

**VILLAGE OF PLEASANT PRAIRIE
PLEASANT PRAIRIE VILLAGE BOARD
PLEASANT PRAIRIE WATER UTILITY
LAKE MICHIGAN SEWER UTILITY DISTRICT
SEWER UTILITY DISTRICT "D"**

9915 39th Avenue

Pleasant Prairie, WI

October 24, 2005

Immediately following the 5 p.m. Plan Commission meeting

A Special Meeting of the Pleasant Prairie Village Board was held on Monday, October 24, 2005. Meeting called to order at 5:30 p.m. Present were Village Board members John Steinbrink, Alex Tiahnybok, Steve Kumorkiewicz, Jeff Lauer and Mike Serpe. Also present were Mike Pollocoff, Village Administrator; Kathy Goessl, Finance Director/Treasurer and Jane Romanowski, Village Clerk.

1. CALL TO ORDER

2. ROLL CALL

Steve Kumorkiewicz:

Excuse me, may I have a comment, Mr. President? I think I owe the Board an apology for my behavior last meeting. The first time in years I just went off, so consequently as a person who recognized I was wrong I offer the Board my apologies.

John Steinbrink:

Thank you, Steve.

3. NEW BUSINESS

A. Receive 2006 Budget Submission Reports from Village Administrator

- (1) Finance Department**
- (2) Fire & Rescue Department**
- (3) Sanitation Department**
- (4) Water Utility Department**
- (5) Municipal Court**
- (6) Public Safety Communications**

Mike Pollocoff:

Mr. President tonight we have six budgets. Tonight is our last night to deal with the department budgets with the exception of the recreation enterprise and sanitary sewer. Typically we do sewer and water together. We received correspondence from the City of Kenosha early last week that they were anticipating a rate increase to the Village and they wouldn't disclose that rate increase until November. So we're really not sure. I can't give you a budget because the bill we pay to the Kenosha Water Utility is the biggest component of that budget. So we're pulling water utility out from sewer utility. Typically we don't do that. So you'll see Ron back again. That's not critical to our deliberations. What the Board will ultimately be doing next Monday night as we work to set a levy, because the remaining departments are not levy dependent, they're

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enterprise operations. So tonight we'll finish all the departments that have some levy impact with the exception of water. Water doesn't either, but I'd like you to get that one in tonight, too. We'll go through these and then definitely is there's any questions or comments on these that relate to the ones we've had previously or if you have any questions in anticipation of how we're going to proceed, by all means get those out on the table.

John Steinbrink:

Just a note also, Mike, these are all just budget proposals. There's nothing here that's in stone or solid so that people don't get the wrong idea and take it as gospel.

Mike Pollocoff:

That's right. This whole process is proposals. The staff or myself haven't presumed that we're going to set the budget that you're going to live with. These are budget concepts. So if you hear department heads say they want another fireman or another planner or whatever, or they want to cut this or that, it's really information that you guys are getting to help you formulate your ultimate decisions. It's just from a proposal standpoint at this point.

Alex Tiahnybok:

In light of that comment, does that mean our meeting next week on the 31st is that going to be an opportunity to discuss the big picture, how everything adds up?

Mike Pollocoff:

Yes. At that meeting I'll bring you my recommendations on the budget. I'm sure as you've been going through these you've got your own ideas as to what you'd like to see. But at that meeting, in order to stay on schedule, we need to adopt a levy that's going to set the budget to tell us what our mill rate is going to be. We need to be able to do that on Monday night. Now, if you can't do it on Monday night, I mean it doesn't have to happen Monday night, if we can't reach consensus of there's more work to happen, we can schedule additional meetings. But we need to do a Class 1 notice which gives us two weeks notice before we can have our budget hearing. That budget hearing is really driven by the date that Kenosha County wants to be able to get the information so they can process tax bills. If we don't make that, then we're going to pay to send our own out. That's the beginning of the process. Typically we're able to get that done in one night, but there is room for more time if you need it.

Alex Tiahnybok:

The constraints that we're living under, this is for next week, the total of operations and capital spending year over year is limited to a 3.4 percent based on the freeze . . . allowance.

Mike Pollocoff:

Yes, that's the statutory limit.

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Alex Tiahnybok:

So 3.4 percent on the total budget, operations and capital, or are they separate items?

Mike Pollocoff:

No, they're not separate, they're total. Capital debt and operations. Any debt. It's all of the departments like tonight with the exception of sanitation and water utility. Any that's not levy driven isn't put into that equation. It isn't affected by it because they're not getting tax dollars. I'm sure you've also surmised after the first night you have millions more in needs than you have money to work with, but that's always the case. That hasn't changed. The departments are doing a very good job of letting you know and giving you an idea of what their needs are, what they do, what they need to get more things done, what's going to happen if they have less. So when you make your budget deliberations you have a good fixture of what everybody is about and what they need.

Alex Tiahnybok:

Based on the presentations last week, I just need to know this just to understand how the pieces fit together, but the inspection department would be considered a non levy driven department or would be?

Mike Pollocoff:

It's a levy driven department. If the revenues weren't sufficient enough to cover it, it would be covered by the levy.

Alex Tiahnybok:

But it's a profit maker.

Mike Pollocoff:

Well, it is if you look at just that department alone. But inspection, and we don't cost account this out, but someone comes to get a building permit, there's going to be some work by the planning and zoning department, there's going to be work by the finance department, there could be some work by the Village engineer, and there's a lot of things that happen to issue a building permit that just aren't in that department. That's one of the departments when we collect a fee we deposit that total fee in that department rather than spreading the impact of that fee to the other departments that provide support to inspection. But, inspection is somewhat cyclical. Our inspection staff has grown and shrunk depending on what the market has done. If we have a vacancy we've held them. It gets a little uncomfortable. Sometimes we've had to hold a position

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when we really didn't have a lot of permits, and typically we've tried to transfer that position to another function or something like that until permits picked up again. But it is part of the levy. In the State classification of accounts it's a levy department. Kathy, did I misspeak on something?

Kathy Goessl:

No. Just to give you an idea of how money we're talking about as an increase, I already calculated how much our State levy limit max is, and it comes to \$233,000. So we're not talking that much money in terms of dollars increase. So all the budgets that you reviewed, all their revenues, plus all their expenditures are netted out, plus we have other general government revenues which you have not seen yet that we'll calculate all together to figure out the final levy. But the increase that we can do as a max from the State is only \$233,000 increase over last year's levy for the Village.

John Steinbrink:

Any other questions?

Jeff Lauer:

Does that mean Monday it's possible we can vote on the whole budget?

Mike Pollocoff:

If you want to.

Jeff Lauer:

The reason I ask is I'm assuming we'd get it later this week maybe?

Mike Pollocoff:

Yes, you'll get it by Friday at least. It's not as voluminous as what you've had. You've seen the department budgets and you'll be getting my recommendation and we'll be doing a report that night. Life is choices. It's what kind of choices you want to make and where you want to go with something. So you'll be seeing it before the weekend. It's not a big document.

John Steinbrink:

Okay, we'll move ahead with Kathy's presentation.

(1) Finance Department

Kathy Goessl:

The finance department provides financial services and support not just for general government, that's our biggest allocation is to general government which is included with the tax levy, but we also provide services for the IcePlex and RecPlex, the sanitary sewer utility and water utility, and also the newly created solid waste and recycling utility. These percentages are based on the allocation of the finance staff's salary and benefits. Every year we evaluate the tasks that we do for each of the entities and how much time we spend on those tasks and do an allocation.

The finance department has a number of responsibilities for all these entities I just previously spoke about on the pie chart. We maintain the financial records. There's 17 different funds within our financial system that we keep track of with those five entities I mentioned before being the major players or pieces. Last year the revenues for all these funds totaled \$25,600,000. We do financial reporting on all of the funds. Each month the department heads and division heads receive monthly reports showing them where they are compared to budget. And with these reports are detailed reports detailing each account and what's been spent on each account for them to review and to make sure that everything is correct. So each month they do receive that on a regular basis.

We also do all the accounts receivable, accounts payable and payroll for all these entities. For payroll we pay over 400 employees on a bi-weekly basis. We maintain the fixed asset records for all of our entities. As of December 2004 we have \$163 million worth of fixed assets in these different funds and utilities.

We're a major player in the budget preparation. We work with all the departments, and we're the ones that help roll out the budgets. I work with Mike on the basis to help roll up the budget and put that presentation together.

Annual audits, every year we're required to get audited. They audit all our funds. We have actually two audits come in. The first audit comes in and reviews our enterprise funds, our sewer and water utility and our RecPlex. And then a second audit group comes in and reviews the rest of our general government type entities.

Financial investments, we're responsible for investments of the Village's cash reserves. Currently between all of our entities at this present time we have \$9.6 million. Of that amount of the majority of it is currently invested in a local government investment pool, which is currently running a rate of 3.53 percent. We take our liquid funds and move them around between US Bank, the local government investment pool and First Banking Center which is our bank that we currently have that does our checking and all of our banking business. It clears all our charges and that type of thing. So we move that liquid money between those three banks depending on who has the best interest rate that month.

Then we have some long-term investments, a little over \$3 million with . . . Smith, Barney, their long-term callable notes with maturity dates from 2008 to 2014. Interest rates in those range from 3 to just over 5 percent with the majority at 4 percent. We perform monthly bank reconciliations. We have one central bank account at First Banking Center that we reconcile actually on a monthly basis but we review the accounts every day through the bank to verify that things are going okay. Then we also issue the bonds for any of the entities that need money to do capital improvements.

For the general government we're the ones that do the tax roll calculation. We receive the levy information from each of the taxing entities and we calculate out the mill rate for our tax bills. We send that calculation down to Kenosha County and they actually print our tax bills for us, but we do the calculation to make sure everything is okay with the calculation. We do the tax collections. We collect taxes three times a year, the main collection being in December/January in our first installment, but then we also send tax bills out for second and third installment. And we also collect those two installments also here at Village Hall. Once the third installment is collected--well, we do tax settlements after each collection and return all our uncollectables over to Kenosha County and they pursue the delinquent property taxes after that.

We also do dog licensing for the Village. The finance counter actually issues the licenses. In 2005 we have about 1,500 licenses issued for dogs.

Special assessments we're the ones that track all the special assessments that include the sewer, water, road, storm type of assessments that we do. At year end we have about \$2.4 million in special assessment receivables. We send statements out on an annual basis to the new property owners that have special assessments and also to the ones that elected to be on an installment basis.

On an annual basis we are required by the State to fill out a State financial report which summarizes all of our funds into a report that's sent to the State that helps them determine our State aid calculation and also gather all our financial information for the Village as a total. We also do the collection for the mobile home parking fees, and also we collect hotel taxes on a monthly basis from all our hotels in the Village including the Radisson and Hawthorne Suites. Last year we collected around \$400,000 which 90 percent of that is sent to the Kenosha Area Convention and Visitors Bureau and we keep 10 percent of that money.

Other responsibilities of the finance department includes issuing the monthly utility bills. We issue about 6,400 utility bills on a monthly basis. This utility bill includes our sewer charges, our water charges, our garbage and recycling yard waste charge and also currently a public fire protection charge.

We also put together the Public Service Commission report. That's a report that's due to the Public Service Commission for our water utility. Our water utility is regulated by the Public Service Commission. Our rates are also set by the Public Service Commission for water. So on an annual basis we need to report to them on the financial information of the utility and other additional information concerning operations of the water utility.

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We're responsible for the Village Hall mail distribution. The mail comes to us from the outside and we distribute it to all the Village Hall departments as well as other departments that may have mail delivered to the Village Hall.

We also answer incoming phone calls to the Village Hall that comes to the main switchboard. We currently are on automated attendant, but any call that zeroes out to the operator is actually answered by the finance department.

We also select the property and liability insurance coverage for the Village. We review that on an annual basis, and for a number of years we had bid the insurance out getting a number of carriers to bid on our insurance. Our current premium for the 2005/2006 year is a little over \$400,000, which this year was only a 1 percent increase over last year's premium. Our current carrier for property and liability is Community Insurance, and the local government property insurance fund.

We also help with selection of the health insurance which is a major insurance that the Village purchases. Last year's insurance premium was \$1.5 million, and we're looking at a 10 percent increase this year for a \$1.65 million expense for the Village to provide health insurance coverages to all our employees and their families.

We also are the ones that are the office supply managers. We bid each year our office supply selection out. We've been a number of years with Corporate Express, but on an annual basis we have them give us a bid to keep them competitive with other carriers in the area. We just recently rolled out Internet ordering to all of the departments so they're able to order on their own with our bid prices we have gotten the beginning of the year.

This is an org. chart of my department. I have a staff of six besides myself. We're all full time except for my part-time clerk which is also a clerical counter person. She works 20 hours a week. But the staff is myself and then assistant finance director. We're both CPAs. And then we have a municipal accountant with a four year degree, a utility billing analyst which issues utility bills and analyzes utilities. Then we also have a payroll/accounts payable clerk which issues all the payments for payroll as well as accountants payable. Then we have a clerk that does receipting and accounts receivable billing for us. And these people are working the main financial support for all the entities in the Village. At RecPlex they have some people out there that do cash drawer balancing and that kind of stuff, but the main financial support comes from us and this is the staff that does that.

This is our workload indicators. I just picked out some of the major stuff that we do, and it gives the history from 2001 through 2005. Most of these are annual except for utility bills are for a monthly number. And tax bills that's the tax bills issued in December, but we also issue tax bills in March and June. The payroll checks we've issued total payroll checks for the year. Every two weeks we issue out payroll checks and almost 10,000 checks we're estimating for 2005. AP checks almost 6,000 for 2005. Utility bills we issue just under 6,400 utility bills on a monthly basis and answer all the questions that may come in with those. Tax bills a little over 8,000 tax bills this year.

We also issue invoices. We bill out culverts, engineering time, CD's time to developers, engineer

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bills, different things that need to be billed out, accepting contracts. For this year we're estimating 1,800 invoices being issues. Receipts processed these are just the receipts being processed through our front counter . . . and the receipts that get processed through tax collection or through utility billing through the mail. This is just people that come to the counter and the number of receipts that we process, or the miscellaneous receipts that come in the mail that we process through the main counter.

On the bottom I have the increase in these workload indicators. You can see the increase by year by the number of items and also by percentages. It's been increasing steadily over the last couple years. There was a big jump in 2002.

The white line on this chart is the finance department employees from 1999 through 2006. The yellow line is the workload indicators which I showed on the previous slide. As you can see there's a steady increase in the workload indicators. The reason I have this slide is that in October 2000 the RecPlex opened. As you can see we were at 7 employees before the RecPlex opened, we were at 7 employees right after the RecPlex opened and those are full-time employees. In the summer of 2003 because of budget reasons I had a full-time receptionist which also was our clerical help in the department which was eliminated, and therefore our employees dropped down to 6. Then in fall 2004 the RecPlex expansion was completed and IcePlex was added so we added another entity onto our operations, but at that point we didn't add any employees.

In January 2005 the solid waste utility, us operating our own sanitary and recycling collection happened. We were able to add because of that and the IcePlex a part-time employee which works 20 hours per week. As you can see we're still below the level we were in 1999 with actually three additional entities, the IcePlex, the RecPlex and also the solid waste utility.

The reason we were able to at this point take on those additional entities was some productivity improvements that we have done over the last four or five years to help us keep up with the workload even with the employees staying below the level we had before. In 2000 we converted to Caselle Window based accounting software. In the past we were on a DOS accounting software package, but this software package helped us. We actually have all of our modules integrated. We have general ledger on here, payroll, accounts payable, accounts receivable, utility billing, fixed assets, purchase orders. All these modules are integrated and in the DOS product they weren't so we have a lot of savings in terms of time as these things are automated instead of manual.

