

BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

- Lloyd Street Bridge Improvements beginning spring 2016 but will not be completed until 2017-2018.

C. Business Development

Why do this?

It is important for the City to constantly look to improve and enhance its economic business development platforms and tools. The City is a prime location regarding transportation, an outstanding University, and a very good regional hospital. The City also has a world-class soccer stadium and well-known casino.

How will this be done?

- A. The City will apply for federal funding to assist with “Brownfield” clean up.
- B. The City will apply for Commonwealth “Business In Our Sites” funding for scattered site demolition of commercial properties, security fencing, infrastructure improvements near the Route 291 and the stadium.
- C. The City will request the Commonwealth to either donate or sell back to the City remnant parcels of land for economic development.

What will be different?

The Mayor and Council will convene an Economic Development Committee representing various agencies and City Departments including CEDA, Health Department, and Planning, Engineering, Public Relations and the City Finance Department. The Council will meet twice a month to establish strategies, high priority projects, and assign individual responsibilities.

Short Term Objectives (6 months to 1 year)

- Current projects
 - Springfield Pasta relocation to Chester (March 2016) 25 employees
 - Dollar General store opening on Avenue of the States (10 employees)
 - Family Dollar Store opening on Edgemont Road
 - Annex at the Wharf
 - Roe Fabrication expansion
 - Increased emphasis on job training and workforce development
- Security Camera initiative
- Chester Industrial Park located between Church and Lamokin Streets, Route 291, and West Front Street. CEDA will seek state funding on behalf of the City
- Developer’s Forum (Spring 2016)
- DEMO committee will continue to meet regularly to determine priorities
- Complete Green Stormwater Infrastructure Plan (With design and construction documents)

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

- Planning and Health Department will create and maintain the vacant property registry
- Planning Department will provide training for Planning Commission and Zoning Health Board members
- Develop a semi-annual broker event
- Create a property profile along major business corridors for easy viewing
- Chester Creek Trail Plan (via City Parks Department)
- Seek grants to clean contaminated sites

Long Term Objectives (1 -3 years)

- Continue to assemble for redevelopment
- Apply to the Federal Government for “Brownfield Site” remediation. Matching funds will be needed
- Waterfront housing on the Delaware River
- Encourage and support a waterfront entertainment district and events at PPL Park including more concerts and additional sporting events including expansion of the Army-Navy soccer game
- Support and encourage the development of the Seaport Drive Entertainment Complex.
- Support enhanced entertainment venues at Harrah’s including new restaurants
- Expand the energy sector and attract new users
- Create an incentive for microbreweries to locate in Chester. Good location would be near Seaport Drive Entertainment Complex
- Green Stormwater Infrastructure Implementation Project in Memorial Park seeking possible funding from Nation Fish and Wildlife Foundation (NFWF) and/or The Kresge Foundation

D. Parking

Why do this?

Parking is a vital component of economic development and revitalization. Parking revenue in most municipalities is a source of funds to help with sidewalk and road improvements. Adequate parking is necessary for business development.

How will this be done?

The Parking Authority will seek outside assistance and evaluate the various options to enhance parking in the city and to maximize a financial return.

What will be different?

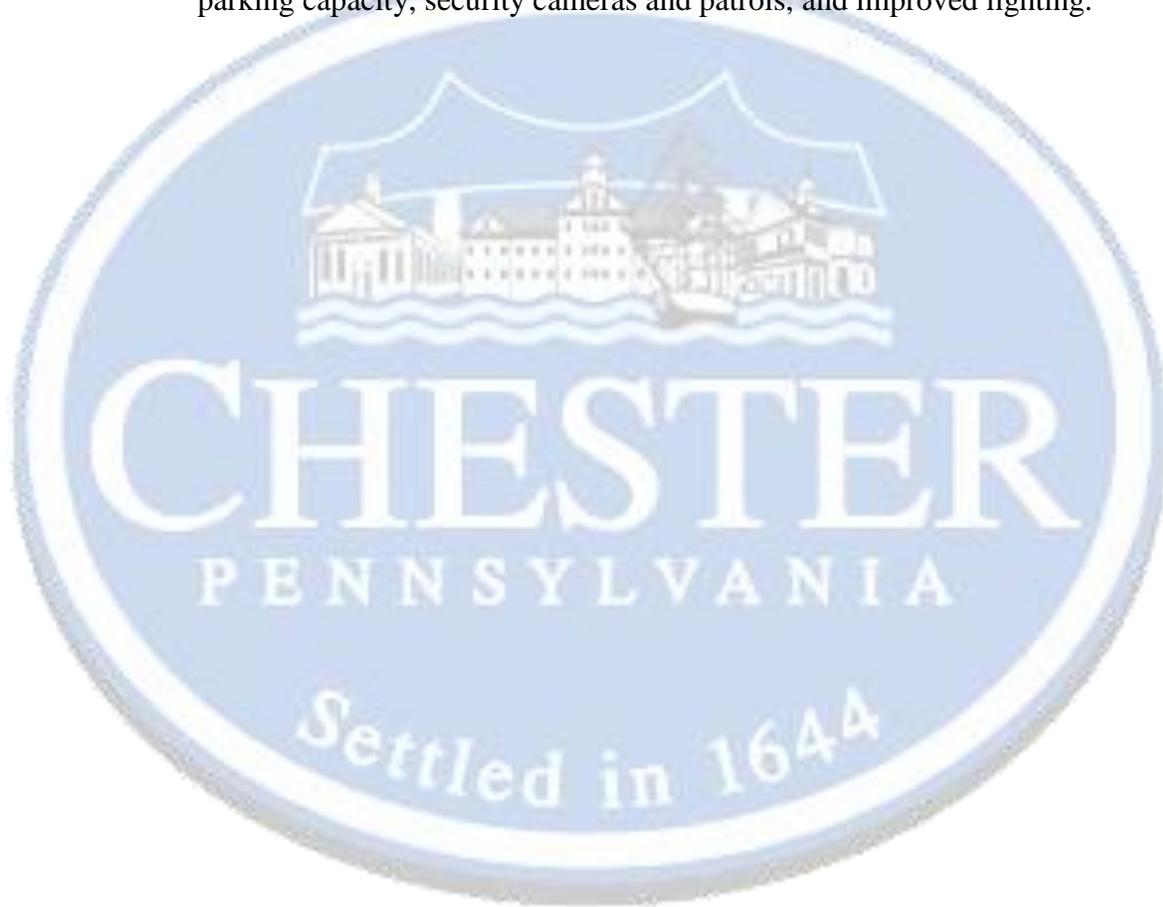
The Parking Authority will secure a consultant to assist the City to develop a plan and determine next steps forward to maximize revenues.

Short Term Objectives (6 months to 1 year)

- Parking Contract for the Hotel Development
- Chester Police will enforce parking laws and expired meters
- City Council will review current parking ordinances and pass new ordinances to address resident only parking.

Long Term Objectives (1-3 years)

- Improve the Highland Avenue SEPTA stop with ADA improvements, increase parking capacity, security cameras and patrols, and improved lighting.



PUBLIC SAFETY COMMITTEE REPORT

Committee Co-chairs:

Darren Alston & William Hatcher

Committee Members:

Shakor Abdul, Bryan Lentz, and Dr. Horace W. Strand



Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

A. Police and Criminal Justice

1. Increase use of technology in policing: equip all Chester police officers with body cameras and complete deployment of closed circuit camera systems.

Why do this?

The use of body-worn cameras has been extremely successful in reducing instances of use of force and police abuse allegations, and on improving police conduct. Rialto, California (outside Los Angeles) saw an 88% reduction in public complaints against officers, and use of force was reduced by 60%. **Chester would be the first city in Pennsylvania to outfit 100% of its officers.** The City camera system is a key to public safety in the modern era. Its recordings lead to arrest and help to prevent crimes before they happen.

How will we do this?

The approximate cost to outfit the entire department is between \$70,000 and \$100,000. Through a combination of City funding, the generosity of private donors, plus the Obama Administration's commitment to provide matching funds for many states and municipalities, the City will deploy body-worn cameras to all the City's uniformed officers by the end of 2016. The camera system is on-going project that will be included in annual budget. Where possible, the City will seek state and federal funding.

What will be different?

All police encounters will be videotaped and recorded. Officers and citizens will be accountable for their actions and trust and transparency will increase dramatically. Key areas of the city will be monitored by closed circuit cameras.

Short Term:

Outfit half the uniform personnel with body cameras within the first 6 months of 2016.

Year 1:

Outfit 100% of the department's uniform personnel by the end of 2016. Complete camera system by end of 2017.

2. Implement Focused Deterrence Strategy;

Why do this?

The purpose of the Focused Deterrence strategy is to dramatically reduce group- motivated shootings. Despite this narrow purpose, the strategy's implementation provides a framework for a broad and radical adjustment to the way communities and law enforcement interact in

Mayor Thaddeus Kirkland

BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

neighborhoods plagued by gun violence. Variations of this strategy have been put into practice in many cities around the country. A study by criminologists Anthony A. Braga and David L. Weisburd found that out of 11 cases of cities that used focused deterrence strategies, 10 reported significant reductions in crime that were associated with the strategy (Braga and Weisburd 19). Chester is likely to experience the same dramatic reductions if the strategy is properly executed.

How will we do this?

Execution of the strategy involves: identifying the groups and offenders involved in gun violence, organizing multi-agency enforcement and social services, conducting a “Call In” meeting with offenders, and then enforcing and providing services. The Police Commissioner should lead the team, which must include the county District Attorney, probation and parole and multiple other agencies. National expert David Kennedy and the National Network of Safe Communities should be brought in as a partner in the execution of the strategy in order to provide oversight and expertise.

What will be different?

If properly resourced and executed in a manner consistent with fundamental Due Process, the Focused Deterrence strategy offers the most established framework for dramatically reducing gun violence while also implementing a broad and radical adjustment to the way communities and law enforcement interact in those neighborhoods plagued by gun violence.

Short Term:

Establish multi-agency task force, engage David Kennedy and National Network for Safe Communities, and conduct citywide gang audit.

Year 1:

Execute the strategy citywide.

3. Develop and improve the intelligence capacity of the Chester Police Department and the ability to execute intelligence-led policing.

Why do this?

Intelligence-led policing is key to the efficient deployment of limited resources, accurate and precise targeting of violent offenders, and implementation of innovative crime-prevention techniques like Focused Deterrence. Chester currently has no assets dedicated solely to the development and maintenance of criminal intelligence citywide.

How will we do this?