In 2001 we started offering our utility customers the automatic payment option. In the beginning when we started up in the first year we got about 300 and some customers. In 2005 we're up to 847 customers that are on the automatic payment options. That's 13 percent of our utility bills that are using that option. That saves us a good time from people mailing the payment in, we open the envelope, we match the payment up, we have to batch the checks then put them in the bank and enter the payments in the system manually. And this way with automatic clearing we

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just send it back to the bank to credit their accounts, the money comes into our bank and we're done, so that has saved us a lot of time.

For dog licenses we switched from a manual process. Every year when people came in we used to hand write the dog licenses, and now we have it automated. When they come in we ask if they were here before, yes, we brought up their name, we just verify that the rabies are still current, if they are we print a license off or get a new rabies certificate and then print a license off. We're not re-entering or typing everything or writing everything in so that saves us time. We issued 1,500 dog licenses this year.

In 2004 with the loss of the receptionist in our department, she was doing most of the phone answering for the Village Hall. We implemented a direct telephone number system where before there used to be only one number to the Village Hall and everybody was transferred from there. Then we implemented direct dial where everybody has their own number and major departments have their own number so people can call right into where the person is that they want to talk to instead of being transferred and using two people's time.

At that time once that was working okay we implemented the automated telephone attendant which answers all of our phone calls coming into the Village Hall. There's different selections for people to choose, but if they zero out they come to my department and we transfer them or help them out.

We also switched from a spreadsheet budgeting process to an FRX forecaster which is the product that was recently purchased by Microsoft. It used to be very time intensive in terms of putzing with the spreadsheets and rolling things up and that type of thing. We had some issues with the forecaster, but we were able to work through those and it's a better budgeting process going forward for us in using that tool.

In the future we're looking at some productivity improvements that we're going to be implementing. During the last budget process it was approved for a time and attendance software package. Currently it's manual in terms of collecting time and attendance information from all the different departments. They're all different. They come in different formats. We have paper cards. So we're currently in the process of implementing a time and attendance system which will be implemented in the first quarter of 2006.

For the 2006 budget we're asking for Civic Dashboard which is a software package offered through our accounting software that the department heads can get real online time and information concerning their budget. They can look and see here's my budget number, here's what I've spent, what did I spend it on and they can drill down and see what they've spent it on. Right now, as I said before, we have monthly reports coming to them. So was that bill paid yet? Do I still have money left, no or yes, so at this point they can drill down and see and they can earmark major accounts to see if they want to monitor the account because they know they're close to budget or these are their major accounts and you can look at those.

My goals for my department is broken into three categories. The first one is the project goals, employee related goals and accuracy goals. My project goals the first one is the RecPlex software conversion. During 2005 a team made up of IT, myself and the RecPlex management

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evaluated the current software and business processes. We put a request for a proposal out and three software companies presented proposals to us. After viewing the proposals, the team recommended CSI as the new software for the Village and the Board approved that shortly thereafter. We are preparing to implement the new software. In mid December 2005 we want winter one program registration up, so we're going to be registering people in the new software in December, and on January 2nd we want to be fully operational on site. Then we're targeting winter two registration, which is just shortly thereafter, a month or so, for on-line registration.

My second project goal is to finalize all budgets by December 4, 2006. This is a 2006 goal. That's my goal this year, too, is at the first meeting in December to have all budgets finalized and approved by the Board so that the departments have a working budget as they go into the new year.

As I mentioned about time and attendance, we're looking at implementing that the first quarter. I talked about that so that's one of my goals for 2006 is that first quarter implementation.

A new requirement from the Government Accounting Standard Board is to evaluate our other post employment benefits which mainly include health insurance and some life and dental insurance. The current practice in government accounting is to recognize the cost as you go. So as we are paying the premium for retirees we recognize the cost to that. With the new standards you need to recognize the benefits as the current employees are earning them. So you need to recognize an expense for myself this year for what kind of benefit I'll get in the future. In order to do that we need to hire an actuary to evaluate our current retirement benefits and then put a cost to them. I'll talk a little bit more about this in my new programs.

And the complete implementation of GASB 34 infrastructure. In early 2000 we converted and we were one of the first ones to convert to the new GASB 34 financial statements which showed the total financial picture of the Village instead of just the cash flow to the funds to the Village. But one of those components was infrastructure. At that point when we first implemented we were able to put roads and railroad spurs on as assets and the value shown prior to 2000. But my goal here is to finish it up by putting it on the value of storm prior to 2000, and also we need to add road right of way land.

My employee related goals are two of them. First of all with the HR department developing an effective employee performance evaluation process, my goal is to conduct a performance evaluation on each of my employees annually. And the second goal is no preventable work related injuries. Our office environment is usually safe. There's no work related injuries. Nevertheless this goal keeps prevention in the minds of the finance staff so they can continue our department's number of zero injuries.

This is a list of seven accuracy goals I'm looking at. My target for these goals are a target of zero. All our major workload indicators directly impact others including Village residents. Most of these goals are broken down between finance department and other departments, because the finance department receives information from other departments, and if good information is received there's good results. But if they supply us bad information there's errors that can occur. So we broke those down into is it the finance department that causes the error or the person that sent us the information.

Most of the accuracy goals are set at zero which means that we wouldn't make any errors or have to issue any manual checks. While we may not achieve absolute perfection our goal is to get as close as possible to zero errors and to not detour from our automated processes. Monitoring our processes will point out if the workload accuracy is improving or deteriorating. If we see something deteriorating or getting worse, we'll look at additional training or changing our processes to catch the type of errors that are occurring.

The first accuracy goal is utility bills. Data entry errors may occur in the customer setup, customer change requests or doing meter reading or monthly billing. Payroll checks issued manually or incorrectly doesn't happen too often, but if information is not sent correctly to us by departments we have to issue manual checks or correct information the next payroll period. Accounts payable checks issued manually I have that goal actually set at two. There are circumstances where there's last minute things where people need a check to pay for something. But the least amount of times we can do that the better. That way when you issue a manual check is steps out of your automated process.

Accounts payable checks issued incorrectly, making sure it's the correct vendor or the correct amount. That doesn't happen too often either. Accounts receivable bills issued incorrectly, are we billing the correct amount to the right person. We have letters of credits that we receive from developers. We haven't let them expire before work is complete, but we want to keep that on top of our minds to say let's keep an eye on this because if it does expire before the work is complete the Village could have a liability to have to finish up the project. Tax payments posted to the wrong parcel that doesn't happen too often either, but we process over 12,000 tax payments each year.

This is my proposed budget. Overall we're looking at a slight decrease in my budget. We start out with personnel services which is the wages and benefits of all the employees including myself. We're looking at a slight increase there due to the people that are newer that are going through step increases and the annual increase that's budgeted for all. Contractual services we're actually looking at a slight decrease there. Supplies and maintenance, again, a slight decrease. Liability insurance with the switch to Community plus some standardized of allocation for liability insurance that's going down also.

And with transfers that's transferring to those departments I mentioned in the first pie chart showing RecPlex, IcePlex, water utility, sewer utility. This transfer number here is our transfer of our wages and benefits and also our other expenses in our department associated with that percentage. So I'm looking of an overall decrease of a little less than \$6,000. The transfers are increasing because, as I said before, we evaluate taxes on an annual basis and see how much we spend on them, and we adjust the allocation accordingly.

My new program request one of my goals was actuarial evaluation of our other post employment benefits at a cost of \$7,000. This is a new GASB standard. It must be implemented by 2008. It's mandatory at that point. It requires actuarial expertise to be able to do this. They will evaluate our liabilities and actual annual cost to this program. So why am I asking for it in 2006 when it's not required until 2008? Because during 2006 we need to ID and look at what the financial impact is and develop a future management strategy. So with health insurance being a major

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component in this, we need to now look at what's our cost of offering post retirement benefits to our retirees and determine how we want to structure that or make any changes to that, but we can't do that without the study being done. And if it gives us another year in between to figure out how we want to account for it and what we want to do. That will help us to better be prepared for 2008.

My proposed program reduction is elimination of a part-time counter/clerical employee that I got a year ago. This position the only reason I put this position out here is most of my accounts is salaries and benefits. I don't have much besides that. This position serves customers at the counter. They receipt all payment types. They perform clerical duties for the department. They allow the other finance staff to dedicate time to their primary duties. Elimination of this position would have a negative impact on my department. Other people would be doing clerical tasks taking them away from their primary job responsibilities. Even management employees, myself and my assistant director would probably go back to some clerical tasks. So this is my recommendation but it would have a negative effect on my department.

The only capital request I have is for the Civic Dashboard that I mentioned earlier. It provides management with real time financial information to make informed budget decisions during the year. It would provide access to the detailed information in real time and not wait until the next monthly report comes out. They can develop a watch list of accounts to monitor where they're either close to budget or they know that's the account they need to look at. It will eliminate the need to issue detailed monthly reports. Right now we spend over half a day printing reports, summary report as well as detailed report for the managers to review. And as the year goes on it always get thicker and thicker and it takes longer each month to get it out. This Civic Dashboard is very easy to learn and is very user friendly for the managers to use.

That's my proposed budget. Are there any questions?

Mike Serpe:

Kathy, I know your department is overwhelmed, and any way that things that can be made more efficient and easier on billing and collection of funds is going to be a benefit to you. We're going to continue to grow. In fact, when the Village Green builds out there's another 231 homes out there. We heard Lighthouse Pointe if that ever goes on line. Those are all going to be additional homes that have to be billed every month. I would strongly suggest that we send a plea in the *Village Times* for people get on the automated pay plan. I know we went through this last year, but I think that will eliminate a whole lot of extra work for your department if we're able to do that.

Kathy Goessl:

We do that on an annual basis or we try to. Last year or two years ago we gave away a couple day passes to RecPlex if somebody signed up for the monthly ACH. So we try to get it out there. When people stop by the counter we try to promote it. It's very time saving. It's a big time savings for our department.

Mike Serpe:

And that's good. I don't know what kind of response we got out of that, but in the next *Village Times* or whenever you want to do it, I would beg the people to please sign up for this to help us out because we're in a very, very tough time right now and anything they can do is going to help everybody out, and I would really push that if we can. . . . bond ratings we're not going to touch that I would assume.

Mike Pollocoff:

I'm not going to recommend that. I can't speak against doing that more strongly than anything. One, our reserves are not that great. It depends on the fund, but some of the money we have invested we have replacement funds for utilities so that if a lift station needs to be replaced or a pump or what have you. But that's basically our insurance policy for a financial catastrophe or a problem that we'd have and that we would need to address. If the Board was to decide to spend down the reserves to nothing, that's what the State did over the last five or six years, spent the reserves down to nothing and then there is no money. The State's bond rating is just a step above junk status. That drags down and puts the pressure on the municipal governments, the county governments, the school districts and everybody else on their bond ratings.

We're a growing community. We've got the second biggest TIF in the State and we're not done borrowing. If take and decide to eliminate our reserves you're guaranteeing that each and every issue that we're going to be going into and then the debt that we're going to pay going forward is going to be greater because we spent our reserves down. Right now the only reason to spend reserves down is to avoid going to referendum. The Legislature and the Governor came up with two different plans to freeze taxes. That's what people want and I guess that's where we are. But going into reserves is the wrong direction.

Mike Serpe:

The reason I bring that up, Mike, is that there's a couple of mandates coming up that we're going to have to be dealing with, maybe a few thousand here and a couple thousand there, but the one that scares me the most is the Smart Growth plan and the application for the grant. If we're not able to secure that money in some way, shape or form, I think you talked about in order to implement that over the next couple years it would a couple hundred some thousand dollars and that's got to come from someplace. That's why I'm afraid of what can happen to the reserve fund if we get in a bind where we don't cover ourselves without enough operational and funds to cover everything that we need and then still cover the mandates that are coming down from Madison.

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Mike Pollocoff:

The perfect example of what we use the reserve fund for, I say it's a catastrophe, but last May when we had hundred year floods and we had floods all over the place, we were buying pumps, we were getting equipment, we were paying overtime like mad, and what are you going to do? People were getting water in their house. Things were flooding. The sewers were inundated. Those are times when you can't sit there and say, well, we need to go to the bank and we need to go borrow some money. We had the reserves to take and use those reserves, do what we had to do, get the sewer system back and working, make sure that peoples' homes were safe, and then we went back after FEMA in order to rebuild our funds and get our funds back up. When people think about what can happen, we ran through about \$180,000 in a weekend. We've got to have that wherewithal to do it. I mean who knows what could happen, but that's what that's for.

I think as far as Smart Growth that's a classic mandate. I don't what you do. I personally don't think we're going to get the grant, and I don't think a lot of communities are going to get them. I don't think the County meets the criteria.

Mike Serpe:

With that in mind, what would be your ideal reserve fund balance that you would like to see where you would feel comfortable?

Mike Pollocoff:

I
think the general fund should be at 15 percent.

Kathy Goessl:

This cash reserve we have right now is across all our entities. But between \$3 and \$4 million of it is bond proceeds that needs to be spent on capital projects, a couple million in TID, a little over a million in sewer and water. So if you take that off you bring our reserves down to \$4 million or \$5 million. That's not much money when you're talking about a sewer utility, a water utility, a general government and a Rec Center and solid waste. That's not much money when you look across all those different entities.

Mike Pollocoff:

The Village has been for a long time frugal. I know some people don't believe that but we've been frugal with our money and whatever we've saved we've put into reserves and that's paid off. Our bond ratings show it. You don't get those out of a cereal box. You have to, one, show that you've got a very competent staff that's managing our books, but we have the reserves to take of ourselves if there should be some kind of general economic problem or catastrophe that falls upon the Village and we're able to pay our bills.

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We have far and away--you can see the results. If you just look at government that hasn't done that, the State of Wisconsin is a perfect example and the County of Milwaukee is another classic example. They spent their reserves down to nothing and they're dealing with borrowing to make operations. That's no way to live. There's governments that do it as a matter of policy and we haven't done it. I think we're in for a long--it could be we're in for a long hole where the only way we're going to be able to spend more money, if future Boards decide we need to spend more money, is to go to referendum.

Mike Serpe:

I'm sure the new Board members know this, if we allow the cash reserves to get a point or level lower than what we need our bond rating is affected and then our borrowing is affected and we end up paying an enormous amount of money in interest because of the--

Kathy Goessl:

Every time we go out for a bond issue they always ask me that question about the reserves, where it's at, has any policy change been made on what we want to do with the reserves. So that's always a question every time I issue. All the time Standard and Poors calls me and . . . that's one of their questions.

Mike Pollocoff:

That's one that if the Board decides to go into reserves you'll see it in your very next issue. Your very next TIF District bond issue we're going to pay for it or whatever bond we issue. That happens quick because the Board has decided we're not going to have the same safety net we had before and we're going to roll the dice and they'll charge you for that. That comes at a cost.

Alex Tiahnybok:

Two things. Mike, you commented on, not that this adds up to a lot, but the utility bill payments just an idea that we could throw out would be sharing some of the savings, and it's frequently done, a ticket or a pass to the RecPlex. We could perhaps share some of the savings with taxpayers that sign up for automated.

The next question I have is Kathy you commented on the hotel tax. We get 10 percent and KABA gets 90 percent, is that customary in all Kenosha County communities or are we different.

Mike Pollocoff:

It's statutory.

Alex Tiahnybok:

And that \$40,000 then, other departments have a revenue line in the budget for finance? Maybe I'm missing it but I don't see a revenue line. What happens to that \$40,000.

Kathy Goessl:

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There's a group of accounts that are called general revenue accounts which you'll see in the budget document that we'll pass out this Friday. They're not listed in any other departments. Over 50 percent of them are general government accounts and that's one of them. One of the revenue line items that we have an impact on is special assessments. Every time somebody requests a special assessment letter we charge for that. That's the only revenue line that the finance department has a direct impact on in collecting and doing.

John Steinbrink:

Other comments or questions?

Jeff Lauer:

Hi Kathy. Thanks for the report. I guess I just really have one comment and I'm not sure how to say it. But looking at the amount of employees you have and the recommendation would be the possibility to eliminate a part-time person. I don't know but I'll just throw it out there. If we eliminated a part-time person, considering everything that's being done in your department, that may cost the Village more in the long run because we're having other staff in possibly higher up positions doing something that they really shouldn't be doing. I don't know if that would be good or not. I'm just throwing that out there because that could be taking away from more important tasks that you're supposed to be doing.

Kathy Goessl:

I agree with you on that.

Jeff Lauer:

I don't picture you doing mail payments.

Steve Kumorkiewicz:

One question Kathy. You said 13 percent of the utility bills are direct deposit?

Kathy Goessl:

Yes, are automated payments.

Steve Kumorkiewicz:

13 percent only?

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Kathy Goessl:

13 percent.

Steve Kumorkiewicz:

Wow, that's low.

Mike Pollocoff:

Kathy, do you have an idea how many people just let the--there's a lot of people that do the Kentucky way of automating their bills and they just don't pay them and they let them go on the taxes.

Kathy Goessl:

I don't have that number.

Mike Pollocoff:

That's a pretty healthy amount. It's amazing how many people do that because you pay a 10 percent premium to do that. I know people that do that and they say I'm writing that off on my taxes. It's really not a legal write off but there's a fair amount. I mean we still have to send them the bill but we don't have to process the payment every month.

John Steinbrink:

Other comments or questions? If not, thank you Kathy.

(2) Fire & Rescue Department

Chief Guilbert:

Good evening. I'm Paul G. Guilbert, Jr. I'm the Chief of Fire and Rescue, and I've been the Fire Chief since October 1986. The mission statement as defined by our people is the purpose of the fire and rescue department is to deliver services, at a reasonable cost to maintain and improve the health, safety, welfare and quality of life through the provision of fire suppression, emergency medical services, training, fire prevention and public education , through a safe efficient professional emergency response to those that live, work, visit and travel through the Village of Pleasant Prairie.

As our name implies, we provide traditional fire and rescue service. We provide fire suppression, that's basic fire fighting and putting out fires, and emergency medical service care. We do that at three levels. We provide first responder automatic defibrillator service. We provide EMT basic and EMT paramedic. EMT basic and EMT paramedic is provided through the ambulances. And when an ambulance isn't available our fire engines or fire apparatus is equipped to respond before

another ambulance. They come off with basic life support equipment, oxygen, band-aids and an automatic defibrillator. They're equipped to take of those routine life threatening emergencies before an ambulance arrives.

We do fire prevention through both code enforcement and inspections. We're out visiting every public occupancy within the Village of Pleasant Prairie and enforcing State and national codes, and also public fire education. As you saw this summer we have a fire safety house, we're in the schools getting to young people and teaching our adults as well as to how they can remain safe throughout the year.

We also provide some nontraditional services in the form of technical rescue work. We're equipped to do water rescue, that's shoreline based rescue, boat rescue with our inflatable boat, ice rescue when people travel out on the water detention basins as well as Lake Andrea, high angle rope rescue from the top of the Pleasant Prairie Power Plant and farm silos and confined space rescues whether it be the Village sewer system or some of the confined spaces you'd find in the industrial complexes throughout the industrial park.

Our special rescue team which we're a part of is the Lake and McHenry County special rescue teams. That's a consortium that we pay annual dues to and we share the resources of both those counties. We're the only Wisconsin community to belong to that and we have used them here in Pleasant Prairie a number of times.

Our staff is a combination of 16 full-time, myself the Assistant Chief, four fire and rescue lieutenants, 10 full-time firemedics. Today we have 17 paid on call people. Those are non full time. We have a captain, two lieutenants, 14 firefighters, a college student and then in addition to that 6 part-time paramedics. Our paid on call people resemble a volunteer and they resemble a volunteer in the fact that what they do for the Village is they gain their basic training, almost 300 hours of basic training, their refresher training. They sit at home on call with a pager and they do this at no cost to the Village. From July 1 2004 to June 30 of this year those paid on call people accumulated 18,941 documented hours of no pay. If we could translate that into full-time personnel, full-time equivalents, you'd see the benefit we have of these non full-time people. So when it says they're paid on call, by the time we give them \$8 to go on their very first call, they will have given a very large amount of training to the Village at no cost to the Village. And then as they go on to become other levels of training, again they do that at no cost.

The way our paid on call people are compensated, it is for responding to calls. They attend weekly training sessions and for every three hours of training we pay them one hour of pay. They're paid to stand by in the station. They're paid to attend special events, and they have a conditional membership to the LakeView RecPlex. If they're on call an average of 12 hours every week, if they work part-time an average of six hours every week, if they come to 75 percent of the weekly trainings then we give them a free family membership. They're on call about 600 hours a week at home, so the family membership comes to about \$1 an hour is what we give them for being a member of the RecPlex. But it is a benefit and we do use that to recruit and retain out people.

Our part-time people are compensated. They can work up to a maximum of 32 hours per week . A full-time person works in the fire station, a part-time person works in the fire station, and our

paid on call people are at home. Our part-time people come from the outside, non Village residents, and our part-time people also come from our paid on call staff. Their pay rate is determined by the level of certifications. We have many non full-time people that are paramedics and they've attended a 1,300 hour training program before they can come to work for us. They, too, have a conditional membership to the LakeView RecPlex.

I'd just like to call your attention to an in depth study conducted by Milwaukee WTMJ Channel 4 last May 28th and 29th of this spring. It was a two part series on fire response times and fire insurance ratings. The information they obtained came from the United States Fire Administration and the United States Fire Administration got that information directly from the fire departments. As a condition of our grants we need to submit that on a quarterly basis. So it's fire departments submitting information to the United States Government, and Channel 4 did a research on that. The National Standard for fire department response is that we're on the scene to 90 percent of our annual calls within six minutes. And what WTMJ reported is that we did that 88 percent of the time. Kenosha did that 90 percent of the time with a 100 percent full-time fire department as is Mount Pleasant and Caledonia. As you can see, Pleasant Prairie, after I described the makeup of our department, fared very, very well in the public's eyes.

Since 1992 we track the out the door times and the on the scene times, and that came as a result of us becoming paramedic. And when I produced the paramedic report why we should become paramedics, I said if we're not going to be out the door within a minute then there's no point in us doing that. The Village Administrator challenged me at the time. We started to grow the full-time staff, and we've produced some very, very remarkable records as you saw on Channel 4. Our fire and rescue vehicles are out the door within 60 seconds. In 2004 we did that 95 percent of the time or some 1,584 calls out of 1,760. And we're talking about whether it's 90 degrees on the 4th of July or it's zero degrees in the middle of January when they're now putting on layers of clothing at three o'clock in the morning. Our people have taken this to heart and they produce these remarkable times.

What we don't have control over is from the time the person dials 9-1-1. They dial 9-1-1, it goes into the County dispatch center, they're using sometimes 90 seconds to take that call, process that call and then give it back to us. We have no control over that. But what we do have control over is when the tones go off in the station the people react, they get to the ambulance, they get to the fire apparatus and they're out the door 95 percent of the time in less than a minute.

In 2006 our personnel requests reflect our need and our want to maintain and improve these numbers. Staffing is always a problem for us. We have two paramedic units, one in this building and one in 88th Avenue. We need to have two paramedics on duty all the time for each of those ambulances. What we've been striving for and you'll hear later on in my presentation is that we want three personnel on duty in each station. That's two people on the ambulance and one person on the engine. That's far below the national standards. But our goal is to handle a single call out of a single station.

Our method of staffing is very hybrid. We use full time, part time, paid on call personnel. We have a very over reliance on part time staff. They're not Pleasant Prairie people and we use them an awful lot. And what I mean by non Pleasant Prairie people is these are people that work somewhere else. If they get an overtime request in the fire department they're working for they're going to make more money and they stay there. Or, if they're ordered in they stay there. So we're expecting them to arrive in Pleasant Prairie and our ability to perform service means that they're going to show up at seven o'clock in the morning and sometimes that does not always happen.

We have a heavy reliance on our paid on call staff. They must produce. I talked about all the warm and fuzzy things we do for them, but on the other hand we require them to be on call 12 hours a week. We require them to come to Tuesday night training. We want them to work part time for us and at the end of the week they spend a lot of hours here with our department. And if they don't produce, then they're substandard and sometimes they move on.

Some of the problem areas we lack full-time staff. Both you and I know that's budget driven. We lack part-time staff. We need to go out and recruit and retain these people. We have people walking around paramedic classes seeing if we can spot somebody that we can bring in here to work part time, so we're constantly recruiting people. We lack paid on call staff, and those are our own citizens that want to come in here and work as paid on call people in the fashion that I described earlier.

Again, we have an awful heavy reliance on our part-time and paid on call people. I just want to point out in communities similar to us in Southeast Wisconsin, Caledonia as 25,000 residents and a staff of 39 full-time people. The Mount Pleasant Fire Department 22,000 residents and they have 47 full-time people. And this year in Pleasant Prairie we have 18,600 residents and 16 full-time people. I'm not standing here and saying we need to double or triple our staff, but I'm saying we need a balance in the number of full-time staff we have to provide the services that we do.

I mentioned earlier that we want three in the station, that's two paramedics and a pump operator, someone to drive the engine. We want to answer calls from a single station. We can do that with three personnel on duty in the station and a paid on call person at home. This is not just a cliché. We want to respond to routine calls routinely. We want to do that without upsetting the balance here in the Village.

When there is an EMS call we take two paramedics in the station, someone at home that's our three people on the ambulance, and then we want somebody to remain in the station as a standby. Last night we had back to back calls. This is very common in Pleasant Prairie. 33 percent of our fire and rescue calls, one third, of them occur within one hour of each other. So station 1 went out on a medical emergency, there's no one in the station. Before anybody can react to that, ten minutes later station 2 was out on a rescue call. That station is now empty. So when I talked earlier about our first responder program with automatic defibrillators it's nonexistent. It was nonexistent for about eight or nine minutes last night until people can come in and restaff the equipment.

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Paul, could you describe what the three personnel in the station and the one at home what that gets us as far as when we get a PI accident, what the result of that is when we don't have that level of staffing?

Chief Guilbert:

Sure. If there's a report of a accident on the east side of Pleasant Prairie or the west side of Pleasant Prairie with three in the station and one at home you're going in with four people. With the ambulance, the jaws of life and four people that's an emergency response. When we don't have that, when we have two people in the station and one person at home, the fire engine is now coming from the farthest station away, so that station now is understaffed. When that initial automobile accident says I need a second ambulance we don't have it because the person that should be in the ambulance is driving the fire engine.

Mike Pollocoff:

So what happens on a personal injury accident, one accident cleans out both stations.

Mike Serpe:

Chief, do you have the amount of times that Pleasant Prairie assistant other agencies? Are you going to get into that later?

Chief Guilbert:

I don't have those numbers for you but I do have the numbers in our monthly report.

Mike Serpe:

We do assist other agencies as well as other agencies will assist us, is that correct, and that happens quite often?

Chief Guilbert:

It does. And when we talk about that, some of the largest mutual aid fires in Kenosha County occurred here. So when we look at the number of times we go out for mutual aid, it can send an incorrect picture, because it says maybe we gave 10 and we got Mavis 5 times, but in those 5 times we may have gotten 80 fire departments in total.

Mike Serpe:

Are we doing assistance with the City?

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Chief Guilbert:

We're going to the City but we're not calling them. That's just over some issues where the rank and file didn't like coming out of the City and were difficult to get along with.

Mike Pollocoff:

Basically you've got a union problem with the non union paid on call part time. I'll say what the Chief won't say. When they come to Pleasant Prairie, one, they don't play nice. And secondly they don't do what they're supposed to do. They won't help haul hoses, pick up. They leave and they're gone. What happens in mutual aid is when the Chief's firefighters go someplace they're working for that Chief, whatever Chief that is in whatever community they're going into and they've got to do what he says. With Kenosha we don't get that. So what happens is it causes disruptions at the scene. Everybody has got to get in the boat and oar in the same direction at a fire and that doesn't happen with the City. They've got a different Chief who by Paul's account is a really good guy to work with, but he's got the same firefighters that the previous Chief had, so that's the problem with the City. Just anybody that's aware or cognizant of the history of the Kenosha Fire Union wouldn't be surprised that's an issue.

Chief Guilbert:

Thank you.

Steve Kumorkiewicz:

I recall a couple cases where units from Zion and Winthrop Harbor came here when our two stations were empty in emergency calls. We got Winthrop personnel here. And I remember when three or four years ago when they had a plane that crashed at a hospital in Zion our fire department was over there. I do recall seeing a lot of use at the annual dinner for the fire department in February how many fire chiefs at those other locations attended the dinner because they're part of the mutual response mutual aid system. So that's encouraging to know that we can get that support when we need it.

Chief Guilbert:

And that's one of the points I'm making in this overhead is that certainly we all understand that staffing is critical to our ability to operate, and we need a sufficient number of both trained and certified people because we want to provide paramedic level of care. As I say, we rely an awful lot on our non full-time people to fill essential positions. What I'm talking about is paramedics. When I tell you we're out walking the halls of paramedic classes to get somebody in here I'm being very serious with you. What Carol Willke and I have worked on in the last couple of weeks is hiring essentially that, brand new paramedic students as non full-time people. There is a national trend of fewer volunteers, fewer firefighting volunteers. I'm standing here saying that, but there's the National Volunteer Fire Council and you go to their website and the number one thing on their home page is to say here's what you need to do to attract and retain. So it's a national trend and it's not just here within this community.

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Alex Tiahnybok:

Chief, I'm floored to hear that mutual aid is not mutual. Is this an option, or do they respond but not play nice as was characterized? Is there an option to participate in this? According to one of the paragraphs in the budget presentation it looks like all agencies in Kenosha County are part of it.

Chief Guilbert:

That's correct.

Alex Tiahnybok:

So they do respond but not with pleasure pretty much?

Chief Guilbert:

Right, and we've just opted that we may use them in an extreme emergency in a car accident on their border, but when it comes to the multiple alarm incidents whether that be a school bus accident or fire call, the things that you see on the front page of the paper, we've opted to leave them out. The new Fire Chief is very well aware of that. He's had some high level discussions in his City as well as he and I try and work those things out. But rest assured that's the exception and not the rule. We have one of the finest mutual aid systems in the country. Again, those are my words. The others it's unremarkable. There's nothing else to talk about.

But there are fewer volunteers. We can handle major calls, but our concern is reflected in my budget document and as I'm saying tonight is our need to handle the calls. We're absolutely responsible for the routine calls, and at times as occurred last night it can turn things upside down.