The Chester Police Department will hire a full-time criminal intelligence analyst in order to begin the process of gathering and analyzing crime data and gang membership in the City. In addition, the Police Commissioner will establish a Criminal Intelligence Working Group focused on Chester. This working group will include members of the County District Attorney's office, County probation and parole and the county prison offices, and meet monthly in order to catalogue group and gang members within the City and lay the groundwork for execution of group violence reduction strategies including Focused Deterrence.

What will be different?

The Chester Police Department will make short- and long-term public safety decisions based on accurate data. This information will be the foundation of the successful execution of the Focused Deterrence strategy and other crime prevention success stories. Chester will rely primarily on intelligence lead policing and achieve better outcomes. Intelligence will also lead to more precise enforcement in order to convict the guilty and exonerate the innocent.

Short Term:

Hire criminal intelligence analyst and establish the City of Chester Criminal Intelligence Working Group.

Year 1:

Audit all city gangs and members and successfully execute Focused Deterrence Strategy.

4. Implement the recommendations of President Obama's 21st Century Policing Task Force.

Why do this?

The President's task force report is the most comprehensive progressive and innovative policing document in the history of the United States. Its full implementation wherever possible will ensure that Chester residents are safer and enjoy a more positive and constructive relationship with the police than at any time in the City's recent history.

How will we do this?

Some of the recommendations including the use of body-worn cameras, community centered strategies like Focused Deterrence, and the creation of independent agencies to investigate police misconduct are already part of Mayor Kirkland's agenda. However, the report is broad and sweeping and will take a period of years to fully implement. For this reason, the City will task the Public Safety leader on City Council and a senior Police official with the task of overseeing implementation of all of the recommendations of the Task Force. The

implementation should proceed according to an established timeline with progress reports to the Mayor and Council on a quarterly basis.

What will be different?

Full implementation of the Task Force recommendations would revolutionize the City's Police Department. As noted above, this is a multi-year undertaking. In the short term there will be immediate improvement in the area of what is known as "procedural justice." Per the federal Office of Community Oriented Policing Services ("COPS") document, "Implementing a Comprehensive Performance Management Approach in Community Policing Organizations: AN EXECUTIVE GUIDEBOOK," research has found that increasing public confidence and satisfaction with the police can be accomplished by incorporating strategies that include the components of procedural justice, which are often summarized as fairness respect, voice, and transparency. In other words, police should treat people neutrally, without favoritism or bias (fairness); they should treat community members with dignity (respect); they should allow community members to express their views or tell their side of a story (voice); and they should be clear and open in explaining what they do and why (transparency).

Because procedural justice describes the extent to which residents of a community believe the police treat them with fairness and respect, police leaders are finding that strategies based on the principles of procedural justice can increase the perceived legitimacy of police departments in the community. Perceptions of legitimacy, in turn, can increase the willingness of the public to assist, cooperate with, and otherwise support the police. "

Chester police will treat all citizens with respect.

This will begin with the reinstatement of the "Fair and Impartial" training that was previously provided to all Chester police. This training will include all Chester police officers and wherever possible will also include 911 dispatchers. This training will highlight unconscious bias and ways to ensure officers are aware of bias in their dealings with minority communities. Chester will become a national leader in progressive policing and respect for the rights of the community while at the same time becoming one of the safest cities in America.

Short Term:

Establish a calendar for full implementation of the Task Force recommendations, and reinstitute "Fair and impartial" training for all police personnel.

Year 1:

Execute Focused Deterrence, outfit 100% of force with body worn cameras, invite Department of Justice into the City to review "use of force" policies and practices and create a Civilian Review Board.

5. Invite the Department of Justice COPS Office into the City to review the police “use of force” policies and practices and previous incidents of use of deadly force, and to make recommendations for improve policing in Chester. Create a Civilian Police Review Board

Why do this?

There is currently no other entity besides the Delaware County District Attorney’s office to review complaints of misconduct or use of deadly force complaints in Chester. Although the District Attorney is technically independent of the city government many of its investigators are former Chester police officers or detectives. As a result there is an appearance of bias in favor of the police. An independent review by the Department of Justice and the creation of a civilian review board would increase public confidence in the department and investigations of civilian complaints against police.

How will we do this?

The Chester Police Commissioner will invite the COPS Office of the Department of Justice to come to Chester and review the departments use of force policies and past instances the of use of deadly force. In addition, the Mayor and Council will appoint and fund a Civilian Review Board to investigate civilian complaints and make recommendations for corrective actions.

What will be different?

Public confidence in the police and the investigation of police misconduct will improve because of the independent review and creation of an independent agency.

Short Term:

Invite DOJ COPS Office to the City to review policy, practices, and past instances of use of force.

Year 1:

Establish and fund Civilian Review Board.

6. Establish regular meetings between the community and police leadership.

Why do this?

Public safety is community safety. In order to be effective and legitimate, Chester's community safety strategy must incorporate the views of the community. The city and police websites must have the capability to solicit and accept suggestions from community members.

However, nothing can replace face-to-face dialogue between the City's leaders and the community.

How will we do this?

The Mayor and Police Commissioner will participate in frequent town halls in each of the city's neighborhoods in order to hear directly from residents their concerns and issues related to public safety. These forums will be advertised in advance and include an update on crime statistics in the neighborhood, policing strategies, and question and answer time with the Police Commissioner and Mayor.

Whenever possible, any question not answered at the forum will be answered in follow up to directly with the community member by the leadership or their staff.

What will be different?

The community will feel a direct connection with its leaders on public safety and policing and law enforcement will reflect the community's input and priorities.

Short Term:

Hold meetings in multiple neighborhoods with 100 days of taking office.

Year 1:

Hold meetings in each of the city's neighborhoods.

7. Develop a coordinated program for re-entry of citizens returning from incarceration.

Why do this?

Returning citizens can have a dramatic positive impact on the city and on their own individual communities if given the tools to succeed. Juvenile offenders who are not returned to incarceration or confinement have a much greater chance of staying out of jail as adults. Re-entry and recidivism have a direct impact on public safety. The city has a moral obligation to embrace its citizens including those that were formerly incarcerated.

How will we do this?

Chester will partner with the county to fund job training, transitional employment and full time placement for deserving residents returning from incarceration.

What will be different?

The recidivism rate for citizens returning to Chester will drop dramatically. These citizens will be reintegrated into their families and contribute to a more stable and healthy community in Chester.

Short Term:

Reestablish an office of re-entry within the Mayor's office.

Year 1:

Establish a memorandum of agreement with the County government to fund re-entry services, and establish contracts with Goodwill and other agencies necessary to offer job training and placement services.

8. Develop and implement an organizational strategy in order to maximize effective deployment of all police manpower resources.

Why do this?

The Chester Police Department has limited resources. These resources have to be used to their maximum effect to protect the public. Currently staffing schedules and work restriction policies do not reflect this priority.

How will we do this?

The Chester Police Commissioner will develop a schedule of deployment and overtime allocation that will address crime for the summer months (curfew and hanging out on the corner violations which in turn will reduce the amount of possible accessible victims). In addition, and with input from his senior leadership, the Police Commissioner will review and correct the Police Organizational structure by placing light duty, disabled officers or civilian in housekeeping positions in order to free up able body officers to work in the community.

What will be different?

More officer will be deployed on the street at the times and locations where they are needed most in order to protect the public.

Short Term:

Review and reassign officers.

Year 1:

Establish and execute police deployment plan for summer 2016.

B. Fire and Emergency Services

Create and maintain a 21st century state-of-the-art Fire Department and emergency response system, improve working conditions within the Department for women and other minorities, and deploy safety initiatives in the community which improve public safety and safe lives.

Why do this?

The City of Chester Fire Department and emergency response are key components of the community safety apparatus. In order to serve and protect the citizens of the city these departments must be properly equipped, professional organized and led and supported by safety initiatives in the community.

What will we do?

EQUIPMENT:

When possible the City will allocate funding to support the upgrading of existing systems and the replacement of obsolete equipment. The City will also seek federal and state funding wherever practical. The specific initiatives and goals for equipment upgrades or replacement include:

- Applying for financial assistance from FEMA with the new Assistance to Firefighters Grant opportunity for Self-contained breathing apparatus. The current S.C.B.A's are at the end of their serviceable life. Replacement cost for these units vary based on model, options and manufacture. Pricing range from a low of \$, 5000.00 to high of \$, 8000.00 we need 65 units, one per man plus a spare Air bottle for each unit.
- Up-grading 3 Gas detention units at approximately \$ 700- 1000.00 per unit.
- Upgrading 3 Thermal Imaging Cameras \$ 5700.00 to 9.000.00.
- Purchasing Turnout Gear \$2400.00 to \$3,000 per set including Bunker pants & Coat.
- Establishing a timetable for the replacement of existing equipment. For example the newest Engines are from 2009.
- Purchasing a new Fire Commissioner's Vehicle, which is necessary for command and control during response to incidents.
- Reassessing and upgrading the Fire Department Software and IT Infrastructure.
- Disposition of Old non-serviceable vehicles and Apparatus including vehicles stored in the rear of station #82.
- Keep up front the potential of CFD to provide ALS Care to Chester Residents should Crozier cease to provide this service.
- Identify a Medical Officer to oversee EMS operations and Medic chief supervision and at least 4 experienced Medic Chiefs one per shift. The cost per chief is

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

approximately \$80,000 plus benefits. This is a non-bargaining unit employee and essential to maintaining emergency lifesaving capability.

- Seek Funding for acquisition of three Ambulances with equipment at a cost of approximately \$150,000 each.
- Repair and improvement of fire stations.
- Installation of video cameras to cover parking lot of both fire stations.
- Purchase of commercial washing machines for Fire Fighter gear at both fire stations.

EO AND LABOR RELATIONS: Diversity and equal opportunity are key components of the effective operations of the fire department and emergency services. It is also important the Fire Commissioner have direct access to the Mayor and Council committee on Public Safety without fear of being circumvented by union leadership or members of the rank and file. The specific initiatives, which will support these important values, include:

- Revision and republication of the department Equal Employment Opportunity Policies to include policies on Sexual Harassment and policies of pregnancy and light duty.
- Re-assert an enforceable management/labor communications procedure.
- Adopt a department policy on fraternizing and anti-discrimination.

SAFETY AND TRAINING: Community safety programs and training and expertise are key components of an effective public safety agenda. The specific initiatives, which will support these important values, include:

- NICET certification for (smoke detection, sprinkler and alarm system installation) needs to be adopted as an ordinance.
- Utilize the current AFG Grant to provide Professional Qualifications board certification for every Firefighter in the Chester Fire Department to Fire Service Officer 1 and 2, if funding permits. This training would include Fire Service instructor.
- Request funding to train a certified fire inspector. Preparing to replace Rich Griffin who is in the DROP and scheduled to leave the Department in 2016.
- Improve relations with Chester Police Arson Division for follow up and completion of investigations.