The next couple of overheads or slides is to talk about our goals and objectives. Three things as far as staffing is concerned. Our goal is to recruit and hire ten new paid on call people. We need to maintain a roster of 28 paid on call people. If I were to tell you I had 28 paid on call people tonight, that means I have one paid on call person to be on call each day of the week. I need someone to be on call during the day during the week so I need 7 at station 1, 7 at station 2, I need 7 more on call tonight at each station and that's 28 people. Every time I have less than 28 people that means those paid on call people that we hired and said you're going to be on call for 12 hours somebody is not going to do more than 12 hours to make this system work. So it's important that we have those numbers. But, again, it's easier said than done. I can sit here and say that's what we want but it's hard to attain. And we need the same for part-time personnel to fill in those slots where we need people in the station.

Our fire and rescue services in the next two slides are basically a reflection of what we've already talked about. It's how we measure our delivery of services, how fast we get out the door and how fast we get on scene. That's something that's very critical, and the balance could be upset here very easily. We have 34 square miles to protect and we have two stations to do that in. Our people need to react and sometimes there's just some things out of control. I live on 29th Avenue,

I go to work every day on 88th Avenue, that's 6.3 miles from my house to the other station. To make that in 6 minutes I'd need to do 60 miles an hour. So it's important to have people in the stations and we can get them out of the door on time. So we measure what we do by the time the fire engine is out the door in a minute or less, how often it's on the scene in six minutes, and the goals on both these slides talk about the fire engine as well as the ambulance.

Just to go back a slide, the other way we measure our business is can we turn out 15 people to fires that are serviced by hydrants and 17 people where there are fires that have no hydrants. The difference in the two I could split out for you how we get to 15. I can just tell you that when we get to 17 those are for keeping two tankers moving back and forth to the fire hydrant to refill with water, and that's why it changes when it goes to 900 in areas. We need those because they can't stay at the fire. They need to be moving water back and forth.

. . . 52 weeks in a year and we schedule fire and rescue training 44 hours a year. That's 22 weeks, our EMS training is another 12 so that's 34, and then our paramedic training of 24. So we have our people in the station every Tuesday night. They're there Tuesday night, Wednesday afternoon, Thursday morning. We cover three full-time firefighting shifts and we make it as easy as possible for those people to come in.

Our continuous goal is to continue to integrate into the special rescue teams. Although are with some smiling faces, I want to tell you that the bottom slide those people are 425 feet in the air. They're on the smokestack of the power plant. The reason we had to develop that team the power plant came to us about 10 years ago. There was an incident in western Wisconsin up near Wausau where the elevator got stuck and the fire department needed to go up and bring those people down. So this is something routine that we do. The other picture is a firefighter leaving the 20th floor of the power plant and moving himself down the side. We can't do that alone. We do that with the Lake County rescue teams.

We measure our mutual aid, and this is a drill that was held in May of this year at Parkside, but it looks like a typical fire or EMS incident. Our goals include how many times we give fire mutual aid, how many times do we receive it, how many times that was through the formal mutual aid system and how many times it was just by calling another community and asking for a single unit.

Preventative maintenance the Board just authorized the purchase of a \$400,000 fire engine. They did that last February, \$107,000 last week to buy loose equipment, and it's very labor intensive to take care of that equipment. That's how the people start their day to make sure that the equipment is working. We spend a lot of hours every week taking care of that equipment.

We're required to perform fire inspections. We need to do 100 percent. We do 480 fire inspections from January 1st to June 30th and from July 1st to December 31st. With that the State of Wisconsin sends us what's called 2 percent dues. They take 2 percent of the fire insurance premiums paid within the State of Wisconsin. It goes to them, provides us free fire training. They provide us with fire prevention coordinators. Some of that money goes to the Department of Criminal Investigation, and we have our arson investigators come in from Madison, and that supplements our fire prevention program here to the tune of about \$65,000. So to get that money we have to complete 100 percent of the fire inspections. And that takes us from a walk around

inspection to the Prairie Village Condos right up here at the corner of 93rd and 39th. Those you don't need to get inside. There's no common areas, but we do need to walk around the outside and perform a fire prevention inspection. Or, they get more complicated whether it be the 650,000 square foot warehouse that you can see from Green Bay Road or the power plant or some of the more complicated buildings within the industrial park. But, nonetheless, that's 480 inspections twice a year or 960.

As you'll see, a common thread in all of the departments' presentations is to eliminate all preventable injuries. When I tell you that we spend every Tuesday night training, the premise and the foundation of all those training programs is safety, whether it's getting out of the fire apparatus at an accident where there's power lines down, or they're going into smoke filled buildings, that's the premise of what we do is to teach preventable--to prevent people from getting hurt. And, at the same time, a goal for next year is to reduce all preventable injuries. Another common thread is that each department will recycle 30 percent of the waste generated within the two fire stations.

Our organization chart shows us reporting to both the Village Board and the Police and Fire Commission through the Village Administrator. What the green boxes reflect is our new program requests for next year. That's to increase the number of hours we have for clerical staff as well as a new full-time firemedic as well as the ten new paid on call people we hope to attract.

Fire department revenues, the fire insurance dues program that we just talked about, this year it was almost \$66,000. Next year we're estimating \$67,000 and that's based on the growth of the public occupied buildings in the Village.

(Skip in Tape)

(3) Sanitation Department

John Steinbrink, Jr.:

I'm John Steinbrink, Jr., Superintendent of Sanitation. We will be presenting the proposed budget for 2006. Our solid waste division is broken up into three main components, not just garbage collection. We do have our sanitation department which takes care of the recycling and garbage collection, bulk pickup, any large containers that we might have in the community. This is a picture of our automated recycling truck that we have. It's a new program that we started with garbage and it's working out really well. They can pick up about 100 more homes a day with the recycling truck, with the automation, than we can with just the conventional throw and go.

The second component of our solid waste division is our leaf collection. That's where we have two leaf suckers as we call them. They make one round in the spring over the entire Village and they collect about 200 cubic yards of material and then we make three rounds in the fall. The first round in the fall we collect about 200 more cubic yards, but then in the second and third rounds is about 3,500 cubic yards. Those cubic yards are shredded and compacted so they really pack a lot of material into there.

Here's a picture of one of our leaf suckers just going through last week. This is the first round. You can see that the piles are very small. But if you take another picture in the next two weeks or go over by Jean Werbie's house the piles are about the size of the trucks on both sides of the road. So it's a really good service. It cuts down a lot on the burning. I think it almost eliminates the burning. It reduces the amount of time that the residents have to spend bagging these leaves and bringing them into the Village compost site.

And then our compost drop off site and processing center is our last component that we have. We have a compost drop off site that's open to all Village residents Monday from 1 to 7, Thursday 4 to 8 and then Saturday mornings from 7 until noon. At the site residents are able to drop off any branches, leaves, brush that they might have, and then they can also collect any mulch that we shred and any compost that they want to use for plantings or additives to their yard. This is a picture of our compost site. Those rows are probably about six feet long and about six feet high. You have about a half dozen of them on a regular basis. Some of the maintenance that we have to do to them we have to water them depending on the type of summer that we have, so this past summer we spent a lot of time watering them. This is right next to our 731 sewer treatment plant, so we're able to take some of the discharge water out of that sewer treatment plant and pump it and spray it onto these piles. We have to rotate the piles about once a week. Then we have a screener where we can go through and screen the finished product. Then any debris we have after that we put back into the mix.

We're very careful when we start these piles that we have the right mixtures, enough ground, enough screen. If you would just take a big pile of grass and stick it out there, the first time you'd go into it with a loader and try to turn it, it would just stink up a storm. So we're very careful that we mix enough wood chips and enough brush in with that grass so the management of that is very important. This is right next to a very nice subdivision just to the west, and so far to date I don't believe we've had any complaints of odor in that area.

As a new department I'm going to go through an overview of it. We're a new department starting January 1, 2005. We just found out probably back in July that we were going to create our own solid waste division. In the past we were contracting out with Onyx to do all of our solid waste collection and our recycling collection. They went on strike and they looked at raising up some of the prices. The Village staff and Village Engineer, Bob Martin, spent a lot of time going through an analysis of what it would cost for us to do garbage on our own and then also roll in there the other services, the compost and leaf collect and it's worked very, very well this year.

We have four new sanitation staff that we hired. One of those staff is on the recycling truck, and then the other three are on the garbage collection portion of it. We didn't have to add any new supervision for this. I took over the direction supervision and we use our existing DPW foreman, Gary Sullivan, who kind of handles the day-to-day operations of it. It takes about 25 percent of two part-time clerical staff to handle doing the work orders, doing the PO's for the solid waste division. We got to hire a shop mechanic, and he probably spends about a third of his time taking care of the garbage trucks, a third of his time on utilities, sewer and water, and then the final third of his time is on the street vehicles.

We have 2.3 garbage routes. I'll get into this a little bit more where the .3 comes from. It's all kind of based on population and how you utilize your crews that you have. The other .7 that we

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have for a third guy he's been doing the bulk pickups, distributing the new bins and doing the bulk pickups that we have on Wednesday. And we have just one recycling route that we have.

Here's our org chart that we have. Mike Pollocoff and the Board and myself. We have the two clerical staff along with our clerical secretary, one foreman and then you see on there we have five people allocated for the sanitation along with one mechanic. We do a five week rotation to kind of keep the guys fresh, so this way they're not just throwing garbage every day on the same route. We try to introduce a little bit of variety on it. It's something that I talked with the director over with in Beloit. They've been doing it for years and it's been working out really well for them. I think it's a really good program to have. It's kind of a cross-training program where on the fifth week or the fifth person when they're not working on sanitation they'll be on the street department doing some cross training.

Just to go into detail about this a little bit, they spend the first week on the garbage route 1, week 2 they'll be on the automated recycling route, week 3 garbage route 2, week 4 the street department and then week 5 doing the .3 route of the garbage, the large containers and then any extra time after that they'll do some work on the street department. There's a lot of sanitation departments. They kind of work off of an incentive program where once you finish your route you're done and you go home, whether it takes you four hours, five hours, six hours. Our guys work just as hard as any other sanitation department, but at the end of their sanitation we always find something else for them to do. We don't let our guys go home early at the end of the day. This rotation has allowed us to not have any Worker's Comp. claims. I guess also of the four guys that we hired and the one guy that works in with the street department all those guys have lost about 25 pounds to date so far. It's one of those jobs that they'll spend about 600 times a day when they're throwing garbage, in and out of the truck, and it's a really good workout program I guess if nothing else.

As any new department we did have a lot of obstacles to overcome when we started. One of them was the amount of time that was spent going to our recycling transfer center up in Racine. It's over by Johnson Meadows in the northeast portion of Racine. It was taking us about an hour and a half to bring our recyclable material up there, spending about nine trips a week. On some of our routes we have more volume than what one truck full can handle per day. So there's some days where they have to make two trips up to the recycling center. And at an hour and a half per trip they were spending about three hours. In an eight hour day you're spending a good chunk of your time just driving to dump your material and to come back.

We've been plagued with high fuel costs. In July of 2004 we paid \$1.18 per gallon of diesel fuel. The last load I bought at public works we spent \$2.50 a gallon. So that's been a huge increase. I have some more slides to go into more detail about the fueled economy.

When we started off in January, we were hoping or praying that we would have our new trucks available to use. We were told that when we bid the trucks that there was a good chance we would have them by January 1, but there was kind of a chance based on production that we might have to wait a little bit. The new trucks came in early March. The trucks that we had to use we rented from . . . Truck Center down in Illinois. One of the things I learned is that there's not a lot of places that rent garbage trucks. You can't just go to Hertz or Lee's Rent It or something to get

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a truck. There's very few trucks, especially in the Midwest, that do that. Most of these companies have their own trucks. And when you get a rental truck, especially one that's ten years old, it was just as beat as you can ever imagine. These people that use these trucks were abusing them, so we had a lot of maintenance problems and a lot of issues starting off with these trucks. That really had an impact on how we started our department.

Some of the trucks that we got as a rental truck was a side loader. One of the trucks that we had made it three hours and then the engine blew on it over here behind the Village office here, almost by Trustee Serpe's house. And then what they gave us as a replacement was a rear loader. And the problem with the rear loader is that you need to go from the front of the truck, walk all the way to the back, throw it in, walk all the way back up to the cab and continue on. Versus the side loader you're taking one step and throwing. So you're almost forced to do the size of our routes with the rear loader we had to take two guys on that truck so that really increased our labor cost initially until we got our new trucks. One of the good things that came out of this is that the guys really appreciated the new trucks when they came.

One of the things we did, in whether it's public works or any other department in the Village, we're always looking at ways we can do something cheaper, do something more cost effectively. So something we looked at doing was creating our own recycling transfer site over at the Prange Center. So we were able to use some clay fill from a forced main project that Ronnie had going on, and that kind of saved him some cost on where to dump that material. We used some road millings as the gravel base for it from a pavement project that we had, and then we used some fencing from Sondag's campers to put around the facility. This saved us nine hours per week in travel time.

One of the problems that we had with the recycling is that the recycling route was 1.1 route that we had based on size, but we only had one truck and one person. So this allowed us in that nine hours to now eliminate all overtime that we had for recycling and also cut down on fuel, save on time, and now allow for some more expansion down the road.

Here's a picture of our transfer site. It's really nothing too fancy. We kind of filled up a wet area--not a wet area, Jean, I'm sorry. It was kind of a grassy area in the back and made a little ramp. You can see the transfer semi that the recycling company will drop off for us. We'll take the material and dump it there and take our loader and load it into the semi and tarp it. We got some push blocks around the back you can see. We have some fencing that goes 90 percent around the entire area, so we do get some days when it gets a little bit windy out and it pretty much catches any paper. The winds are predominantly out of the west and this view is viewing

the west, so just off to the left where you can't see we do have a fence that's 20 foot high that collects any loose material, and then we'll have staff out of our work release crew just pick up any loose paper.

One of the real problems I thought we were going to have with this up front was there was going to be paper blowing all over the place. But that really hasn't been an issue at all. We really haven't had a problem with it. One of the things that's really working to our advantage is when you put that recycling material in that garbage truck and you compact it at a thousand pounds per square foot, it really eliminates any loose blowing that we might have. So this is something that we did that freed us up 9 hours per week and it's really cutting down on our fuel uses on the recycling side.

Recycling is up 15 percent from 2004. I think that's largely because of two things. We're giving the residents a large container to use. In the past we had the standard 17 gallon recycling bin. I'm not sure about everyone else, but in my house once you put the *Kenosha News* in there, a milk jug, a couple cans or pop cans it's pretty much full. And then if you really don't give the people a container that's going to hold that much volume everything else just goes in the garbage. So one of the things that we really struggled with up front was determining what size containers do we buy. Do you go with the--you're going every other week, so they have a 35 gallon, a 65 gallon and a 95 gallon. And so we thought originally if we can just get a bunch of 35's and 65's that should pretty much do it and everyone is good to go. We talked to some other communities, and it seems like if you give people a bigger container they're going to use it and that's exactly what happened.

So we purchased enough 65 gallon containers to give everyone in the Village one container, and then we purchased some 95 containers, about half a semi load, which is 206 of them, just to use for special events around the Prange, around the Village office, and we found out that the 65 gallon once you give people a container that size it just wasn't big enough. So now on a regular basis we're exchanging out the 65 gallons for 95 gallon containers. It's really a remarkable process. And it's really been bumping our recycle numbers up. And by doing that anything that goes above and beyond in the recycling bin it's something that's not going in garbage. There isn't a retipping fee in recycling. We're paying about \$28 a ton in garbage, so any ton that we can take out of the mainframe in the recycling is money we're saving in the department as a whole. Like I said before, we haven't had any Worker's Comp. claims to date so far.

This is a slide that shows where some of our recycling and solid wastes have gone from 2002 to present. With the recycling if you go all the way down to the top right hand side, so far in the first three quarters we have recycled over 1,500 tons of material. If you go back two years ago to 2003 that's already more than what we've done in that whole year. If you do the simple math we should be over 2,000 tons for this year. So you're taking about 500 tons out of the main garbage stream and putting it in recycling. Something else to consider is that a ton of recycling is a lot more in volume than a ton of garbage. The garbage is pretty much all of your heavy material you might have, but your recycling like the aluminum cans and the milk jugs are very light weight material.

Our solid waste numbers are going down. It's projected that we'll probably be under 6,000 tons

of garbage in this year. I guess one of the ways that you can rate or determine how successful your recycling program is if you take the recycling percentage as a gross weight of how much of everything that you have as a whole. So if you would have 100 tons of product, if you have 25 tons of recycling, 75 tons of garbage, that's about where we're sitting right now. You can see that we're at the highest so far that we've ever been at, and so far in October we're at over 28 percent of our material that we're collecting is recycling. That's just remarkable. I think a lot of that is just a credit to all the residents in Pleasant Prairie.

For projecting new growth each year, based on the estimates from CD, we're approximating about 200 homes a year. Based on our averages that we just showed you, we're averaging around 11.89 pounds per household per week, and our garbage numbers are just around 34.5 pounds per household per week. When we started this, when Bob Martin was doing his analysis, one of the things he was amazed on was that we were at 40 pounds per household per week which is a really high amount of garbage. So we were able to take on an average six pounds of garbage out of everyone's house per week and put it into recycling. One of the things, too, that's going to affect our revenues a little bit, but it's going to end up being good for the Village as a whole, is that starting November 1st we won't be doing any collection in Hidden Oaks and that's a loss of 324 units in there.

We did some analysis on how our recycling has been going throughout the year. And so in January we recycled about 118 tons of material. You can see that once people really started understanding the program and accepting the single stream, one of the things nice about single stream is that you don't have to sort your glass from your plastic from your paper. It's a very simple recycling program that we do. Everything goes in one container and everyone is set from there. It seems like we're kind of leveling out around 200 tons as a whole for the Village.

One of the things that Mike asked me to look at is why are we stopping at 200 tons? Is it the size of the container? How much recycling can you hold in that container? And we're finding out that you can still hold a lot more weight for a container, somewhere around 20 pounds you can hold in there. But I think there's a group of people that are really heavy recyclers, there's a group of people that just don't recycle at all, and then there's some people that just kind of recycle the obvious things. I think one of the things we need to do is we really need to get the word out, whether it's on the internet or if we get into the schools and start these kids early, is to do enough public education to really educate these people on what is recycling and what are some of the benefits of recycling that we can have.

This is just a pie chart that shows a quarter of our waste is recycling and three quarters is garbage.

Our goals and objectives that we have for solid waste, we're hoping or we plan to collect recycling bi-weekly. One of the things that we're looking at in doing that is collect at production rates of about 100 homes per hour. We're actually running a little bit over that. We're at about 109 right now. Our third goal is to collect garbage weekly, and our production rate is 90 homes per hour and we're actually right at that 90 per hour. And the reason that our recycling is at 10 units per hour faster is that's an automated system. I'm sure everyone has seen the recycling truck drive up to a container, grab it, throw it and go. There's sometimes where that truck is hardly even stopping before that container is in and out. Versus on a garbage stop where you need to stop and get out, take the bags, throw them in and get back in and go from there.

Something else that's probably keeping that number down a little bit is we do have an unlimited volume of garbage. So if somebody decides they want to put out a pickup full of garbage bags we're there to pick it up for them. That's a service that we do provide for everyone.

We like to have no missed garbage or recycling collection. Everything has really worked out well. We really don't have too much of a problem with people calling and saying that we missed their garbage. The calls that we do get I think a lot of it is that somebody might put their garbage out after the garbage truck has gone through. As a courtesy we've been going back and picking up those collections.

We plan on still doing our bulk item collections weekly. So anything that you have that's over four foot long, that's the size of our hopper, 48 inches, or anything that's more than 50 pounds, anything that we feel is safe for one person to lift, we'll send a truck out on Wednesday if they call by Tuesday. There's a \$20 fee that pays for the extra truck to run out there. We'll send some guys out to pick up anything bigger that you might have. So it's not really a volume collection. It's if you have something that's really heavy that takes more than one person to collect.

We respond to all our customer service requests within 24 hours. If somebody calls, they get a response that day and then there's someone out checking up on it the next. And we also provide 8 weeks of leaf collection. I told you earlier that we do four rounds of leaf collection, but one round in the Village takes two weeks, so that's how we get the 8 weeks.

My personnel goals and objectives we have safety training and equipment training. It's our goal not to have any Worker's Comp claims, performance evaluation and then working with Chief Guilbert's department doing the CPR and first aid training.

The revenues we have is 6 percent, just under \$60,000 we get from a recycling grant from the State, and then the balance of it is from user fees. Our revenues are down a little bit from 2005 to 2006, and that's mainly because of the loss in units from Hidden Oaks, the 324 units there. All of our other accounts are staying pretty consistent. Our recycling has gone up a little bit and our garbage is going up a little bit. I'll show you why here.

This is a breakdown that shows our garbage division of it. It shows that our tipping fees are just under a quarter million dollars. Our fuel that we have is 10 percent of our budget of \$49,000, labor \$210,000 for . . . our vehicle maintenance just under 25 and then our other miscellaneous paper products rounding off the total of it.

One of the things with our tipping fees being just about 43 percent of it is that they've increased 3 percent on August 16th, and they're proposing to increase another 5 percent on August 16, 2006. In our contract we have it's a minimum increase of 3 percent every year and a maximum of 5. We're making the assumption here with the fuel prices going up as much as they are that they're going to take advantage of the maximum increase just to cover their own operating expenses. So with 44 percent of our garbage budget going up about 8.2 percent.

Like I mentioned before, our fuel costs, on July 2004 at \$1.18, the fuel price in September of

\$2.50 we use just over 27,000 gallons of fuel per year with our recycling and garbage. That's about three semi loads of fuel that we use to do all of our operation. And that has an impact at the end of the day of just under \$30,000 increase just in fuel prices.

We had some initial startup costs above and beyond what we had planned on starting up. We did some extra marketing and public education. Just because it was an extra cost it wasn't necessarily a bad thing but it was something we had to do that we didn't plan on up front. We made some calendars for all the Village residents showing them what day their garbage collection was on. We really pushed and developed some really nice brochures that we sent out to everyone explaining to them what recycling is all about. You'll be getting a card, here's your day. Mailed to everyone and that got to be pretty expensive.

Our fine rental trucks that we suffered with for eight weeks we paid \$25,000 for. Development of the transfer site was \$19,000. Additional labor, when I talked about using those rental trucks and using those rear packers, I think we spent an extra 1,100 to 1,200 hours in the first two months extra that we had to do making those collections. If we would have had a side loader it would have worked out fine with one guy. But with the rear loader it takes two guys and that really increases your costs. Overtime labor a lot of it was in recycling starting up, having the . . . spending three hours a day driving up to Racine. And then when those trucks were breaking down up front, when a truck breaks down, say for example the one that had the blown engine, it took about--that truck now is broke down and it's gone. . . . about eight hours away, so now you're relying on two trucks to do the work of three trucks until we got another truck coming in. So there were a lot of . . . we got a phone call at 9 a.m. and we took our loaders and a garbage trucks and we were scooping up all the garbage with loaders, dumping it in the garbage trucks and hauling it out to the landfill, so it was a lot faster than that but not at a rate that we were happy with.

Our fuel costs this year bumped us up \$15,000, and because of everybody wanting these 95 gallon containers, we're at a point I think we had about 18 containers left of the ones that we bought. And everyone that's coming on new we're giving them the option. Do you want a 65 for \$50 or do you want a 95 gallon container for \$55 and the majority of those people are asking for the larger container. So we had to buy one semi load of containers is kind of how they come to get your best price and that was just under \$20,000. They make those containers out in California and we get them shipped out here. So the initial start up costs that we had were just over \$150,000.

New programs, we're not requesting any new programs this year. We're kind of relatively a new program to begin with, but we are forced to have some program reductions. We have three of them. The first one that we have is eliminating the spring leaf collection. I'd say we spend two hours going out in the spring collecting leaves and it kind of varies. Last year we picked up 135 cubic yards of leaves, but there's been some years when--let's say, for example, we're done collecting leaves in the first week of December. So if you have a big snowfall, you'll have a lot of leaves that will fall over Thanksgiving and you get a big snowfall the next day and the snow lays in all these leaves, you really can't push off the snow to get to those leaves. So in the springtime we were going through and collecting those leaves for residents. Last year in November we were really light on the snow, especially in the November time frame, so everyone had a chance to go through and get their leaves out so it was light in the spring. So it depends on

the weather and snow on how that goes. So we're looking at eliminating the spring leaf collection, and that would force people to either burn their leaves or bag them and bring them to the compost site.

The second reduction that we'd have would be to eliminate the first round of leaf collection that we have in the fall. I guess how that picture that we had up front illustrated the piles were really small. There wasn't too much out there, but it's kind of the second and third rounds where we really start taking the large volumes of leaves that we have. This again would also force residents to burn leaves, and I'm sure that the Fire Chief is just kind of cringing at this because of the smoke and everything else that brings into it.

One thing I wanted to add to both these leaf collection reductions is that we still have the part-time employees, so even though we're not going to have this leaf collection in the spring or the first round in the fall, those labor costs get transferred from the solid waste budget into the general fund over in the street, so you're just reallocating the labor out of the solid waste fund and into the street or highway fund. The only savings I guess that you would have is that we always run one full-time employee that operates a truck or drives a truck with a CDL and then a part-time employee. That part-time employee just wouldn't be hired. We have two units so that would be two part-time employees.

Our third and final reduction is reducing the full-time staff at the Village compost site for overtime. We're open three days out of the week, Monday evening, Thursday evening and a Saturday. Some of the things that the staff does is they assist the residents taking their leaves off, taking their branches off, emptying any bags or containers that they might have. But then there's also a lot of people that come in to get trucks or trailers loaded up with wood chips and mulch. All of our full-time employees run the big front end loader, and it's something that I'm not going to have a high school kid run this loader loading a pickup truck. So probably the biggest reduction you would see from service is you'll have half as many people at that site helping. There's times when you'll have 20 cars at a time pulling into that Prange Center, and we try to help everyone whether it's with the brush and leaves or the oil or antifreeze or batteries. Then having someone to unload you. We are still keeping some overtime in this account so then on Saturdays if somebody wants to come in to pick up some leaves or mulch on Saturdays to do any landscaping on the weekend they'd be able to.

For our capital plan we're looking at adding a wireless tracking system on our garbage vehicles. This will incorporate right into our Village GIS and we can track route efficiency at a cost of \$4,000. It's \$1,000 per truck on the four trucks that we have.

One of the things I wanted to talk about early on that I wasn't able to and when the GIS popped up it jogged my memory, is that we did all the setup on this department in a matter of about three weeks to a month as far as determining the routes, determining the capacities, what truck is going to pick up where, and there's no way that we could have done that without having our Village GIS system in place. I know that Rich Robinson and Ruth Otto they gave you a brief introduction what the GIS is, but we had the power to go through and take an aerial photograph that we have, overlay the parcel lines on it and the road center lines, so now you can see every parcel in the Village. Then we went through and took all of the tabular information that we had from our utility billing that shows where all of our accounts are. They each had a common key

which was parcel number. So now you can go down and take that map and identify every parcel that's paying for garbage with a little dot.

Then you're able to add more fields onto that table and make some attribute information on there. So you might have a one for Friday, a two for Thursday, route one, route two for the number of units and take and really use this tabular data and massage it and work it and see it geographically. Then you really have a tool with just a click you can know that on Friday route 1 you have 800 routes and on your Friday route 2 you only have 300. Sometimes geographically you really just can't tell by looking at a road how many units that there are. So by going through this GIS we were able to very quickly go through and identify all of our routes. It's really something that works out well.

One of the things that we were also able to do is that we were light on one day, on Thursdays. You only have so many homes so you break it up and you have as many routes as you can be efficient, and Thursday is mostly our maintenance day. We know we have Village Green and Creekside and all these other homes that are coming on board so that's going to fill that hole. So we should be good with our routing for about the next two years, but any routing that we have to change with the GIS and the amount of maps that you see at the Board meetings that we use for everything it's just been a really great tool to have.

Another capital that we're looking at doing is keeping our vehicles on a six year maintenance program or replacement program. We've already had the displeasure of running garbage trucks that are ten years old. They're breaking down all the time. Your maintenance costs are just skyrocketing. Your overtime from having trucks that are broken down are through the roof. So we're looking at replacing our trucks that we purchased in 2005 in 2011. We're estimating that they're going to have a salvage value of about \$100,000, so we're looking to put about \$650,000 in a capital fund so when it comes time to replace these vehicles we're going to have some money and be able to do that.

One of the other things is when do we need another truck or why do we have as many trucks as we have? Our recycling that we do we're averaging just over 100 units per hour. We have about 7 hours of actual collection per day. We do probably 20 minutes of maintenance on the vehicles. We do a pre-trip inspection, driving out to where we have to start the route and coming back. We can do about 700 homes per day and that correlates out to a maximum of about 3,500 units per week. With the every other week collection we need a vehicle for every 7,000 stops that we have. Our Village units minus Hidden Oaks is just over 6,600, so if you do the math there we can get about 388 more units before that truck really starts reaching its capacity where we have to start using overtime for our recycling. Our projected growth per year is only 100 because only doing every other week collection we're looking at 100 per year.

At garbage we're looking at about 90 units per hour. Keep in mind one of the things that allows us to have seven hours of actual collection on the recycling is that we have a spot to dump right at the Prange which is really nice, so we don't have to spend an hour driving. Otherwise you take that production per day and you'd be lucky to be at 500 in an 8 hour day because the other time is spent driving around.

By the time we go over to the landfill and come back and to our pre- and post-trip inspection we're collecting 700 per day at a production of 3,000 per week. So for every 3,000 units that we have for collection we need a vehicle. Our Village units are just, again, over 6,600. So two garbage trucks we'd be fine at 6,000, but we're just over that and that's where that .3 comes into play. And so we can actually grow another 2,300 units before we need another garbage truck, and at 200 per year we're looking at a vehicle somewhere around 2013.

Something else that's nice about having that transfer site there is that if something happens and the garbage gets done early and the recycling which you can see is almost at its capacity, we can design a route where you might have eight hours of one truck and an hour with another truck. So we can take the one truck that does have the garbage on, get the garbage dumped, pick up recycling for an hour and dump it at the transfer site. Where before we had the transfer site, any time that we tried to do that we just have a couple tons in our truck and then we'd have to run all the way up to Racine to have it empty so we could go and pick up garbage the next day. So the transfer site has really worked out well for us. So we're looking to budget for another vehicle addition around 2013 based on that average growth of about 200.

The equipment that we have, we have a 32 foot semi trailer, two leaf vacs and a loader. We have four 2005 garbage trucks. Two of them are manual side loading and two of them have the arms. The reason that we purchased two of them is if one goes down we have a backup ready to go right away. And once we get right over the 7,000 units, we can take the other truck and add it on to help out. Then we have one rear loading garbage truck that we use for our large containers that we have on our other multifamily, our containers at the Village office, Prange, many of our roadside collections that we do, RecPlex.