EDUCATION COMMITTEE REPORT

Committee Chairman:

Dr. Dexter L. Davis, Sr.

Committee Members:

Vahan H. Gureghian, Wilbur Kirkland, and Darrell Overton



Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

The primary focus of Mayor Thaddeus Kirkland's Transition Education Plan is to provide, enhance, and support education initiatives that would benefit all age groups in the city regardless of their economic status. Although the Mayor and council do not have direct-line authority over the public school system, Mayor Kirkland sees himself as an advocate for the 7,000 plus students living in the City. He, along with City Council, look forward to working with those individuals, groups, and agencies charged with the direct responsibility of educating the children and adults living in the City.

The lens that was used in developing this educational plan was both global and inclusive. The Mayor envisions a city where all interested parties have a seat at the table in regards to forging an environment that will allow all citizens' access to a free and appropriate education. As an advocate for an enlightened and educated society the Mayor will use his office to forge relationships between local, state, and federal agencies to insure that the City of Chester receive much needed resources to promote, enhance, and support public education at all levels.

Mayor Thaddeus Kirkland believes that Chester is poised once again to become a major hub in regard to economic development and job growth within Southeastern Pennsylvania. City leaders are at work looking to maintain and attract public and private industries that will provide meaningful job opportunities for Chester residents. However, there is a need to insure that interested residents are equipped with the necessary skills and training to qualify for employment with the industries operating inside and outside of the city. Mayor Kirkland believes that the career and technical offerings of the school district in concert with adult training programs, community college, and area colleges and universities should support and provide training opportunities for city residents to qualify for positions with companies and agencies operating in the city.

Mayor Kirkland supports a school board that is elected and held accountable by the residents to set policy that insures a quality education for all students. In the absence of an elected school board decisions are made by state appointed officials that preclude the local involvement of residents, taxpayers, and voters.

The Mayor and City Council are poised to lead Chester into an era that fosters lifelong learning for all of its citizens. Providing educational opportunities for all citizens will be one of the objectives of this new administration. Mayor Kirkland, with great thought, reflection, and inclusion will focus on nine educational initiatives that he believes will help chart a direction that will level the playing field for all residents in regard to education. Those nine initiatives are as follows:

1. Establish Mayor's Office of Comprehensive Community Education (OCCE)
2. Support and partner with traditional public schools, private schools, and charter schools
3. Enhance and support quality before and after school programs

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

4. Strengthen Pre-School Readiness
5. Support Universal Literacy
6. Support and partner with colleges, universities, and foundations to foster an environment where college bound high school students would have access to scholarships.
7. Support and partner with Career/Technical Schools and organizations that provide opportunities for high school students and adults to be trained with the purpose of filling jobs with industries that operate in and outside of the City of Chester.
8. Establish partnerships with companies, organizations, and foundations that support a citywide effort to provide internet connectivity to all households within the city.
9. Enhance and support Fine Arts Programming among school age children and the broader community.

A. Establish Mayor's Office of Comprehensive Community Education (OCCE)

Why do this?

The City of Chester lacks a governmental infrastructure that lends itself to bringing all educational institutions together in a harmonious way to support education. There is a need to have a viable communication network established that allows for a coordinated effort to leverage valuable limited educational resources.

How will we do this?

The Mayor's office will establish an advisory board that will be made up of community education stakeholders. The advisory board will consist of parents, educators, community members, clergy, business leaders and students. The focus of the advisory board is to put forth strategies and recommendations to the mayor and council to improve learning in our schools and neighborhoods.

A Director who will be supported by two Community Education Liaisons will head the Mayor's Office of Comprehensive Community Education. These skilled professionals will support the Mayor and council on all educational matters. They will also be key support and contact for members of the education advisory board.

What will be different?

Short Term: Create the Mayor's Office of Comprehensive Community Education (OCCE). Name the Director of OCCE, who will be the point person for coordinating all city educational initiatives. Name the Education Liaisons who will work under the direction of the OCCE Director. Establish process for selecting advisory board. Convene regularly scheduled advisory

meetings. Establish regularly scheduled meetings between the Mayor and elected and appointed heads of educational institutions that provide services to Chester residents. Assist the Mayor and council in seeking funding and programs to support education in the city. Serve as a think tank in regard to current or new educational initiatives.

First year: OCCE staff will work with city agencies, community organizations, foundations, Chester Upland School District, charter schools, and community groups to develop and implement a citywide strategy for education. The Director of OCCE will facilitate monthly meetings between the Mayor and the elected school board, the CUSD Receiver, CUSD Superintendent, charter school heads, and the President of Widener University.

Community Education Liaisons will attend school board meetings, community based meetings and school events. They will maintain a pulse in regard to the school community keeping the director, Mayor and council abreast of all community concerns as they relate to education. The Director of OCCE and Education Liaisons will participate and represent the mayor at education events throughout the city.

By 2019: The OCCE and the Chester City education community will be fully coordinated and engaged at a high level.

B. Support and partner with traditional public schools, private schools, and charter schools

Why do this?

The City of Chester is home to traditional public schools, charter schools, and private schools. Parents and guardians throughout the city have made the choice to educate their children in one or all three of the educational institutions. At the end of the day, the Mayor and city council share the belief that all city students should have access to a free and appropriate quality education whether it is in a traditional, charter, or private school. City leaders also believe that the various schools must share the limited resources made available to educate all of our children.

How will we do this?

Hold listening sessions throughout the city to gain insight and opinions on how we can better support the various schools working together. Engage the Mayor's advisory board in regard to strategies that could be utilized to support greater school partnerships. The Mayor or the OCCE Director will meet regularly with the heads of the traditional, charter, and private schools for the purpose of keeping an open dialogue in regard to school related issues.

What will be different?

Short Term: Hold listening sessions throughout the city for parents/guardians and community members to gain insight in regard to the various concerns of city residents about their schools. Provide parents/guardians with school related data that will allow them to be

informed about the academic performance of the schools that their children attend. Work with schools to provide nonacademic services that support the growth and development of students and their families.

First year: OCCE creates an open dialogue that does not support parents/guardians of various schools being pulled into adversarial relationships. The OCCE will seek to develop a Village approach to education in the City of Chester. OCCE will work with local, state, and federal education agencies to bring resources to all schools operating in the City of Chester.

By 2019:

The City of Chester is fully partnering with traditional, charter, and private schools in a non-competitive educational environment.

C. Enhance and support quality before and after school programs

Why do this?

Children spend about 7,600 hours outside of school over the course of a school year. That time is spent at home and in the neighborhoods. Mayor Kirkland believes strongly that we should have a variety of before and after school programs that meets the academic, recreational, and nutritional needs of children throughout the city. Systemic before and after school programs coordinated by the City Recreation Department working with our schools and churches will go a long way in raising the academic profile of our students.

How will we do this?

Implement a citywide strategy that would utilize the city recreation department in collaboration with churches, schools and the Boys and Girls Club to support before and after school programs. The cost for students to attend would be free or offered at a reduced price based on family income. Tutorial and recreational services would be provided by the city recreation department, local college students, fraternity and sorority members, and retired educators.

What will be different?

Short Term: Bring together city recreation officials, school leaders, church leaders and representatives of fraternities and sororities to develop a citywide plan to provide quality before and after school programs. This initiative will be coordinated by the OCCE.

First Year: OCCE will visit existing before and after school programs to look at operations and best practices that could be replicated by programs across the city. Conversations will be held with school leaders with the mindset that schools would be used after hours as community centers.

By 2019: Quality before and after school programs under the direction of the Chester City Department of Recreation and supported by the OCCE will be operational all across the city.

D. Strengthen Pre-School Readiness

Why do this?

Quality pre-school programs are extremely important to the development of children in their early years. The research is clear and compelling in regard to the benefits gain by 3 and 4 year old children that are enrolled in formal preschool programs. Enrollment in pre-school programs enhances the odds of children finishing school and moving on to institutions of higher education.

How will we do this?

Develop a citywide strategy to organize and engage pre-school programs in a meaningful way. The OCCE will work in collaboration with school leaders to develop a systemic approach to insuring pre-school readiness throughout the city.

What will be different?

Short Term: Convene a summit of all early childhood providers operating in the city. The summit will provide opportunities for school leaders to engage early learning programs in a meaningful way. The summit would also serve as a vehicle to promote best practice among early childhood providers.

First Year: The OCCE would work with schools and foundations to seek additional funding to insure that all early childhood students have access to quality early learning opportunities.

By 2019: Establish Chester City as a model for quality early childhood education.

E. Support Universal Literacy

Why do this?

Literacy is important to the growth and development of any civilization. Where you have a high level of literate citizens you have a community that is productive and relevant. If Chester is to be all that it can be then having literacy as a focus is paramount. Having a highly literate community enhances the chances that residents will be gainfully employed. It is important that an environment be supported that promotes literacy from pre-school to adulthood.

How will we do this?

The City will partner with the J. Lewis Crozer Library to provide opportunities for families to engage in Literacy activities. The Delaware County Literacy Council located at 2217 Providence Avenue in the City has been providing literacy opportunities for Chester residents for 40 years. The City will partner with Council to promote the services offered that support literacy and the

GED program. Finally City employees, fraternal organizations, community and business leaders will serve as guest readers in our schools. Individuals, groups and organizations will support school programs such as the “Hundred Book Challenge” that encourage reading at a high level.

What will be different?

Short Term: Conduct a survey of adult literacy programs operating in the city. Meet with literacy organizations to assist them in promoting and advertising the services they provide city residents. Work with schools to support and promote literacy initiatives that focus on pre-k to third grade.

First Year: Establish a campaign to get adults and others to serve as guest readers in schools. Seek out foundations and philanthropic partners to support and expand literacy initiatives in the city.

By 2019: Increase substantially literacy benchmarks over 2015 levels.

F. Support and partner with colleges, universities, and foundations to foster an environment where college bound high school students would have access to scholarships

Why do this?

Research has shown when colleges and universities get involve with schools benefits are gained in the area or curricula and cutting edge programing. The support and presence of institution of higher learning helps to increase a college going culture at the high school level. The college going culture is often supported by scholarships. The city in partnership with area colleges and universities will support scholarship opportunities for high school students

How will we do this?