So we are proposing to have a new rate for 2006. The four employees that we hired go through a process I believe it's three and a half years before they're up to a top pay. In that first year they get a five percent step increase and it kind of carries on from there until they're up at 100 percent. They start at 80 percent. Our rate has been frozen for the last four years. It's been pretty consistent at around \$11 per unit. Our tipping fees have increased or are increasing about three to five percent annually, and that's about 43 percent of our garbage budget, and our fuel costs have over doubled. One of the things about the garbage trucks is you have four vehicles on the road pretty much all day and they really use a lot of fuel.

At the end of the year being a new budget that we're at, we ended up with an operating cash balance of about \$90,000. We actually started off the year with a negative operating balance. A lot of that is because of those costs that we outlined, the construction of the transfer site, the high fuel, the extra labor, the extra marketing that we did. If we keep the rate the same as we're at, the \$11, we're going to gain about \$45,000 per year to the operating expenses which still puts us at a negative balance of negative \$45,000. So if we stay at the \$11 per month, we're still making

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\$45,000 a year, but we're not putting any money aside for new trucks or having any cash reserves.

We spent a little bit of time with Kathy and we came up with a new rate increase of \$2 which will bring us up to \$13 or \$12.50. For condos and mobile homes and apartments they're 50 cents less. And the reason we're looking to do a \$2 increase here's the spreadsheet that shows our capital fund balance. Right now we're at negative \$50,000. Every dollar that we add onto the rate increase brings in just about \$78,000 per year. So if you take the difference between the negative 50, the 56 with the rate increase, you take out any capital, you see at the very end our cash balance starts increasing here to a point where we can replace our used vehicles, purchase our leaf suckers and have enough money to fund operations and also to replace our equipment without doing any borrowing at all. So we feel that the \$2 increase is going to be about where we need to be to go over all the capital that we projected out for about the next seven years. Any questions?

Steve Kumorkiewicz:

I have a question for Mike. Being that we need to purchase a vehicle in the year 2011 due to the increase population . . . put this item in the impact fees?

Mike Pollocoff:

We're not permitted to use the impact fees for garbage, but we can use impact fees for recycling, and that's one of the things we're looking at as a new program is to include purchase of a recycling vehicle, a vehicle for recycling as part of impact fees as well as expanding the transfer site. Again, that's totally related to recycling. If we never grew another house we'd be okay. But as we're growing what happens is you get that downstroke in the capital and you can either recover that by saying we're going to buy that truck and charge it to all the users of solid waste, or you can say ever new unit that comes in is going to kick into the cost of that recycling truck because we're almost at our capacity now.

But for garbage as we need that next truck that's something we're prohibited from using impact fees for, and we have to put that either on a user charge or pick it up in property taxes if we choose to go that way.

Mike Serpe:

Mike, if we didn't start our own garbage collection this year and we had to recontract with Onyx, what would be the monthly fee?

Mike Pollocoff:

Our quote in 2004 was \$18 a month.

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Mike Serpe:

\$18 to do the same service that we're getting right now for \$11?

Mike Pollocoff:

No. \$18 would have gotten us solid waste the way we do it now and the recycling bins that we had that would have continued that level of service. That didn't include leaf pickup, that didn't include operating the compost site. The \$18 is what it took to pick the garbage up and the recycling. It didn't do all those other things we do.

John Steinbrink:

And I'm sure they would have added a surcharge for fuel.

Mike Serpe:

One other statement, Mike. Every now and then the news takes a shot at us about not looking at getting into garbage collection with the City. Would you give us a brief comment as to why that would not have been as beneficial as us doing our own?

Mike Serpe:

There's a couple reasons. One is if you ask anybody that lives in the City what it's like for them to recycle you bag this, you do this on a different day and it wouldn't have been as easy as ours would have been. Secondly, you can't take Pleasant Prairie, we're a different community than Kenosha in a lot of ways, but when you look at the density and the compactness of the City of Kenosha and what they charge for a rate versus Pleasant Prairie is more spread out and not as dense, it takes John more time to pick up 100 hours in Pleasant Prairie than it takes to pick up 100 houses in Kenosha because Kenosha is more tightly compact and it's more dense. We wouldn't have gotten the same rate, if Kenosha is giving away service and they're not, from Kenosha for picking up 100 houses here. Plus, the Village has one of the highest, and it's coming down now, but we generate a lot of garbage. We're demographically a more affluent community. They're buying more and they're throwing more stuff away. We paid for that every time we took a quote.

I think the other thing to consider in contracting with Kenosha, and as good as intergovernmental cooperation is and consolidation and all those things, there's a price to pay for that. What you're doing is you're giving away your ability to structure how you want to have your service provided. And you're also putting yourself at the mercy different than a private contractor going with a public contractor under a Chapter 66.30 agreement where we aren't sewer and water. If Kenosha decides to raise our sewer rate, what did any of us do tonight? There wasn't anything any of us could do but sit back and wait for the rate. You can maybe fight it a little bit but you really have no recourse. So when you put your hands and your fate for your operations in the hands of another community, you live with whatever that community has.

We've got the sewer rates and the water rates to prove what consolidation of those types of service get you. They own the key to your safe and they raid it when they need to raid it.

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There's really nothing you can do about it.

Mike Serpe:

One other thing, Mike. If you would just mention the Village charging on a utility bill as compared to the City charging garbage collection on the tax roll. Give us the differences on those.

Mike Pollocoff:

The Village chose the method of charging on a user charge and not placing it on the property tax. If we were to do that with the City it's different. Look at the average value of a home in Pleasant Prairie, and Rocco can tell you what the spread is, but you can take a house that's worth a million bucks and is that person going to generate any more garbage in a million dollar house than a guy in a hundred thousand dollar house? They're not. But the guy in the million dollar house is going to pay substantially more money for the same amount of service. So that tends to create some disparity no matter what and then you load that on your tax bill.

Plus you get into things now where the State has decided we're going to freeze taxes, that part that's on your tax bill and you just saw it tonight that we've got some costs that are beyond our control that gets factored into the freeze. The other thing is the Village has made a commitment to economic development in LakeView Corporate Park. In the City, everybody pays taxes on garbage whether you use it or not. The apartment pays taxes, the stores pay taxes, the businesses pay taxes on it. That's all fine and good because those guys don't vote and they're not going to vote anybody out of office because their taxes include garbage because they don't vote.

But we notice, and that's one reason that we've been successful, those are things that companies and businesses are looking for when they're looking for a site to locate is how much does the local community gig us on stuff that we don't use that we can get taxed on. If you don't think that's not a big impact on economic development and siting location you tell a Lawter International that we're going to zing you and part of your taxes is going to go for \$70,000 in garbage what do they get for it? Because we're not even going to pick up their garbage. We're not qualified to do it. They need specialized contractors to do it so we haven't done that. It helps. It's helped us in our TIF District. We have a lot of bonds to pay out there, we've paid a lot of bonds off, but that's one of the choices we made. The City they don't do that. Politically popular and everybody looks like a hero over there but it shows up on their balance sheet.

Mike Serpe:

John, just a comment to you and your staff. You guys bend over backwards to do what needs to be done in this Village, and I can tell you that of all the departments we have, and we get very few complaints on any of them, but when you guys stepped to the plate a year ago to pick up the garbage on a minutes notice for a month, that was just phenomenal. To your credit to your guys it's very appreciated. Believe me.

Mike Pollocoff:

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Kathy is going to kill me for saying this, but when we had that clerk we eliminated, a good part of her day, I mean she did a lot of things, but when we had private contractors, whether it was Onyx, Superior, Chuck's, that clerk did probably half her day responding to garbage complaints. They made a mess, they threw my cans around, they were late, they were rude, they didn't pick something up and should have picked something up. Our call load or complaint load is nonexistent with our own people. They know calls are going to come here and go right back to them. When citizens called us about the contractors we'd go back to the contractor and they'd say I'll check with that guy. We just weren't getting the same level of quality.

John Steinbrink:

That was the biggest problem with the calls that we got as Trustees was the fact that Onyx was unresponsive so the problem continued and continued and there was nothing we could do. They say he's a union employee and we can't fire him or do this or do that. Those calls, as you said, are nonexistent.

Mike Serpe:

Just another example, and I don't want to beat a dead horse here, but again to get back to the Sheriff's proposal when the local people, us, have no control of what goes on that will bite you in the--it will bite you real quick. I almost said something naughty there. Anyway, again congratulations. And local control as long as it's done with efficiency and pride in an employee's work you can't beat it.

Steve Kumorkiewicz:

I hear a lot of people who are really happy with the way things are handled in the recycling center. The people are helping out in unloading . . . and the service. In talking to people the . . . that we have now is excellent. I think no one complains. It's good . . .

Alex Tiahnybok:

When we decided how to structure the garbage pickups and the recycling pickups, obviously there was some good motivation, and I think it was a brilliant idea to go with the fully automated bins for recycling. Is there a reason why we didn't go with that approach for the garbage part of it?

John Steinbrink, Jr.:

It was a cost factor starting up probably. One of the things we are doing an analysis on, and we should have it by spring, is what it would cost us to go fully automated with our garbage collections. One of the problems we have right now is our capital fund balance is down to nothing because we're starting up. We haven't really had a chance to add any money up in that fund. But it's probably going to cost about \$350,000 to start that program. But once you add in your efficiencies and your cost savings and your time savings.

And another problem that we had is we had 40 pounds of garbage per household per week. And

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we had a concern that we were going to have more garbage than what they could hold in a 95 gallon container. So the logic was if you can pull some of that garbage out of the garbage stream into the recycling stream and then evaluate the feasibility of doing it in the near future, and it is something we're looking at doing soon hopefully.

Mike Serpe:

The other thing is we're beginning this, and the Village as we started the collection of garbage we said put as much as you can put out as long as it's not more than 50 pounds and we'll take it out. So putting some kind of constraining limit on it is a problem. We really didn't know how well the automated pickup would go even with the recycling. There's a lot of areas where, especially if you don't have curb and gutter, some people think they're not going to get too close to the pavement or shoulder or whatever and to see how it would go through for winter pickup. I think the winter pickup is still on the--we haven't gone through a whole winter cycle with it yet, but I think if everybody got acclimated to it and got comfortable with it, it would be somewhat easier to jump into it after they've seen how the automated pickup worked with recycling. It is a lot more efficient but it was more money. I if we can manage the solid waste volumes down it makes it a little bit more management thing if we do decide to do it in the future.

John Steinbrink:

Probably one of the biggest ironies when we first started looking at these containers the first thought of a lot of the Board members is this container is too big. How is somebody going to handle this, store it, control it, move it around? And now we find that everybody wants an even bigger container. I guess we could get a rolling dumpster and roll them out to the curb every day.

Steve Kumorkiewicz:

A last comment on that. I believe that one of the reasons the recycling is increasing and actually you're collecting less time by collecting more is because . . . myself I put that much in the bottom and I don't put it out every two weeks. I only put it out once a month and sometimes not even have half in a month. Now, a person who has four or five kids they can use a 95 gallon container every week. But senior citizens they're not going to move the container from the back to the front with that much in the barrel So I believe there's a lot of senior citizens doing that and that cuts the time to pick up, too, because you don't have to make a stop.

John Steinbrink, Jr.:

And some of the other nice things about the containers is that they do have a lid on them. That was a big problem with our green containers in the past. I live on Highway H . . . and a semi would drive by and all my newspapers and all my milk jugs were laying all over my yard and nothing was getting picked up. It's been real convenient to have. And we found out that a lot of elderly people found it's actually easier to roll their cart down their driveway out of their garage than to carry their green bin they had, so it's worked out much better than we had originally planned which is great.

Jeff Lauer:

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John, thank you for your presentation. I like your idea about the leaf pickup having less . . . not to scrap the whole thing. I do appreciate that because I know that could save money down the road. Just one question I have. I know if it gets approved it will go up to \$13. Compared to Onyx it's still \$5 less. Is there a reason why we can't have the condos, mobile homes and apartments everybody paying the same thing? Is there a reason why theirs is less?

Mike Pollocoff:

Typically the tonnages aren't the same, and your pickup time we don't spend as much time in those areas picking them up. They're closer. Think about going in a mobile home park they're right next to each other and the pickup time is less.

Mike Serpe:

I have a question. Jeff, did I understand you would like to eliminate the leaf pickup?

Jeff Lauer:

No, I agreed with his presentation on that.

Mike Serpe:

But not eliminating it?

Jeff Lauer:

No, but if he did I wouldn't have a problem with it. Maybe because I'm young and I can bag my own and bring it down. We visit you guys about three times a week.

John Steinbrink, Jr.:

Something I want to add is just because I have a program reduction doesn't mean I'm supportive of you guys taking it.

Jeff Lauer:

That I know.

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John Steinbrink:

Wait until you read the Voice of the People after the leaves start burning.

Steve Kumorkiewicz:

Yes, I see a problem in that.

John Steinbrink:

Any other questions? Thank you.

(Skip in Tape 3

(4) Water Utility Department

(Beginning of Tape 4)

Ron Kammerzelt:

. . . Prairiewood, 108th Street water main is also Prairie Wood. And then Pleasant Homes water main, 125th Place, 41st Avenue, 124th Street to 39th Avenue, the Frontage Road from 122nd Street to 125th Place. Then 44th Avenue from 120th Street to 122nd Street. This will eliminate water main breaks, the operational impact will be less labor hours for repair. Lastly, 93rd Street water main, this is again in the stated goals and objectives needed for system improvements to tie it in. That's all I have. Questions?

Steve Kumorkiewicz:

. . . last year we had three or four breaks didn't we in front of my house?

Ron Kammerzelt:

Just in front of your house. We had others down the street in Pleasant Homes. The water mains we've been trying to get to it. We have a lot to do and we go by priorities and what we can afford. We've been trying to do Pleasant Homes for years. I also have a couple water mains in Carol Beach that I'd like to replace. That's where our other water breaks are. But they're hard to get to. Like I say, we prioritize what we do. Years ago we had the Zirbel area. Some of you remember that where they were on three quarter inch galvanized water main. That was their water main. The water main in front of their house . . . your house had bigger service. We were out there almost on a daily basis. We were all on a first name basis. We all knew one another. We finally got that relayed and turned that into a good system.

On 108th I think it was they actually had to tell the neighbor when they had to wash their clothes because the pressure would go down. The neighbor couldn't take a shower if the neighbor was washing their clothes. We've come a long way since then. There's still a couple areas that we'd like to replace that need replacing. Just a lot of repairs associated with them but it is expensive.

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You've got to relay the main and rebuild the road also. Others?

Mike Serpe:

Just one. Mike, we did a water installation on South Sheridan Road. I think that project that was originally bid came at \$52 a foot if I'm not mistaken. Ron's crew did it and what did it come out to like \$24 or \$25?

Mike Pollocoff:

I think it was about \$27 or \$28.

Mike Serpe:

A huge difference. And what I'm getting to is South Sheridan Road there's a lot of frontage on each parcel. To say the least the residents were very pleased that it was almost 50 percent less cost to that than what would have been bid out privately.

Mike Serpe:

Those are tough soils, too. Tough project.

John Steinbrink:

Other comments or questions?

Jeff Lauer:

Maybe Kathy this is for you because this is the part I don't understand sometimes. There was a slide up there showing the expenses like utility debt. Do you know what the debt is for utility and how is that paid each year? Is that through a certain percentage, or is that just an automatic cost we pay each year?

Kathy Goessl:

For the water utility we currently have for the end of this year \$3.6 million left of our debt. Debt schedules are established when we initially issue the debt. This debt will go out somewhere between 2011 and 2015 so we'll have all the debt paid off in the water utility.

John Steinbrink:

No further comments or questions? Thank you, Ron.

Mike Pollocoff:

Next we have Karen Ellis. Karen is the Clerk of the Municipal Court for George Easton, our next and smallest department in the Village.

(5) Municipal Court

Karen Ellis:

First of all I'm going to present the department overview. I am the Clerk of the Municipal Court. Judge Easton could not be here tonight so I'm presenting as best I can. Our organizational chart is George Easton who is the Municipal Judge. I am the Clerk and then we have a part-time clerical assistant Jim Klotz. We have jurisdiction over actions involving violation of Village Municipal Ordinances including traffic offenses for which the penalty is a forfeiture. We do not deal with any criminal matters per se. They're mostly ordinance violations and traffic offenses.

We do get probably 99.9 percent of our tickets issued by the Pleasant Prairie Police Department. We do receive some over the year from the Fire Department and Community Development. And the cases are adjudicated by Mr. Easton who is an elected official.

We meet once each week on Wednesday in the afternoons, and we always have initial appearances. And that is when the defendant comes in and has the opportunity to enter a plea to the charge. He may enter no contest, guilty or not guilty. And not every week but probably three out of the four weeks each month we have pre-trial conferences where our Village Attorney will meet on a one-to-one basis with the defendants and try to enter into a stipulated plea agreement. If that does not occur, there is a trial that is scheduled at a later date before the Judge.

We have indigency hearings. We have to do that. We cannot commit anyone to jail for nonpayment without having these hearings. If they are unable to pay, we have to develop another program for them. Sometimes we have work crews. We do not have community service in Pleasant Prairie, but we do have work crew ability. We have sentencing hearings. Sometimes we have someone come in and if the charge is not too extreme we'll hold the case open for six months. If you do not have any further contact with the Pleasant Prairie Police Department there is a possibility it will be dismissed. Those sentencing hearings are always before the Judge. The motion hearings are cases where we want to reopen them. Perhaps they want to vacate a decision. That is also held with the Judge presiding, and trials are always before the Judge and he's the one that makes the final decision. We do not have any jury trials in our court.

Most of our traffic is speeding charges. We do get for this size Village quite a few DWI, but we only get the first offense. We do not get the second or third or beyond because those are criminal offenses and we don't deal in those. Our municipal code is quite a range from retail theft, sometimes criminal damage to property and sometimes animal control such as dog at large or something of that nature.

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Our workload in 2004 we processed a total of 4,299 cases. That means cases that were actually issued and we handled. It doesn't necessarily mean they were all disposed of because we're dealing with the calendar year and our court system goes on for maybe three sessions, so that would be a little more than the year. And after we adjudicate and the disbursement the total was about \$450,000, and we have to disburse that amount between the municipality, the County and the State.

The new programs that we're suggesting is an increase of the Judge's salary which is at the amount of \$5,950. The reason that's being asked is because it's been about 13 years since the Judge has gotten a raise and the caseload has increased. So that's the criteria for that.

Then in our program reductions I've asked to have the part-time clerk hours reduced from 26 to 20 hours and that would save about \$4,600. That basically ties into the budget as a 2 percent reduction of our total budget.

We have no capital requests. We're doing very well. We have a great software program so that's not needed for quite some time. Once we have disbursed what we have to to the three entities, there's approximately \$265,000 each year that we budget to the Village. That would be given to the Village and they can present that to their general fund or however they want to do that. Personnel services is about \$108,000. Contractual services is printing of our receipt books or forms that we need for the court. That runs about \$47,000. And also that does include our Village Attorney's salary so that's in there also. And supplies and maintenance is paper and pens and whatever we need for the office and that's \$5,200. The property and liability insurance we're estimating that to be about \$400.

Our total budget is \$162,771. That is the budget for the court, and if anyone has any questions I'd be glad to answer.

John Steinbrink:

Did the Judge ever think of going on TV and having a court show and generating more revenue that way?

Karen Ellis:

I don't think so but you'd have to ask him.

John Steinbrink:

He should work on that, get a catchy name.

Karen Ellis:

A little royalty that's in there. You'd have to ask him.

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John Steinbrink:

Comments or questions?

Alex Tiahnybok:

One quick one. The total revenues of the court were \$470,000 or something like that?

Karen Ellis:

I think about \$465,000. But by the time we disburse to the municipality, the State and the County, the Village ends up with about \$265,000. That's the net for the Village.

Alex Tiahnybok:

That's by statute, the percentage division to each?

Karen Ellis:

Yes, it is.

John Steinbrink:

We share.

Karen Ellis:

Quite generously, too.

John Steinbrink:

Any other comments or questions? Tell the Judge we missed him. Not that much but we were glad you were here. Thank you.

(6) Public Safety Communications

Mike Pollocoff:

Next we have our last one, public safety.

Chief Wagner:

Good evening Mr. President, gentlemen. The good news is that this is the last presentation of the night and the bad news is you get to hear from me again. I don't know how we balance those things out. What we're going to do this evening is you heard Chief Guilbert talk a little bit about the fire department, and Lord knows you've heard quite a bit about the police department, and now we're going to hear about the public safety communications department which is essentially

dispatch, and which is the department that sort of ties the two together and makes the two accessible to the people who need the services.

Just some things that I'm sure you're all aware of. The current resident population of the Village is approximately 18,600, and we all know that's rising. The daytime population is estimated at 30,000 to 35,000, give or take, and that is due in large part to the influx of individuals that we have that come in to go to work here and also to utilize the facilities, the shopping and so forth in the Village. The Village is located in the center of the Milwaukee/Chicago corridor, and as I've told you the last time I did this that is a corridor that's about 140 miles long in which live approximately eight million people.

The Village is assessed in the area of about \$1.8 billion. There are over 7,400 housing units, over 400 commercial uses in Pleasant Prairie, 160 miles of streets and highways, and the land area is approximately 34 square miles.

The public safety communications department current consists of 7 part-time public safety dispatchers, 1 part-time records clerk, all of whom are managed by myself and also law enforcement support specialist who is our day-to-day supervisor. I would add, though, that the department itself has no full-time employees. All 7 dispatchers are part time and the records clerk is also part time. The supervisor is paid by the Police Department. Of course, I'm paid by the Police Department as well.

Here you see the operational structure of the department. Essentially it shows myself, the daily supervisor who is the law enforcement support specialist. She essentially does direct supervision, scheduling and payroll. The part-time records clerk and the 7 part-time dispatchers. I would add that these part-time positions we have are all 32 hour positions, so they're not quite full time and there is some advantage to the Village in keeping them at 32 hours.

Public safety communications department provides two kinds of services. We provide a dispatch service which is sort of a direct service, and we also provide non-dispatch related services to several departments of the Village. The dispatch service, of course, is available 24 hours a day, 7 days per week. The communications center where the dispatchers work is housed at the Roger Prange Center on Green Bay Road.

Something to remember here is that the public safety dispatcher accounts for the vast majority of the direct interaction between the Village government and its citizens, and you'll see why that is as we look at some of the workload. Again, the bullets that are up there shouldn't be there, but the quality of that experience, the quality of that interaction has the potential to influence either good or bad that citizen's view of the total government. Often, the only interaction that the citizen is going to have with the government may well be through that dispatcher when he calls on the phone. It's estimated that dispatch will handle more than 40,000 incoming phone calls this year, and that's an estimate based on incomplete data for the year and projected forward, but we're fairly confident that's going to be the case in 2005.

The mission statement of the department is very simple and what you would expect it to be. "To maintain the safety of persons and property in the Village of Pleasant Prairie by serving as the

critical communications link between Emergency Services Providers,” the police, the fire and rescue, “and the Citizens in need of the service, and to do so with a high level of quality and swiftness, being always mindful that lives often depend on the services we provide.” This really is a critical link that we’re providing to the public.

The direct dispatch services that we provide essentially we’re dispatching three departments, fire and rescue, police department, and to a much lesser extent but we still do service public works and utilities. Some of the non-dispatch services that I spoke of, it’s important to understand, and I presume at this point now that you’ve gone through so many of these presentations it’s clear that Pleasant Prairie really does operate in sort of a team environment with a team concept, and dispatch is an important part of that Village team. We provide records related functions to the police department. In fact, it would be very difficult for the police department to operate as we do without having that records function provided us. Police officers typically are not file clerks. They’re not records people. And they’re much more valuable out on the street than they are in an office doing that kind of work. So it’s a critical function that dispatch provides to the police department.

Warrant and commitment entry is critical for the Municipal Court. Believe it or not, not everybody pays their fines, and occasionally the court has to issue a warrant for that individual or a commitment. And when those are issued they need to be entered into the State TIME system which is a computerized network throughout the State of Wisconsin and actually throughout the country. It’s not called that throughout the country, but the TIME system connects us to agencies all over the United States. Warrants are entered into that system so that if someone is stopped in Milwaukee County and that person’s name is queried into that system, it’s going to show that that person has a warrant or commitment in Pleasant Prairie. We’ll be notified of that and then we’ll be in a position to make the decision as to whether we want to drive there and pick that person up and bring them back.

The dispatch personnel also collect fine payments for the Municipal Court, and that’s typically done during off hours or non-business hours. Karen Ellis is there during the week during business hours and she takes care of a great deal of that. However, we do have people that show up after those hours and on the weekends and they need to be serviced at the counter and that’s what our dispatchers do during those hours in addition to all the other things that they do.

The dispatchers also deal with the permitted burning for the fire department. The fire department has a structure and a procedure in place for burning that involves the issuance of a permit by the fire department. The transmission of that information back to dispatch, and then a requirement that people who elect to burn on a given day call dispatch to find out two things. First of all to find out if burning is going to be allowed, and that’s a decision that’s made by the fire personnel on that individual day, and secondly to notify dispatch that, in fact, if it’s allowed that they do intend to burn, and that’s information that has to be documented, because occasionally things will get out of control or fires will get away from somebody and it’s very helpful to have that information documented. So if we receive a complaint of some sort of a fire in a specific area, or often we’ll get smoke or burning complaints from citizens who are bothered by the smoke, we’ll be able to look at see who’s burning and go over there and take the appropriate action, or send the fire department over there to take the appropriate action. As you can imagine, especially in the fall, when people are burning leaves that becomes a rather daunting task, because the phone rings

incessantly with people wishing to burn. That's been made quite a bit better with the leaf pickup but it still is an issue in the fall.

The dispatchers also perform license checks for the Village Clerk's office, people who apply for bartender's licenses and other kinds of permits with the Village, their backgrounds have to be checked and that's done by dispatch using, once again, the TIME system. There's a criminal history database in Madison that is available to the Village through dispatch, and those people are queried through that database. And the same thing is true for background and employment checks. Most people applying for employment with the Village are checked that same way and we do that for human resources.

Responsibilities for a dispatcher in the communications center, he or she is responsible for manning eight telephone lines including 9-1-1 lines that come into the communications center. There are six radio frequencies that they monitor. There's a mobile data system that they monitor. There's the Wisconsin TIME system that they monitor and utilize. One of the most important tools that they use is our computer aided dispatch system. That is an automated system that really does take and properly organize and document the dispatch function, things like time stamping, and all of those kind of things that were documentary in nature back prior to this system had to be hand written or hand tracked by hand. This system enables us to do that automatically, and it takes a great deal of burden off the dispatcher. And it also makes certain that things like response times are properly documented so that later on if there's ever a question we can go back to a specific call and say what the response time for that call was.

As a part of the record keeping function I talked about earlier for the police department, the police department has a records management system and dispatchers process call information into that records management system. That's actually linked to the CAD system. The two work hand-in-hand seamlessly. The CAD forms the front end of that system. The data entry is done by dispatch and a call is initiated in CAD, and then that call is sent over to the RMS. And in the RMS the dispatcher will go back in and add any supplementary information he or she needs to add to that call.

Municipal court has its own records management system which is a separate system. That is also linked to the police department system. So, for example, when someone is cited by the police department, that citation is entered by dispatch into RMS and then is ultimately transferred over to the court's RMS, so that everything is working together in a seamless way.

They also monitor and utilize the joint services CAD system. One of the procedures that we use is with respect to the dispatcher of fire and rescue, and primarily rescue. The procedure as it stands now is that the 9-1-1 peace app. is at the public safety building, and calls for 9-1-1 services are handled or answered there. If it's determined that the call is a police call or a fire department call, those calls are transferred over to the Prange Center. Rescue squad calls, however, are initially handled at the safety building by the dispatcher there, and the reason for that is something called emergency medical dispatch. Pre-arrival instructions can be given to callers calling for medical assistance and a rescue squad. At the present time that's being done by joint services dispatch. For that reason joint services will take that call, they'll process that call down there for EMD, and they will do the initial dispatch of that call from the safety building to our rescue squad. Once the initial tones are sent out on that call, our dispatch center then picks that

call up and continues processing that call until it's completed.

This is a screen shot of our computer aided dispatch system just to give you a little bit of an idea what that looks like. You'll notice that the screen is primarily divided up into two sections. The upper sections those are active calls. Those are calls that are going on now or at the time this shot was taken. The lower section of the screen are the units on duty, and you'll notice that there are a number of tabs along that lower section, and one of them says law and it's actually highlighted there. Those are the police units that are on duty at the time that you're looking at the screen. If you click the fire tab you'll see all the fire units that are available at the time. If you click the EMS tabs you'll see the ambulances that are on duty and available at the time. It's a smart system. It knows what's available. It knows where those assets are and it knows what assets to recommend based on the location of the need. So it's been a really good system for us.

On the upper half of that screen you'll see that there are three active CAD incidents, and I can't read what they are because they're in red. I think one is a battery. I believe there's a suspicious activity call there over on Bain Station Road, and I think there's a motorist assist in the 1100 block of Green Bay Road. Each one of those is a single CAD incident. That's an incident that's been generated by a caller, an officer has been sent out, and you can see the units that are assigned to those particular calls. All three of those are police calls, and so each call is being serviced by a police unit and the unit numbers are listed there, 150, 147 and 151. This is second shift. This is from last Friday at about 4:45 in the afternoon.

In 2003 we processed, which was our first year with CAD by the way, 19,125 calls through CAD. In 2004 we processed 19,837 calls through CAD. And projecting forward in year to date data for 2005 we're projecting that we'll be up over 20,000 easily in 2005.

If you look at the allocation of incidents by department, you can see the majority of the CAD incidents are generated by the police department or for the police department and that's about 92 percent of what we do. The fire and rescue department accounts for about 7 percent of the CAD incidents. And I would stress to you these are the incidents. This does not represent total workload that's generated by each individual department, just the number of incidents on the upper half of that screen that I showed you before. And the final amount is actually less than 1 percent for public works. They do generate some CAD incidents but it's not very many when you look at the total number of calls.

What we're proposing service wise for 2006 is approximately 11,648 man hours of dispatch services. And what that resolves out to is a minimum of one public safety dispatcher on duty 24/7/365. We do have some overlap shifts where there will be two because of the way the work cycle works, but the 11,648 will buy you essentially one dispatcher 24 hours a day, 7 days a week.

Talk a little bit about the goals and objectives. The police department and also the fire department hand out customer survey cards. When we contact a citizen, if somebody calls and makes a complaint we send an officer out and they will document that complaint and then write down the case number, because often people need that case number for their insurance company or other record keeping purposes. We hand them that card and that card also includes a survey.

We get a lot of those surveys back and I can tell you that they're all very, very positive. That is something that we look at religiously.