The City of Chester is home to the Delaware County College Access Center. The College Access Center is funded by several area colleges and universities. The center supports activities that allow high school students to navigate the college application process. The center also serves as a clearinghouse for scholarships that are available to college bound students. In addition the city will work with foundations, fraternities and sororities, masonic organizations and businesses to connect them with Chester High School Seniors in need of scholarships.

What will be different?

Short Term: The City will partner with the College Access Center, and the Chester High School Guidance Department to make sure all scholarships available are pursued. The City will partner with churches and other community organizations to host college fairs throughout the city. The city will also support information sessions for adult and continuing education residents who are interested in attending Delaware County Community College.

First Year: Provide and support opportunities for area college students to do internships in our schools and community organizations. Establish tours of area colleges and universities for middle and high school students. Support and provide financial aid workshops for parents of college bound students.

By 2019: Significantly increase the amount of city residents attending institution of higher learning.

G. Support and partner with Career/Technical Schools and organizations that provide opportunities for high school students and adults to be trained with the purpose of filling jobs with industries that operate in and outside of the City of Chester.

Why do this?

The City of Chester is poised to regain its status as a regional hub for economic growth and development. The city leaders are working to attract and maintain industries that will provide job opportunities for qualified city residents. Mayor Kirkland and city council would like to see career and technical education programs in place that are aligned with the industries that are operating in and outside of the city. These aligned programs would allow city residents to receive the necessary training to successfully compete for the industry jobs.

What will be different?

Short Term: The city will partner with the school district to make sure that its career/technical education offerings are aligned with the job market locally, regionally, and nationally. The city will work with the school district to make sure that they develop and organize an Industrial Advisory Committee (IAC). The purpose of IAC is to provide professional and technical input into district programs. The major function of IAC is to provide two-way communications between the school district and the industrial community. In addition to supporting an IAC the city would support Occupational Advisory Committees (OAC) for all of the school district's career and technical programs. The OAC purpose is to make sure that the career and technical programs are current with the market place industries. Finally the city will pursue relationships with organizations such as Opportunity Industrialization Center (OIC) to train adults for jobs available inside and outside of the city.

First Year: Partner with Chester Economic Development Authority (CEDA) to identify new industries and organizations that are looking to come into the City. OCCE will engage and partner with the city workforce development office to make sure eligible city residents are prepared for job opportunities coming into the city.

By 2019: Establish a climate where qualified City residents are poised to take advantage of the majority of jobs being offered by industries located in the city.

H. Establish partnerships with companies, organizations, and foundations that support a citywide effort to provide Internet connectivity to all households in the city.

Why do this?

We are now living in an age where information is received very rapidly. We are a part of a global network where information is received in seconds that can change the outcome of our lives. If the children and adults living in the City of Chester are to compete with the global market place all of households must have the ability to connect to the internet. Our schools have internet connectivity we must now provide the same service to all city households.

What will be different?

Short Term: The City will seek funding from grants and foundations to make internet connectivity available to all city residents. In the meantime, the City will compile a list of churches, community centers, schools and businesses throughout the city that will be interested in opening their doors to allow city residents who don't have access to the internet the opportunity to use their facility.

First Year: The OCCE will contact Comcast to see how City residents can take advantage of their Internet Essentials Program. The City would partner with various community organizations to get as many households eligible for this program.

By 2019: All households in the City of Chester will have the ability to be connected to the internet.

I. Enhance and support Fine Arts programming among school age children and the broader community.

Why do this?

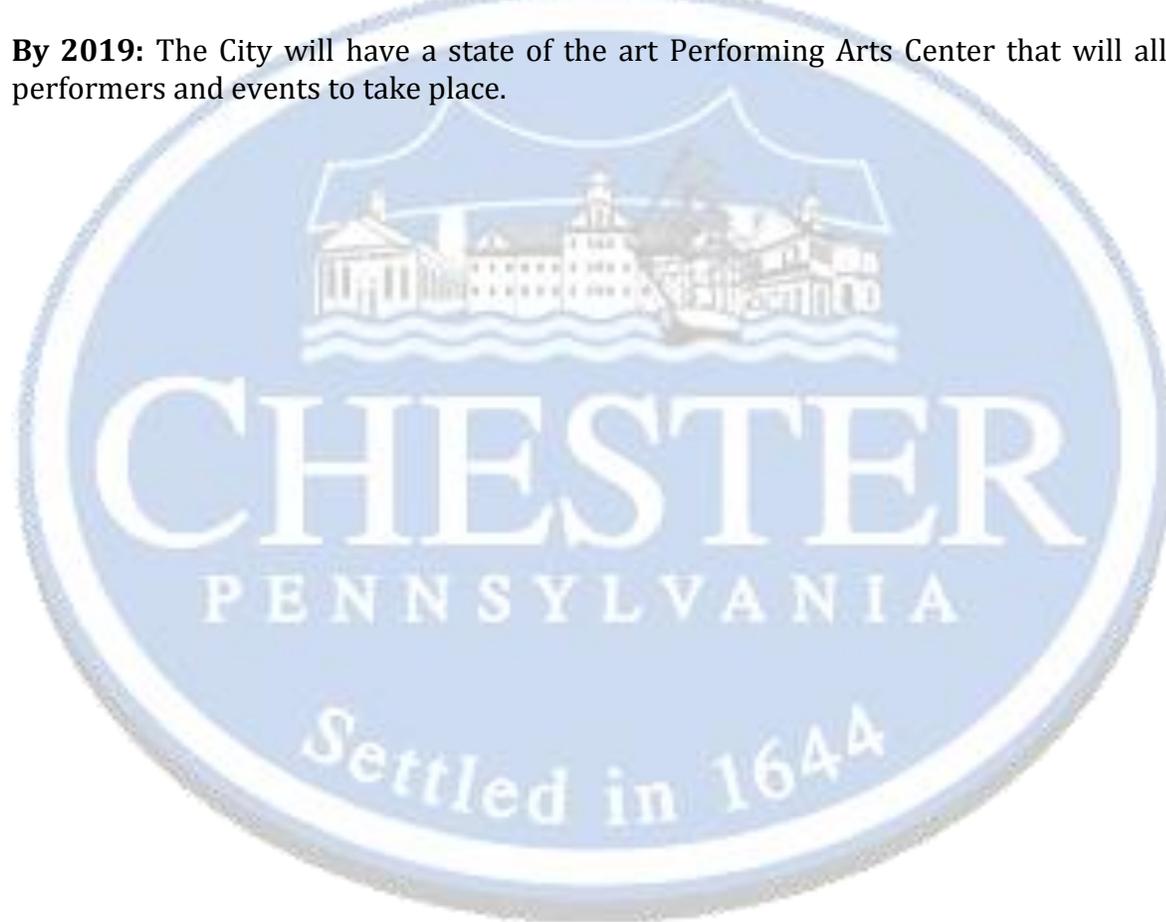
The establishments of Fine Arts Programs are essential to the growth and development of any community. Involvement in the arts help to make us well rounded as people. The City of Chester has had a rich history in regards to the arts. Chester is home to some of the greatest artist and performers the world has known. Many of great artists received their start in the schools of the Chester Upland School District. Over the years because of budget cuts the fine arts programs have been greatly curtailed. The district was forced to choose books over instruments. The City of Chester recognizes and supports the enhancements of the arts in the schools as well as the broader community. This is evident by the various outdoor concerts that are sponsored by the city throughout the summer months.

What will be different?

Short Term: The City will partner with foundations and area businesses to secure funding to make sure all of our students are exposed to the fine arts in our schools. The City Recreation Department will continue to provide opportunity for residents to be exposed to the arts.

First Year: The City will partner with the Chester Fine Arts Center to provide quality exposure to the fine arts for residents. The Recreation Department will provide opportunities to for children to visit fine arts venues throughout the region. In addition the City will seek and support developers who are interested in providing establishments that support the arts.

By 2019: The City will have a state of the art Performing Arts Center that will allow major performers and events to take place.



HOUSING COMMITTEE REPORT

Committee Co-Chairs:

Richard H. Lowe and Lorraine Martin

Committee Members:

Christina Delva, Lisa Gaffney, Ieasa Nichols, Darrell Overton, and Glenn Worgan



Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

A. Develop and Roll Out a Blight Reduction Program

Why do this?

We recommend the development and rollout of a blight reduction program in Chester to reduce the large number of abandoned properties in the city. Especially critical are those vacant and abandoned buildings that have been uninhabitable for decades. Typically an abandoned building would have no functioning windows, doors, etc.

A blight reduction program will improve the neighborhoods, making them more attractive and a better environment to live in.

How will we do this?

- If an ordinance is already in place, have the Solicitor review it to determine if it can empower the actions described below. If not, then City Council, with advice from the Solicitor, should draft and adopt such an ordinance. The following list of vacant property ordinances in Pennsylvania may be helpful to the City in crafting the proper ordinance:
http://safeguardproperties.com/Resources/Vacant_Property_Registration/PA.aspx?filter=vpr.
- Using the ordinance as a foundation, assign the program to a City department to enforce the program described below.
- Develop a vacant property registration program, and use it to assess fines against owners of vacant property.
 - Identify all the vacant properties in the city, using the data that the City's Health Department is currently assembling. Develop a register of all such properties.
 - The vacant property registration will affect those who own vacant property in the city that is not being developed. These owners would have to pay a fee every year to the City. As long as they have possession of the property and it remains in inhabitable condition and vacant, the fee will increase over time. This escalating fee will create a disincentive on keeping the property vacant in the city. The objective is to encourage people to renovate or sell the property.
 - Funds generated by the fee will cover administrative expenses, and any excess funds should be specifically dedicated to boarding and demolishing vacant properties.
 - Renovated properties increase in value leading to increased real estate taxes.
- Use the Solicitor to determine if the City currently has, or can adopt, an ordinance giving the City the legal authority to lien personal assets of the owners who owe fees to the City and, as necessary, to research the extent of owners' properties outside of the City, so that fees relating to the City can be liened against the properties elsewhere.
- Look at programs from other cities and see how they are implementing similar policies: The City of Philadelphia, with assistance from The Reinvestment Fund

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

(TRF) and The Housing Alliance of Pennsylvania, have many anti-blight strategies. Research should be done on what models we can adopt and implement.

- There are many abandoned lots in the City and we recommend strategically improving the lots. Invite the Pennsylvania Horticultural Society to turn lots to gardens, and collaborate with other organizations such as the Chester Shade Tree Commission and the Chester Urban Gardeners to improve vacant areas as well.

What will be different?