One of the questions, in fact the first question on that survey card is was your call to the police department handles properly and were you happy with the service you received from dispatch? The goal that we've illustrated here for next year is that there be zero negative survey cards. That's the goal that we're striving for. We want people to be happy with the service that we're providing. Secondly, we want to have 100 percent of personnel trained in TIME part 2. We currently have one vacancy and one that's being currently filled, and then we have another vacancy. So we have some people who are going to need to get trained in TIME system part 2. TIME part 2 is essentially State training that's required in order to be certified to operate that interagency system called the TIME system. We want to have everybody trained to TIME part 1, and we have two people who are trained to TIME part 2.

We're looking for zero days behind on entry of warrants. As I indicated earlier, the Court does generate some workload for dispatch, and that's basically the fact that as warrants are generated for nonpayment of fines and forfeitures and things of that nature those warrants need to be entered into the TIME system. What we want to do is we want to be totally up to date with that workload so that we're not stacking stuff up and we're not falling behind.

We want a two day maximum process time for report requests. That is done by our records clerk, our 32 hour a week part-time records clerk. And the goal we have there is often we'll receive report requests from insurance companies and from citizens, but more often for things like accident reports and other type of crime reports. Those are typically sent back out. We'd like to see those being processed within two days.

We intend to conduct bi-annual staff meetings. That doesn't seem like it should be that big of a deal, like it should be that difficult to do that, but when you consider that you're dealing with a bunch of people who work 24 hours a day, you've got three different shifts. You've got people working the midnight shift and you've got people working during the day and it's really tough to get everybody together. It's really quite a task to do that. So we are going to commit ourselves to do that bi-annually because I believe that there is a great deal of value actually in getting everybody together and discussing. You can talk to people individually, but when you sit down as a group there's something to be said for that, so we're going to try to do that twice in 2006.

Finally, we want to begin measuring in a more detailed way than we do now the amount of workload that dispatch currently shoulders. We've been working with SBC and Ruth Otto from IT has been very helpful with helping us with this. We want to measure the number of phone calls received. In the old days we used to have a clicker. It's one of these mechanical things that every time you click it with your thumb it counts. I can remember years ago when I as a police officer and the dispatcher would be going to get off his shift and he'd pick up the clicker and click many times to count the number of phone calls. Obviously that's not an accurate way to measure that. One of the nice things about the technology we have today is it enables us to do these kinds of things, measure this kind of activity and to do so accurately without placing a huge burden on the staff. Lord knows they have quite a bit to do already, and the last thing you want to do is burden them with measuring workload. We've developed a way to do that, and I look forward to being able to report to you exactly what those numbers are as we move forward.

We're going to be looking at the number of phone calls made on behalf of other departments. We make quite a few phone calls for the police department and also for the fire department. The way the fire department is structured, as you heard earlier, it requires that people be called in to man stations after equipment is out on calls and things of that nature. So dispatch is charged with making those phone calls and making those arrangements to get people into cover stations and things of that nature. Currently that's not being measured. We want to start doing that in 2006.

We're going to start looking harder at report requests processed. One of the things that we're looking at there is we want to start doing some of this stuff electronically. I think there's some potential to start sending these things out via e-mail. You can take a document, produce a PDF document out of it, and you can e-mail it anywhere. On the other end when they print it, it looks like a photocopy. So it seems to me that there's maybe some better ways and getting away from the traditional method of doing some of these things and we're going to be looking at doing that as well.

We're going to count the number of bonds that we take for the municipal court. And we will be keeping better track of the citizen counter contacts that our folks are doing.

For 2006 there are no new program requests for dispatch. At the present time our staff is such because of the part time nature of it things are operating fine with respect to staffing. We are proposing to eliminate \$6,000 from the budget. These are represented employees, by the way, and the \$6,000 represents the cost of negotiations. The plan is to have HR handle those negotiations, and thus we can save those attorney's fees and that's what the \$6,000 reduction is. I would recommend that you take that reduction.

Capital requests this makes up for the lack of no new programs. We're proposing a redesigned and re-equipped dispatch at a cost of \$127,259. The Prange Center opened in 1994, and most of the equipment that dispatch is using is the original equipment. What I'm talking about are the expensive pieces of equipment. I'm talking about dispatch consoles and things of that nature. Much of this equipment has exceeded its life expectancy, and parts availability is becoming a concern with it. So we are quickly approaching a situation where some sort of a decision has to be made with respect to what we're going to do with this equipment.

The current dispatch center also suffers from poor design having been located in the center of a busy office that also houses the Municipal Court. I believe just about everybody has seen where our dispatch center is. It's in the middle of an office that's divided up with cubicle type dividers. There's just a lot of traffic through there. It's a very busy area, and it is not conducive to having dispatch personnel who are engaged in a very critical task focus the way we would really like them to focus. They are also quite a distance away from the public counter. And essentially what that means is that on the weekends or after business hours they need to service the counter and they have to get up, they have to leave their dispatch station, they have to go to the counter, and as I described those cubicle dividers it's actually not possible to see the dispatch station from the counter. So it creates a bit of a problem there in terms of them leaving their post to service the counter.

The proposed solution for this would fund the acquisition of new state of the art PC based

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dispatch counsels; would re-orient dispatchers to the public counter and enable them to function while servicing the counter. Essentially we're going to move them from one side of the room to the other. It would also segregate the dispatchers from the other activity in that room allowing them to focus better and concentrate on the dispatch function that is their primary function. And it would enable dispatchers to better utilize video solutions and applications that will exist in the future and that are coming down the road.

The summary of the budget: Total personnel services, and that's the vast majority of this budget, are \$354,816 proposed. Contractual services are \$73,366. Supplies and maintenance is at \$6,800. Insurance is at \$735 for a proposed total budget of \$429,717. So with that, I'd be happy to answer any questions you have in regards to the proposed dispatch budget.

Mike Pollocoff:

One of the things I might add just before you start in is you kind of have to look at some of the things that happen at the Prange Center like a spider web. You pull on one part of the web and it makes it move in another place. Earlier tonight Chief Guilbert indicated to you that the Village receives substantial and significant savings by being able to utilize paid on call personnel in the fire department. One of the things that makes that work is the fact that when we need people to come in and we need to get hold of people, there's a dispatch function that works to get those people out of their houses and to the right scene. And to do that dispatchers need to know where if you're lucky up to 28 paid on call people are at any given time. Those people are signing up to be on the shift.

Paid on call people are people that we nurture, we work with them, and we're forgiving and flexible with them. So that if Mike Serpe wants to call to a ball game one night and he's a paramedic and he calls up John Steinbrink and says cover me tonight and I'll take your shift Thursday night, and John says fine I'll do that if I can get Alex to take his Wednesday, and their schedule is in constant movement and constant flux. Sometimes somebody can't cover so you're working that POC schedule all the time. That happens because dispatch accommodates that.

There was a time a few years back where we went through the process of moving dispatch down to joint services. They point blank said we'll do it but we're not going to play with your paid on call people, we're not going to dispatch them and that's up to you. If you want to dispatch them a different way then you have somebody else at your dispatch take care of that. So you end up losing. Plus at that point they wanted to charge us an extra \$300,000 over what we're paying for our dispatch now. So if you want to do that, you've got to still have some kind of dispatch to handle your POC's.

Again, they're the entity that also is a support service for the police department to keep the police officers on the street. I mean those are a couple things. The other thing that we do that Kenosha doesn't do is if you have a water main break or a sanitary sewer backup and you live in the City of Kenosha, and if it's after 3:30 you get an answering machine and somebody will call you back or check it out. In Pleasant Prairie it gets dispatched straight to public works and they take care of business. Those are some added things that happen with public safety dispatch. Again, we're going to save the world by consolidation, and if you want to do that you've got to be ready to chuck the expenses or the savings that you have in other operations or the services that you

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provide in other operations. Those are some key points that need to be added to that presentation.

Mike Serpe:

Mike, you hit it right on the head. Brian mentioned that we have a keen concept here with good department heads and that is so true. And what that team concept has done over the years has created a very stable environment for the entire Village. For the last week we've listened to all the department heads give their summation of what they do and what they want and how they handle their affairs. To say the least I'm very impressed. I guess what disturbs me a little bit is when the stability of the Village is challenged as it's been for the last couple months with the proposal by the Sheriff to take over policing the Village of Pleasant Prairie. That creates an enormous amount of stability amongst the Village employees and the residents.

I think if this Board wants a challenge and really wants to do something on behalf of the taxpayers meaningful there's a \$3 point some million inequity going on right now that really can be addressed if we wanted to, if we pushed and pushed and pushed. I'm not saying that we would be successful on getting a \$3 million forgiveness from the County on services that we're paying for and not receiving. But what if we received \$1.8 million or \$1.6 million in forgiveness. Just think of our budget. Think of our people and thing of what we've been doing and just think what we can do with just that amount of money.

For example, the dispatch center. I don't know what that 9-1-1 center is going to cost if we were to do it, but let's say it costs \$60,000 or \$70,000 to implement it. With that you're getting all your paid on calls taken care of by the dispatch center. You're getting all your records entry for the police department by the dispatchers into the computer system. You're getting a multitude of functions that you're not going to get from joint service dispatch. I'm not criticizing joint service dispatch. It's just that every day that dispatchers come into joint service, today it's going to be Bob on City, Jim on County, Gail on whatever. And that changes all the time. You don't really have a designated Pleasant Prairie dispatcher if you were to go to joint service dispatches every day. It just keeps on switching around so everybody learns every job. I don't disagree with that. But you're losing an enormous amount of control by giving that up.

So if we're serious on saving the taxpayers of this Village some money it's there. All we have to do is force the issues. It's been done in other communities with success. Not easy but worth it. I comment every department head here. You people are the best. I have worked both sides. I've worked here and I've worked in the City. The City is very good. But what Pleasant Prairie has that I've not seen anywhere else, Brian, you hit it right on the head, the team concept and that speaks volumes.

Steve Kumorkiewicz:

One comment, Chief, I hear many times is that not in many communities does the fire department or the police department have the good relationship they've got here. They work as a team.

Chief Wagner:

That's right, we do.

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Steve Kumorkiewicz:

In a lot of communities there are problems. I'm sure Mike can testify to that.

Chief Wagner:

I think that speaks volumes about the people that you have on both sides.

Steve Kumorkiewicz:

Yes, you work as a team.

Chief Wagner:

Right, we do.

Steve Kumorkiewicz:

I also commend to everybody, the department heads, for the presentations that they made. That was excellent. We've spent a lot of time here and I think we all learned a lot more than we knew. That's the way to keep this Village the way it's going. That's why everybody wants to move here.

Alex Tiahnybok:

Mike, I agree with you and I hope we can take the "if" out of that statement. Not if we're interested in helping the taxpayers, let's do it. Regarding not paying for what we're not getting I think that needs to be explored. I think John commented in one of our recent meetings that there's some legislation in Madison that would enable municipalities to consider that further. I think we need to be as efficient as possible. Take whatever action is required to make it efficient and move forward that way without a doubt.

John Steinbrink:

I think one of the biggest impacts if we reach resolution on the tax inequity is the fact it's going to make other communities look at their budgeting and their development as much as the Village looks at theirs. Right now there's a lot of communities in Kenosha County that put in businesses and things that they don't have to pay for the cost of providing the service for. We're subsidizing that. So if that burden is shifted entirely to them and their planning was poor, then they will pay for it and we will not be subsidizing it. The Village has always been good at its planning and its management and resources, and this would spread it out for the other communities. When you have to pay for it yourself you become a better manager.

Mike Pollocoff:

I think that's true. To me when you read the tax equity study people look at different things, but what really became clear to me is that Kenosha County, and it's been facilitated by State statutes to an extent, has really become the fairy god mother for towns. And the towns haven't had to think about how development affects them because they approve new subdivisions or some commercial the direct expenses for planning for that, for road maintenance, for police protection, it doesn't matter because the County pays for it. When we look at subdivisions and Brian is looking at development, we take a look at what it's going to cost us to provide police protection or whatever we have to do with it, and govern that or lay that development out so that we can't get hurt.

I think by not letting local governments in the County do their job and not trusting them enough to do it, what's happened is they're not doing it and they're putting it back at the feet of the County Board. And you're asking a group of people, individuals on the County Board they don't have the moxie to push themselves away from the table when it comes to their own health insurance increases, expecting them to make cuts in operations or change in operations to cut dollars and it hasn't happened. And I really don't think in an organization as big as the County Board out of 28 people you have two people or one person from the Town of Salem that's looking at what's going on there. The rest of those supervisors as long as it doesn't affect their district they don't care. So they're not paying attention to the planning, they're not paying attention to the zoning, they're not paying attention to public works and the amount of streets they're taking care of it, and they're not paying attention to police.

Everything that the City of Kenosha pays attention to, Twin Lakes, we pay attention to that all just goes by the wayside. I think the sooner that you can convince--and I think a lot of those towns if you ask them the question they'd be willing to jump at the chance to not have to have their citizens go to another level of government to get their approval. Those towns operated and they have the authority to say here's my plan and we're going to zone to that plan. Maybe they contracted with the County to do the zoning and they contract with the Sheriff to do the police protection, that would be their call, they would start acting like mature, responsible local governments and manage their growth and manage their development.

But right now the whole process is geared towards irresponsible decision making because someone else is paying. That someone else is Pleasant Prairie, Kenosha and Twin Lakes. We're the ones that are really lifting the freight for the unincorporated areas. They'll be the first ones to tell you the Sheriff provides that. County planning does that. The highway department does it. You ask about the services because that's what happens. They don't have any control over that. I think that we've talked to the County about that and they're responsible and put everything under the County and then it's not an issue. I think that gets you right back to where you were, only instead of having the unincorporated towns not paying attention to development, then you have the whole damn County not paying any attention to it. That rally gets away from do you really believe in local government, local control or not.

I think it's a big rock to push uphill, but if you don't start pushing it, it's not going to move. Hopefully at some point County Board supervisors that represent incorporated municipalities, which is the majority of the County Board, are going to stop and think about it. The only people that are getting screwed are their constituents. That's who's getting it. It's amazing that it

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happens, but that's where it comes.

There's an interesting article in the *Milwaukee Journal* this last weekend where in Sheboygan County the County Supervisors had voted themselves a 9 percent or some kind of raise. So the reporter goes to the Wal-Mart in Sheboygan to say we want to know--these people must be really well known or liked or loved to be able to just in the middle of these difficult financial times that governments are going through to give themselves a 9 percent increase. So he goes to Wal-Mart and he thought they'd be really in touch with their County Board Supervisors. And he asked 27 straight people who came into Wal-Mart who is your County Board Supervisor and none of them knew. And the only reason he stopped at that point is because they kicked him out.

I really believe if you were to ask anybody in the City who their County Board Supervisor is most of them won't know. The County Board Supervisors that represent Pleasant Prairie they'll tell you to a person when they go door to door they don't hear about County issues they hear about Village issues. And the reason that's the case is because the County doesn't do anything. Until that gets resolved that's going to keep happening. What happens is people in communities don't expect anything different. They're not expecting anything from their County Board Supervisors because they don't know who the hell they are or what they're doing. They've got this whole mess that they have to unwind and it's got to start someplace. Maybe I'm clairvoyant and I can see the issues really clear, but those are the things that would be worthwhile to start working on.

John Steinbrink:

Any other questions for Brian? If not, thank you, Chief.

4. ADJOURNMENT

**SERPE MOVED TO ADJOURN THE MEETING; SECONDED BY KUMORKIEWICZ;
MOTION CARRIED 5-0 AND MEETING ADJOURNED AT 10:30 P.M.**