Property owners will be held accountable for the condition of their properties. The City will begin using new powers permitted by State law that will impact their personal assets instead of just placing a lien on the devalued Chester property.

Short Term:

First three months: Review ordinance and draft new ordinances as appropriate.

Long Term:

First year: Program should be assigned to a City department that has the responsibility of implementing and expanding the anti-blight program. Set up needed computer systems that can be used to analyze data and to support the development of the program. The department should also find ways to implement the program through already existing community initiatives.

B. Enhance Code Enforcement

Why do this?

We recommend that the existing codes be made more effective. Enhancing code enforcement will bring about better property conditions in neighborhoods, which will bring about a small amount of revenue. The goal is to increase habitability and ensure public safety.

The goal is to assure that property owners have Certificates of Occupancy any time a property changes ownership or tenancy. The City needs to be proactive and not just react to those owners contacting the City for inspections.

How will we do this?

- Develop a data base to keep city hall informed about the sales and transfers of property in Chester
- Review the property transfer list to determine if each property has a Certificate of Occupancy
- Report building code violations to Delaware County Tax Claim Bureau so property owners will be banned from tax sales

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- Attach liens to personal Assets

What will be different?

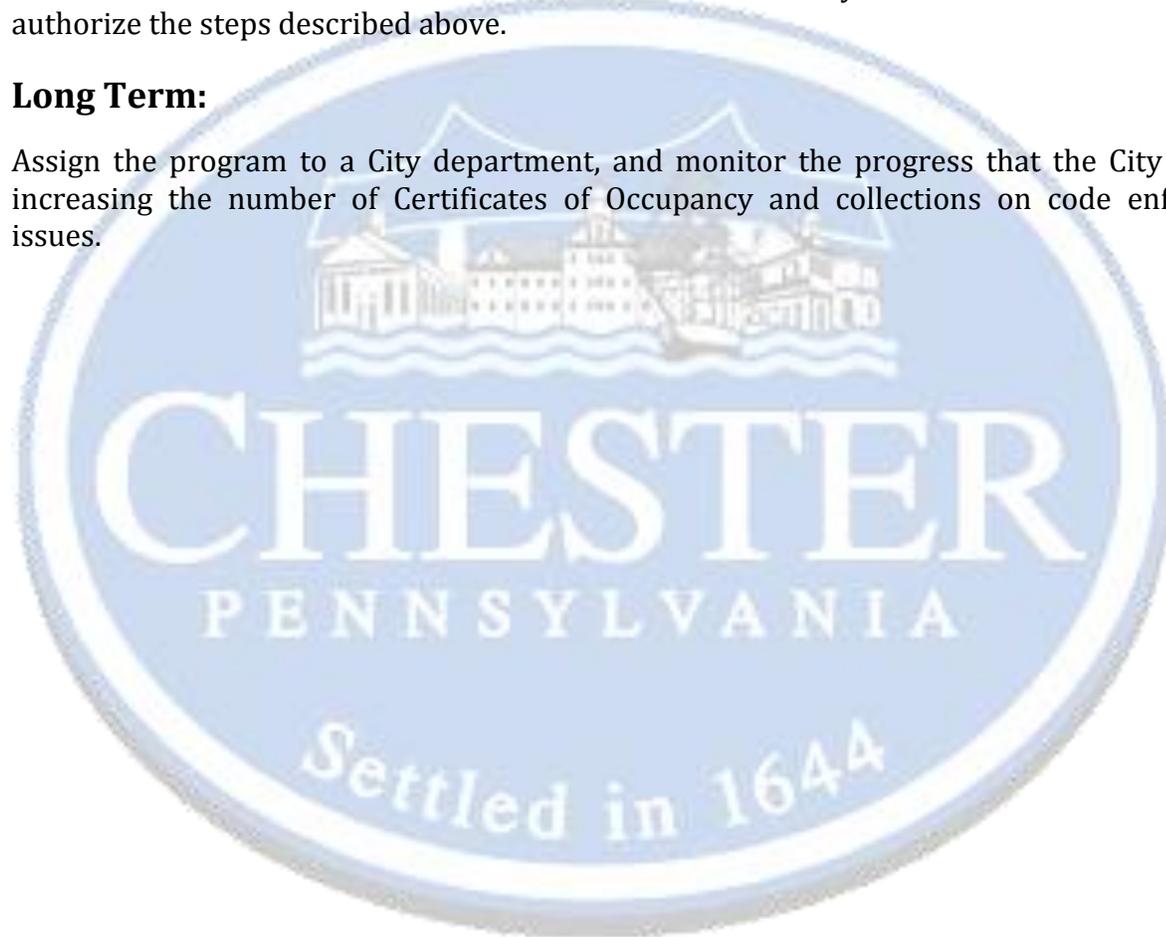
The City will have greater information to be more pro-active in dealing with Certificates of Occupancy and delinquent code issues when properties are transferred.

Short Term:

First Three Months: Review ordinances to determine if any modifications are necessary to authorize the steps described above.

Long Term:

Assign the program to a City department, and monitor the progress that the City makes in increasing the number of Certificates of Occupancy and collections on code enforcement issues.



C. Coordinate CHA & City/CEDA Programs

Why do this?

Coordinating the limited resources of both agencies should make a more significant impact on housing conditions in Chester, and be more efficient than if the two entities proceed without seeking opportunities to achieve synergies.

How will we do this?

- Review CHA Current & Five Year Plan
- Meet with CHA on Priorities & Investments
- Promote Section 8 Homeownership

What will be different?

There is limited interaction between the two agencies. CEDA housing staff is not involved in reviewing CHA's annual and five year plan.

Short Term:

Set up regular meetings between CHA and CEDA, to discuss areas where synergies can develop.

Long Term:

Strive to engage in long-range planning together, so that duplicative services rendered by the City and CHA can be reduced.

D. Promote Homeownership Programs

Why do this?

The City's homeownership rate continues to decline. Once neighborhoods lose homeowners, vacancy and abandonment can begin to erode the fabric of the neighborhood. The effective targeting of local subsidy and other services will be used to correct this imbalance.

How will we do this?

- Focus on a few key neighborhoods for homeownership that have relatively stable values. Concentrate resources to sustain existing homeowners (e.g., weatherization, utility assistance, home repair), coordinate City services (road repair, inlets, Code enforcement, playgrounds) and public safety (cameras, other policing initiatives).
- Encourage applicants in CEDA's Homebuyer Assistance Program (HAP) and the Employer Assisted Housing Program to buy homes in these locations.

What will be different?

- By focusing on key neighborhoods, it will be easier for everyone to recognize improvements that might otherwise go unnoticed if the limited resources available are spread too thin around the City.

Short Term:

Identify target neighborhoods.

Long Term:

Implement the programs so that the results are easily recognized; in that way, the momentum of early success can be repeated in other neighborhoods in the City.

E. Market Housing Opportunities

Why do this?

Chester residents and those interested in moving into Chester are not always aware of housing opportunities and programs.

How will we do this?

- Hold Annual Chester Homebuyer Fair
- Market Housing on City Website & Public Access Channel
- Promote Employer Assisted Housing

What will be different?

More marketing can be used to make the public aware of existing City resources such as the website. Also, the Public Access channel can be used to promote housing programs. Press releases should be issued for new housing developments.

Short Term:

The Riverfront Alliance of Delaware County will be launching a demonstration home repair program for façade improvements in early 2016. The City should be involved in publicizing and assisting with implementing the program.

Hold Chester Homebuyer Fair in summer or fall of 2016.

Long Term:

Build upon earlier successes to repeat throughout the City.

F. Coordinate CEDA & Workforce Development

Why do this?

It is critical to connect Chester residents with employment opportunities. Employment and housing go hand in hand. CEDA has public contracts that might provide opportunities for Chester businesses.

How will we do this?

- Encourage Chester businesses in public contracts
- Develop a list of Section 3 firms
- Coordinate Section 3 program with CHA

What will be different?

Housing and other developers should be encouraged to use local businesses if possible. Information on these companies should be provided when the project is being designed. Workforce Development should assist new businesses with training and job fairs to enable Chester residents to benefit from

Short Term:

Develop a comprehensive list of businesses in Chester. Provide an established link between local employment opportunities and the training needs of new Chester businesses and the Workforce development office.

Long Term:

Encourage local businesses register as Minority Business Enterprises and Women Business Enterprises.

G. Encourage Private Housing Developments

Why do this?

Since a great deal of housing stock has either been lost to demolition or is not up to current standards, new housing needs to be developed.

How will we do this?

The Chester Redevelopment Authority (CRA) will need to complete land assemblage of key parcels and market opportunities to developers. Demolition needs to be concentrated to clear parcels for future development.

What will be different?

The City/CEDA will be proactive in encouraging the type of development needed to revitalize neighborhoods as opposed to just reacting to inquiries.

Short Term:

CRA will begin actively contacting experienced developers for Morton Avenue corridor and the former Pulaski School.

Long Term:

Continue to assemble parcels so that they can be marketed to developers.

H. Encourage Market-Rate and Mixed-Income Housing

Why do this?

In order to have a functioning housing market that provides a range of housing choices, both market-rate and mixed-income housing need to be developed.

How will we do this?

We will focus on waterfront housing and possibly Crozer Hills, Phase II.

What will be different?

The City will work with the Riverfront Alliance of Delaware County and the City's major employers to discuss ways to build market-rate housing. The owner of much of the waterfront property will be encouraged to seek outside funding, such as new-market tax credits, to make this type of housing economically viable.

Short Term:

Initiate meeting with Riverfront Alliance to discuss a strategy.

Long Term:

Assess market demand and project costs.

I. Encourage Downtown Residential On Upper Floors

Why do this?

In order to create a vibrant downtown, it is important to have a critical mass of people living in the downtown.

How will we do this?

Seek pro-bono or low cost architectural/engineering services (possibly through Widener) to address second means of egress issue on the 500 block of Avenue of the States (west side).

Work with property owners to find funding to renovate unused second and third floor space. Identify artists from Chester Made initiative who might be interested in residing downtown (build demand).

What will be different?

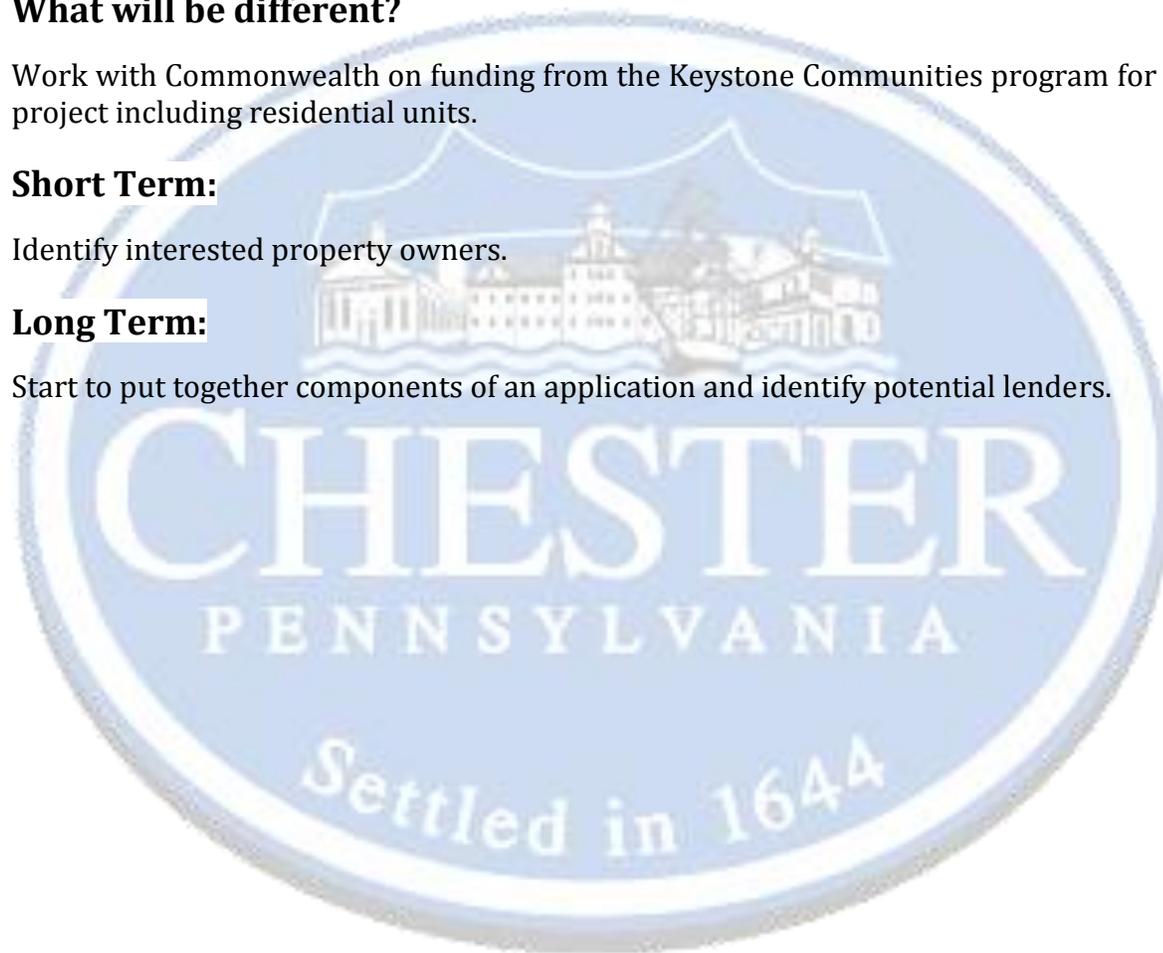
Work with Commonwealth on funding from the Keystone Communities program for Overtown project including residential units.

Short Term:

Identify interested property owners.

Long Term:

Start to put together components of an application and identify potential lenders.



ENVIRONMENTAL COMMITTEE REPORT

Committee Chair:

Dr. Horace W. Strand, Sr.

Committee Members:

Alice Wright, Ieasa Nichols, Darrell Overton



Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

The City of Chester is an Environmental Justice Community. It has this classification due to the clustering of environmental unfriendly facilities; such as a trash-to-stream plant, sewage treatment facility, P Q Corp, and numerous smaller facilities that have smoke stacks that emit odors and particulates that are known cancer-causing agents. Along with these emissions, there are the smoke stacks of hundreds of trucks every day. The EPA and PA DEP are doing an excellent job monitoring these facilities. The recent announcements of a 1.7 million dollar fine assessed to P Q Corp in Chester and the 1.6 million assessed to DELCORA are evidence that the agencies are not playing when it comes to environmental health. In spite of their efforts, there is still a need for the City to take charge of its own monitoring, due to the fact that all federal and state reporting is after-the-fact, when the damage to the community has already been done. We need daily monitoring to prevent serious long-term damage to the environment. For this reason our committee is making the following proposals:

1. Establish the Chester Department of Environmental Protection, CDEP.
2. Use the full financial benefit of PA Act 101.
3. Daily monitoring of PA website EFAC.
4. Monitor all truck traffic, and re-open Weight Station.
5. Make Host Municipal Inspectors job a full time position.
6. Work with Zoning Board to review all existing laws to make sure we are protected from future clustering of environmentally unfriendly facilities.
7. Hire grant writer to go after funds designated for ET Communities.
8. Work to develop a Storm Water Control Program for Chester.

APPENDIX A

IN THE UNITED STATES DISTRICT COURT FOR THE EASTERN DISTRICT OF PENNSYLVANIA

CARMELIA VELEZ, et. al.

CIVIL ACTION

v.

JULIAN CASTRO, in his official capacity as

Secretary of Housing and Urban Development, et. al.

NO. 90-6449

ORDER

AND NOW, this 31st day of December, 2014, it appearing that:

- a. This action, filed October 5, 1990, resulted, on motion of federal defendants, in an Order entered June 29, 1994, placing the Housing Authority of Chester, Pennsylvania in Receivership (the "Receivership").
- b. On June 29, 1994, the court granted federal defendants' Motion for Appointment of a Receiver Pursuant to 42 U.S.C. §1437d(j)(3)(A)(ii) & (c).
- c. On August 31, 1994, it was further ordered, according to the provisions of 42 U.S.C. §1437d(j)(3), that Robert C. Rosenberg, Esq., act for the court as acting Receiver of the Chester Housing Authority ("CHA"). In the order appointing Robert C. Rosenberg, Esq., as acting Receiver, the court contemplated the eventual return of CHA governance to a duly constituted Board of Commissioners.
- d. On June 8, 1995, the court issued an Order appointing a Master under Fed. R. Civ. P. 53 to arbitrate CHA lease disputes, according to Dwelling Lease Section 25(E)(1).
- e. The court's Order of March 31, 2005, continued the CHA Receivership but changed the status of Robert C. Rosenberg, Esq., to Judicial Administrator for Development ("JAD"); in that capacity, Robert C. Rosenberg, Esq., was responsible for, among other things, completing the Chester Towers Hope VI Revitalization Plan, completing the remainder of the Wellington Ridge Hope VI Revitalization Plan, consisting of a retail component and an off site home ownership component (Wellington Heights), completing all required close outs, and providing all required development reports to HUD.
- f. The court also appointed an Advisory Board of Commissioners and a CHA Executive Director, subject to court approval of decisions and contracts for amounts in excess of \$100,000, and court review of all CHA resolutions. The court appointed Steven A. Fischer as CHA Executive Director on April 1, 2005.

Mayor Thaddeus Kirkland
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- g. The court, by Orders dated: September 29, 2008; October 2, 2008; September 23, 2009; April 20, 2010; November 17, 2010; December 22, 2011; March 29, 2012; December 26, 2012; March 21, 2013; June 30, 2013; and September 30, 2013, amended the responsibilities of Robert C. Rosenberg, Esq., and extended his term to December 31, 2013.
- h. On September 26, 2013, the court scheduled an annual hearing for October 24, 2013, and required the Executive Director and JAD to file an annual report and final report, respectively.
- i. On October 24, 2013, the court held an annual hearing to assess the status of CHA. As a result, the court decided to bring the Receivership to a conclusion in an orderly manner.
- j. On October 28, 2013, the annual report of the Executive Director and final report of the JAD were filed.
- k. On September 25, 2014, a supplemental final report provided by the JAD was filed.
- l. On June 4, 2014 (paper no. 1047), the court ordered that upon termination of the Receivership, an amendatory agreement would be substituted in the Dwelling Lease. On August 11, 2014 (paper no. 1048), the court provided for continued arbitration of claims relating to the interpretation, validity, or performance of the Dwelling Lease. These orders will remain in effect.
- m. On August 31, 1994, the court had suspended the civil service status of CHA staff and employment positions. On August 12, 2014, CHA entered into an agreement with the Pennsylvania State Civil Service Commission to return CHA staff and employment positions to civil service status.
- n. The recent round of HUD inspections of CHA properties (nine total inspections) resulted in very high ratings (averaging 95%).
- o. The CHA Section 8 program has been rated a high performer by HUD for seven years; this year's rating was 93%.
- p. The CHA Police Department has performed in an excellent manner and, together with the Chester Police Department, has significantly improved the safety and security of CHA tenants and properties.
- q. The CHA has been recognized by its insurance company for a low loss ratio because its properties have been kept in safe condition with few accident claims.
- r. The CHA Executive Director and General Counsel both serve on national industry boards. Mr. Fischer has chaired the Public Housing Authorities Legislative Committee the past three years and Ms. Zissimos sits on the Housing Authority Insurance Finance Committee.

- s. The CHA Board of Commissioners received intensive training this year to add to their credentials and qualifications to oversee a Housing Authority.
- t. The court finds that terminating the Receivership is fair, adequate, and reasonable: (i) the JAD has performed in an excellent manner and satisfactorily concluded his duties, responsibilities, and requirements under all orders of the court; (ii) the Executive Director has also performed in an excellent manner and satisfactorily fulfilled his duties, responsibilities, and requirements under all orders of the court; and (iii) significant progress has been made to transform CHA into a functioning housing authority providing decent, safe, and sanitary dwellings to families of low income, in substantial compliance with all applicable laws and regulations.
- u. The court finds that the Receivership should terminate, and the governance of CHA returned to a duly constituted Board of Commissioners according to law.

It is therefore **ORDERED** that:

1. The Order of June 29, 1994, providing for a Receiver is terminated on December 31, 2014, for the reasons stated in the filed Annual Report and Final Report (paper no. 1036) and for the reasons stated above. The underlying action, *Velez, et. al. v. Donovan, et. al.*, Civil Action No. 90-6449, will close on that date.

2. The following residents of the city of Chester, one of whom is a CHA tenant, are appointed Commissioners with staggered terms as stated:

Catherine Feminella — 5 years

Sheila Church — 4 years

Tanya Warren — 3 years

Sheridan Jones — 2 years

Roderick Powell — 1 year

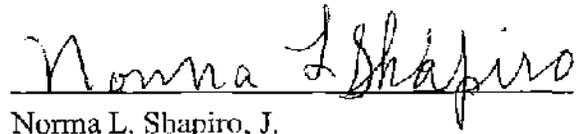
3. Steven A. Fischer shall continue his services as Executive Director subject to the terms, conditions, and duties stated in his employment contract that took effect on April 1, 2013.

4. Maria Zissimos, Esq., shall continue her services as Deputy Executive Director and General Counsel subject to the terms, conditions, and duties stated in her employment contract that took effect on April 1, 2013.

5. Seymour Kurland, Esq., Susan Henderson-Utis, Esq., and the Honorable Phyllis W. Beck shall continue their appointments pursuant to the court's order of August 11, 2014 (paper no. 1048).

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

6. The court will retain jurisdiction over this action to enforce its terms and conditions.


Norma L. Shapiro, J.

-4-



Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

APPENDIX B

PENNSYLVANIA STATUTES, ANNOTATED BY LEXISNEXIS(R)

*** Pa. C.S. documents are current through 2013 Regular Session Act 86, Enacted November 1, 2013. *

* P.S. documents are current through 2013 Regular Session Act 72, Enacted July 18, 2013.*

* Annotations current through October 16, 2013 ***

PENNSYLVANIA STATUTES TITLE 35. HEALTH AND SAFETY CHAPTER 18. HOUSING HOUSING AUTHORITIES LAW

Go to the Pennsylvania Code Archive Directory
35 P.S. § 1545 (2013)

§ 1545. Appointment of members of an Authority

(a) The board of county commissioners for any county upon issuing a certificate declaring the need for an Authority to operate in such county or upon receiving notice of the issuance of such certificate by the Governor, shall appoint five citizens, residents of the county, to be members of the housing authority which is to operate within such county. Such members shall be citizens residing within the county for which the Authority is created.

(b) The governing body of any city upon issuing a certificate declaring the need for an Authority to operate in such city or upon receiving notice of the issuance of such certificate by the Governor, shall promptly notify the Mayor of such certification. Upon receiving such notice, the Mayor, with the approval of the majority of the members of council, shall appoint residents of the city to be members of the housing authority of such city as follows--(1) that in cities of the first class, members shall be appointed as provided in subsection (c); (2) that in cities of the second class, the Mayor shall appoint two additional members for a total of seven members of the housing authority; (3) that in cities of the third class, the Mayor, with the approval of the majority of the members of council, shall appoint five persons to be members of the housing authority of such city, such members shall be citizens residing within the city for which the Authority is created.

(c)(1) In cities of the first class, the Mayor, with the approval of the majority of the members of council, shall appoint a total of nine members, two of whom shall be residents of housing owned or controlled by the Authority.

(2) The two members required to be residents of housing owned or controlled by the Authority shall be chosen pursuant to a nomination process agreed upon by the Mayor, council president and the executive director of the Authority.

(3) With respect to vacancies existing at the time this subsection becomes effective, if council fails to act on any proposed appointee to such a vacancy within sixty (60) days of the Mayor's submission of the proposed appointee to council, the Mayor may, without the approval of council, appoint such person to be a member of the Authority; as many proposed appointees may be appointed in this manner as may be necessary to bring membership on this Authority to five members. A member appointed without the approval of council may be subsequently approved by council, or may be replaced by another member appointed by the Mayor, with the approval of the majority of the members of council.

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

35 P.S. § 1545

HISTORY: Act 1937-265, P.L. 955, § 5, approved May 28, 1937, eff. immediately; Act 1968-25 (H.B. 1876), P.L. 69, § 1, approved Mar. 21, 1968, eff. immediately; Act 1968-163 (H.B. 713), P.L. 337, § 1, approved July 15, 1968, eff. Jan. 1, 1969; Act 2012-130 (S.B. 1174), P.L. 1093, § 1, approved July 5, 2012, eff. in 60 days.

NOTES:

LexisNexis (R) Notes:

Amendment Notes.--The 2012 amendment, in the second sentence of (b), deleted "five citizens" preceding "residents of," added "as follows," and substituted "members shall be appointed as provided in subsection (c)" for "the Mayor shall appoint two members, the city controller shall appoint two members, and the four members, thus appointed, shall select a fifth member of such Authority"; added (c); and made a stylistic change.

CASE NOTES

1. Trial court properly determined that the Board of Commissioners for Venango County had the power to appoint the members of the Housing Authority of the County of Venango; the Commissioners were the appointing power as they created the Authority, appointed the initial members pursuant to *Pa. Stat. tit. 35, sr 1545(a)*, and could dissolve the Authority. *County of Venango v. Hous. Auth.*, 868 A.2d 646, 2005 Pa. Comm./LEXIS 62 (*Pa. Commw. Ct.* 2005).

OPINIONS OF ATTORNEY GENERAL

1. The Philadelphia Housing Authority is not an instrumentality of the City where it is located but rather is a public body corporate and politic exercising public powers of the Commonwealth as an agency thereof 35 P.S. §§ 1544(a), 1550., OFFICIAL OPINION No. 120, 1972 Pa. AG LEXIS 26; 1972 Op. Atty Gen. Pa. 59.

LexisNexis 50 State Surveys, Legislation & Regulations

Livestock

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

APPENDIX C

UNITED STATES DISTRICT COURT EASTERN DISTRICT OF PENNSYLVANIA

CHAMBERS OF
NORMA L. SHAPIRO
JUDGE

10614 UNITED STATES COURTHOUSE
INDEPENDENCE MALL WEST
PHILADELPHIA, PENNSYLVANIA 19106
T2151597-9141

December 29, 2014

Mr. Roderick Powell
1001 Avenue of the States, Apt. 119
Chester, PA 19013

Dear CHA Commissioner Designee Powell,

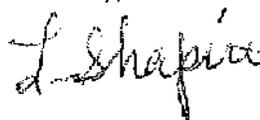
My hope was to come to Chester in person to thank you for your fine service as an Advisory Commissioner during the difficult time of the Receivership but it was not possible to find a time convenient for you that as possible for me. The Receivership will shortly end and it is my duty and pleasure to appoint Commissioners for staggered terms as provided by law. When your term expires, the Mayor of Chester hopefully will reappoint you for a full term.

Enclosed is a copy of an order appointing you Chester Housing Authority Commissioner for a term beginning immediately following termination of the court Receivership. Since there will be no formal installation, please sign the enclosed Oath and return it to my Chambers in the enclosed envelope for filing with the court.

The court is confident that you and the other Commissioners will work with our Executive Director, Steven Fischer, to preserve the progress CHA has made during the Receivership and, with the aid of the Sustainability Committee, established to help you continue that progress, continue to make non-partisan decisions for the welfare of the CHA tenants and the Chester community.

Best wishes as you perform this important public service.

Sincerely,



Norma L Shapiro

cc: Steven A. Fischer, Executive Director
Maria M. Zissimo, Esq., Deputy Director and General Counsel

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

OATH OF OFFICE

I, Roderick Powell, do solemnly swear (or affirm) that I will support and defend the constitutions and laws of the United States and Commonwealth of Pennsylvania; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office of Commissioner of Chester Dousing Authority on which I am about to enter. So help me God (or I do so affirm).



Roderick Powell

**UNITED STATES DISTRICT COURT
EASTERN DISTRICT OF PENNSYLVANIA**

**CHAMBERS OF
NORMA L. SHAPIRO**

**10614 UNITED STATES COURTHOUSE
INDEPENDENCE MALL WEST
PHILADELPHIA, PENNSYLVANIA 19106
Q15)597-9141**

December 29, 2014

Mr. Sheridan D. Jones, Jr.
15 East 15th Street
Chester, PA 19013

Dear CHA Commissioner Designee Jones,

My hope was to come to Chester in person to thank you for your fine service as an Advisory Commissioner during the difficult time of the Receivership but it was not possible to find a time convenient for you that was possible for me. The Receivership will shortly end and it is my duty and pleasure to appoint Commissioners for staggered terms as provided by law. When your term expires, the Mayor of Chester hopefully will reappoint you for a full term.

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Best wishes as you perform this important public service.

Sincerely,



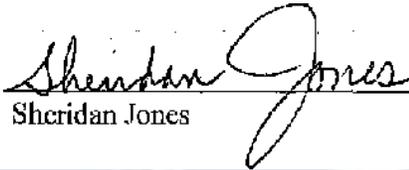
Norma L. Shapiro

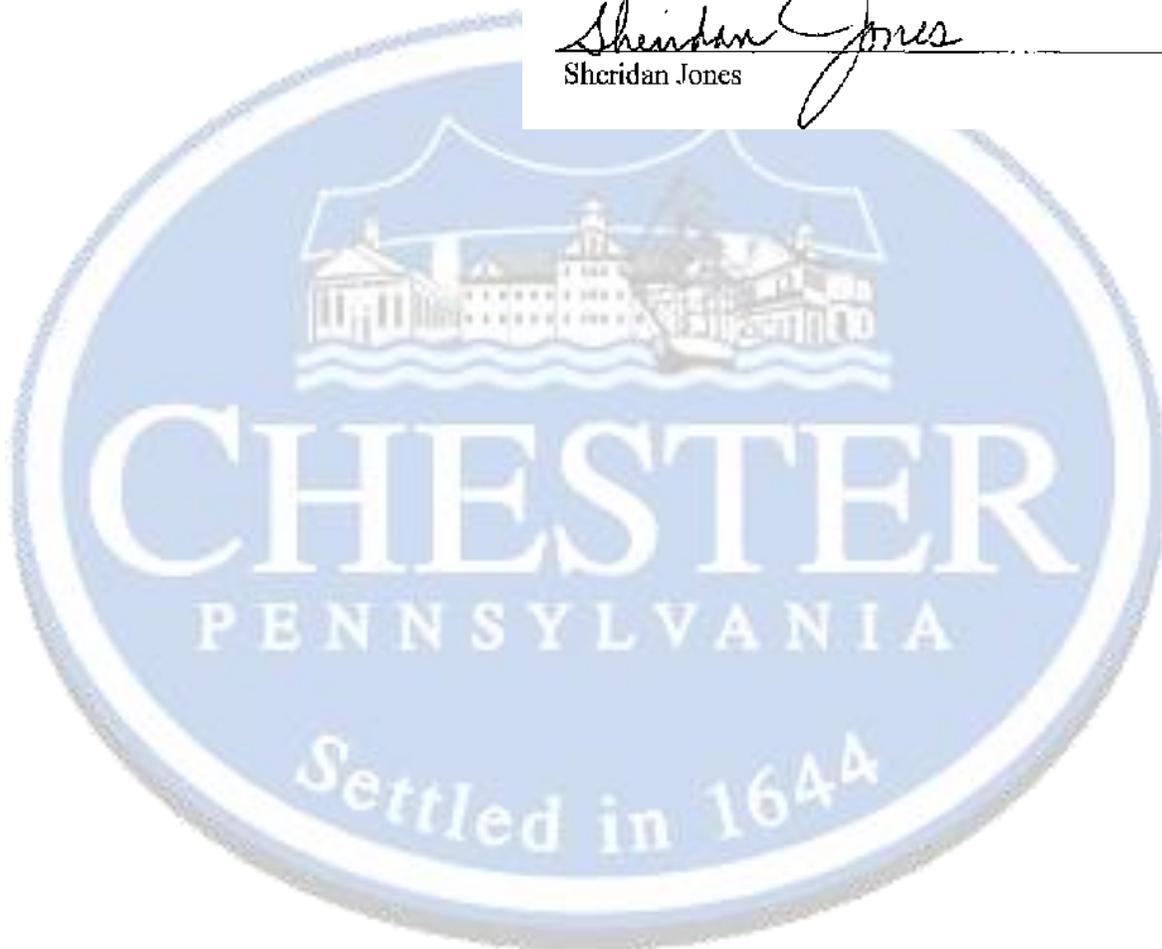
Steven A. Fischer, Executive Director
Maria M. Zissimos, Esq., Deputy Director and General Counsel •

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

OATH OF OFFICE

I, Sheridan Jones, do solemnly swear (or affirm) that I will support and defend the constitutions and laws of the United States and Commonwealth of Pennsylvania; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office of Commissioner of Chester Housing Authority on which I am about to enter. So help me God (or I do so affirm).


Sheridan Jones



Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

**UNITED STATES DISTRICT COURT
EASTERN DISTRICT OF PENNSYLVANIA**

**CHAMBERS OF
NORMA L. SHAPIRO
JUDGE**

**10614 UNITED STATES COURTHOUSE
INDEPENDENCE MALL WEST
PHILADELPHIA, PENNSYLVANIA 19106
(215) 597.9141**

December 29, 2014

Ms. Tanya Warren
1439 West 7th Street
Chester, PA 19013

Dear CHA Commissioner Designee

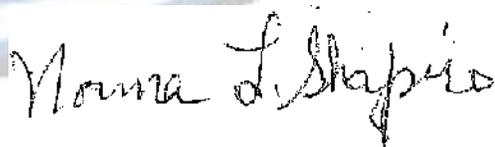
My hope was to come to Chester in person to thank you for your fine service as an Advisory Commissioner during the difficult time of the Receivership but it was not possible to find a time convenient for you that was possible for me. The Receivership will shortly end and it is my duty and pleasure to appoint Commissioners for staggered terms as provided by law. When your term expires, the Mayor of Chester hopefully will reappoint you for a full term.

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Best wishes as you perform this important public service.

Sincerely,



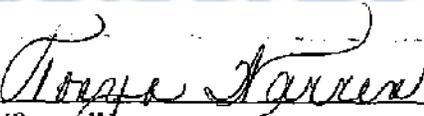
Norma L. Shapiro

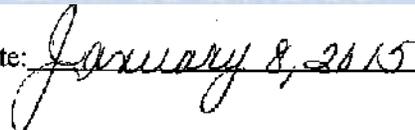
cc: Steven A. Fischer, Executive Director
Maria M. Zissimos, Esq., Deputy Director and General Counsel

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

OATH OF OFFICE

I, Tanya Warren, do solemnly swear (or affirm) that I will support and defend the constitutions and laws of the United States and Commonwealth of Pennsylvania; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office of Commissioner of Chester Housing Authority on which I am about to enter. So help me God (or I do so affirm).


Tanya Warren

Date: 

Mayor Thaddeus Kirkland
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2016 Mayoral Transition Report

UNITED STATES DISTRICT COURT
EASTERN DISTRICT OF PENNSYLVANIA

CHAMBERS OF
NORMA L. SHAPIRO
JUDGE

10614 UNITED STATES COURTHOUSE
INDEPENDENCE MALL WEST
PHILADELPHIA, PENNSYLVANIA 19106
1215) 597.9141

December 29, 2014

Ms. Sheila Church
326 Rural Avenue
Chester, PA 19013

Dear CHA Commissioner Designee Church,

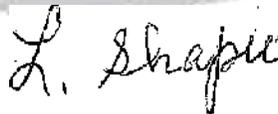
My hope was to come to Chester in person to thank you for your fine service as an Advisory Commissioner during the difficult time of the Receivership but it was not possible to find a time convenient for you that as possible for me. The Receivership will shortly end and it is my duty and pleasure to appoint commissioners for staggered terms as provided by law. When your term expires, the Mayor of Chester hopefully will reappoint you for a full term.

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Best wishes as you perform this important public service.

Sincerely,



'Norma L. L. Shapiro

cc: Steven A. Fische , Executive Director
Maria M. Zissimos, Esq., Deputy Director and General Counsel

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report

OATH OF OFFICE

I, Sheila Church, do solemnly swear (or affirm) that I will support and defend the constitutions and laws of the United States and Commonwealth of Pennsylvania; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office of Commissioner of Chester Housing Authority on which I am about to enter. So help me God (or I do so affirm).



Sheila Church

Date: 1/6/2015

Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER:
2016 Mayoral Transition Report

**UNITED STATES DISTRICT COURT
EASTERN DISTRICT OF PENNSYLVANIA**

**CHAMBERS or
NORMA L. SHAPIRO
JUDGE**

**10614 UNITED STATES COURTHOUSE
INDEPENDENCE MALL WEST
PHILADELPHIA, PENNSYLVANIA 19106
MI5/ 597-9 14 1**

December 29, 2014

**Ms. Catherine Feminella
1409 Melrose Avenue
Chester, PA 19013**

Dear CHA Commissioner Designee Feminella,

My hope was to come to Chester in person to thank you for your fine service as an Advisory Commissioner during the difficult time of the Receivership but it was not possible to find a time convenient for you that as possible for me. The Receivership will shortly end and it is my duty and pleasure to appoint commissioners for staggered terms as provided by law. When your term expires, the Mayor of Chester hopefully will reappoint you for a full term.

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Best wishes as you perform this important public service.

Sincerely,

**cc; Steven A, Fischer, Executive Director
Maria M. Zissimo, Esq., Deputy Director and General Counsel**

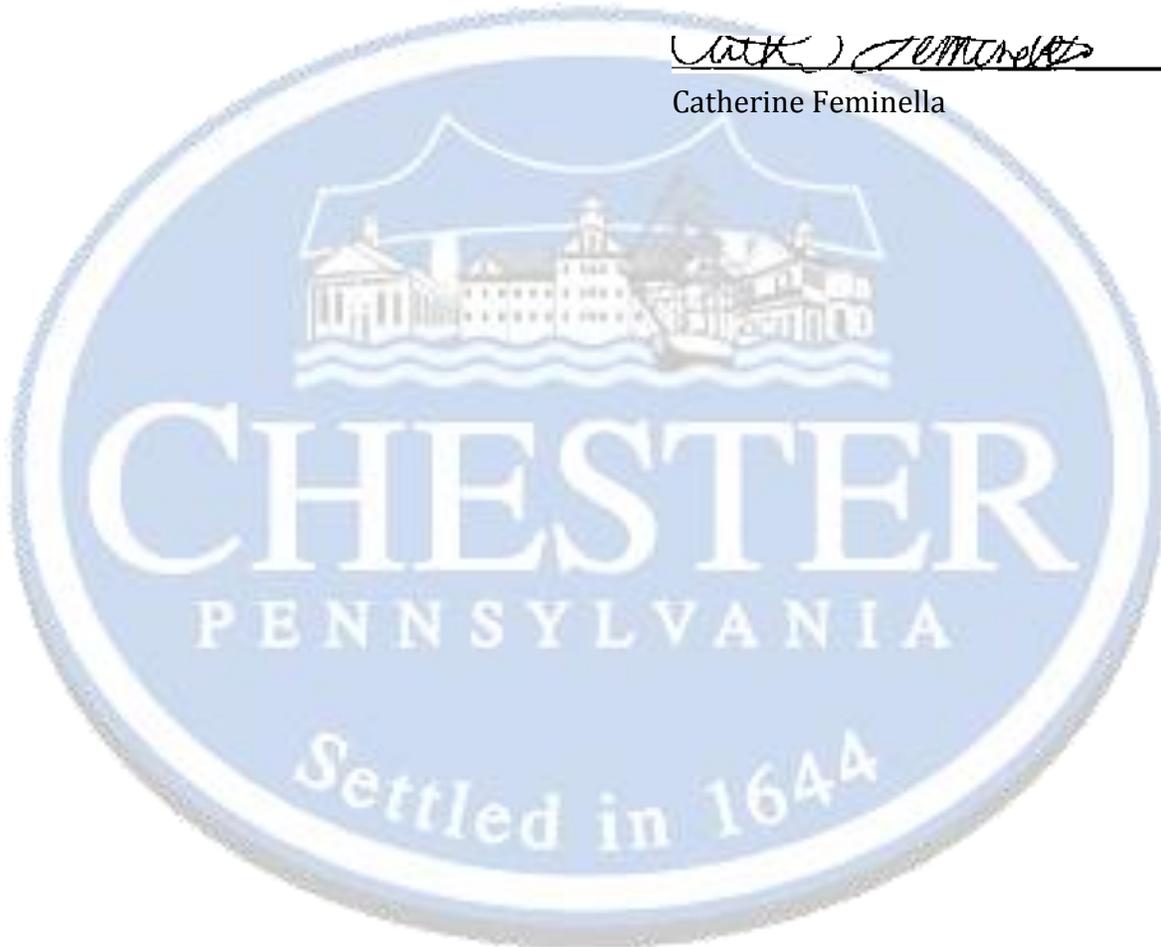
**Mayor Thaddeus Kirkland
BUILDING A BETTER CHESTER: 2016 Mayoral Transition Report**

OATH OF OFFICE

I, Catherine Feminella do solemnly swear (or affirm) that I will support and defend the constitutions and laws of the United States and Commonwealth of Pennsylvania; that I will bear true faith and allegiance to the same; that I take this obligation freely, without any mental reservation or purpose of evasion; and that I will well and faithfully discharge the duties of the office of Commissioner of Chester Housing Authority on which I am about to enter. So help me God (or I do so affirm).



Catherine Feminella



Mayor Thaddeus Kirkland
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