



NOTICE

Please take notice that meetings of the **STANDING COMMITTEES** and the **REGULAR VILLAGE BOARD** will be held in hybrid meeting format (in-person and videoconference) on **Wednesday January 21, 2026 in the Village Hall, 3930 N Murray Ave., at the times listed below.**

Please note: the videoconference platform has been modified to Zoom.

PUBLIC WORKS COMMITTEE, Committee Room, 6pm

Join Zoom Meeting

<https://zoom.us/j/4454590215?pwd=Q3Z5T1FIU2ZEZlFNUTRhT0tIZkltZD09&omn=95449397601>

Meeting ID: 445 459 0215

Passcode: 487960

1. Consider recommendation for RFP for Planning for Neighborhood Greenways and the Development of a Traffic Calming Program.

BUDGET AND FINANCE COMMITTEE , Board Room, 6:15pm

Join Zoom Meeting

<https://zoom.us/j/9637448179?pwd=SmlQN1VvZGZKYU8wR1F5VW9Wb0o5UT09&omn=94696009909>

Meeting ID: 963 744 8179

Passcode: 572278

1. Consider sewer rate increase.
2. Consider recommendation for parking and citation management system.
3. Update on Policy 50 Credit Card Policy Implementation

STRATEGIC INITIATIVES COMMITTEE , Committee Room, 6:15pm

Join Zoom Meeting

<https://zoom.us/j/4454590215?pwd=Q3Z5T1FIU2ZEZIFNUTRhT0tIZkltZ09&omn=95449397601>

Meeting ID: 445 459 0215

Passcode: 487960

1. Review Senior Resource Center proposal for available space in Village Center lower-level.
2. Review DPW service categorization and implementation status of 2020 Novak Study recommendations.

JUDICIARY, PERSONNEL AND LICENSING COMMITTEE , Board Room, 7pm

Join Zoom Meeting

<https://zoom.us/j/9637448179?pwd=SmlQN1VvZGZKYU8wR1F5VW9Wb0o5UT09&omn=94696009909>

Meeting ID: 963 744 8179

Passcode: 572278

1. Consider updated job description for Assistant to Finance Director.

REGULAR MEETING OF THE VILLAGE BOARD, Board Room, 7:30pm

Join Zoom Meeting

<https://zoom.us/j/9637448179?pwd=SmlQN1VvZGZKYU8wR1F5VW9Wb0o5UT09&omn=94696009909>

Meeting ID: 963 744 8179

Passcode: 572278

Members of the public will be muted and will have their video turned off upon entry. Comments will be taken during citizens' comments and if the Village Board accepts comments at other times during an agenda item. When the Village Board starts accepting citizen's comments, members of the public will have the ability to unmute themselves and appear by video by raising their virtual hand (selecting the raise hand icon under "Reactions" at the bottom banner of Zoom) after being called upon by the Chair. IF YOU PLAN ON SPEAKING AT THE MEETING, please email the Village Clerk at tharrell@shorewoodwi.gov by 3p.m. on the meeting day.

The President will be leading the meeting and Board members will be called upon to speak. If there are members of the public on the call that desire to speak on a topic that is NOT on the agenda, they will be provided an opportunity to do so under “Citizen’s to be Heard” on the agenda. The President may also allow for the public to speak following Village Board member discussion on an item following the Village Board discussion. To ensure an efficient meeting, members of the public should not speak until called upon to do so.

1. Call to Order
2. Roll Call
3. Statement of Public Notice
4. Special Order of Business-
 - a. Presentation of Shorewood's Safe Streets and Roads for All Municipal Safety Action Plan - Jon Campbell, TADI.
 - b. NSHD Lead Coordinator presentation.
 - c. Accurate Appraisal updates on 2025 property tax bill assessments.
5. Consent Agenda Items - items under the consent agenda may be acted upon by one motion. If in the judgement of any Village Board Members, a consent agenda item needs discussion, the item can be placed in the items removed from the consent agenda.
 - a. Presentation of accounts - January 21, 2026
 - b. Consider regular Village Board minutes – December 15, 2025
 - c. Consider Shorewood Today printing and mailing service agreement
6. Items Removed from the Consent Agenda
7. Public Hearing
8. Citizens to be Heard – this item is for matters not on the agenda. Discussion may follow comments on non-agenda items or discussion, and action may come at future meetings.
9. New Business
 - a. Consider award of contract for Streetlight Replacement Program Phase 2.
 - b. Consider parking and citation management system.
 - c. Consider residential neighborhood streetlight settings.
 - d. Consider updated job description for Assistant to Finance Director.
10. Report of village Officials
 - a. Village President
 - b. Village Trustees- Provide Committee updates as either a liaison or member.
 - c. Village Manager
11. Future items of Consideration
 - a. Consider ordering 2200K LED lights on the streetlights going forward, for phases 2-5 - Tr. Stokebrand.
 - b. Consider cost to charge every light currently installed in phase 1, Capitol and Wilson Drive - Tr. Couto.
12. Closed Session
 - a. The Village Board will consider moving into closed session pursuant to Wis. Stat. Sec. 19.85(1)(e) to deliberate or negotiate the purchasing of public properties, where competitive or bargaining reasons require a closed session, to discuss prospective properties for the new DPW site.

13. Adjournment

Dated this 16th day of January at Shorewood, 2026.

Toya Harrell, MMC, WCPC, Village Clerk

Should you have any questions or comments regarding any items on this agenda, contact the Village Clerk at 414- 847-2608. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may attend the above stated meeting to gather information; no action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of all individual abilities.

The Village Board of Shorewood currently holds meetings in person at Village Hall, or an alternative physical location as allowed by the Village Code. As a courtesy to citizens, Board meetings will also be made available live on the Zoom virtual platform for viewing and possible participation. However, the Village cannot guarantee the technology supporting the virtual viewing option will operate perfectly and continuously, or that the platform will work with every computer or mobile device. The only way to guarantee the ability to offer public comment, or view the Board meeting uninterrupted, is to appear in person. If the Zoom platform fails, the meeting will continue as scheduled.



VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO THE PUBLIC WORKS COMMITTEE

Agenda Item: Consider recommendation for RFP for Planning for Neighborhood Greenways and the Development of a Traffic Calming Program

Date: January 21, 2026

Presenter: Bart Griepentrog, AICP

Department: Planning and Development

History – *Please include a timeline of historical relevant events related to this agenda item. This may include previous Village Board action, policies, planning documents, etc. If able, hyperlink to previous agenda packets (include page number) to reference information. If there is no relevant history, N/A should be entered in this space.*

On [March 3, 2025](#), the Village Board adopted the current [Pedestrian and Bicycle Safety Master Plan](#), which includes the following recommendation, as a short-term activity:

Working with a traffic engineer and applicable partners, facilitate a public planning process and develop recommendations and budgetary figures for the installation of Neighborhood Greenway infrastructure on identified roadways.

This recommendation was developed within the planning process where neighborhood greenways were discussed as an option to design roadways to prioritize people walking, bicycling or using other micro-mobility devices on low-traffic volume, low-speed local streets, often parallel to major roads to provide longer routes of safety, comfort and connectivity within the village. These greenways are intended to be upgraded in their design over time to accommodate and encourage users of all ages and abilities.

In 2025, the Village participated in [Safe Streets and Roads for All](#) Demonstration Activities through a grant administered by Milwaukee County in an effort to understand how traffic calming infrastructure could work within the context of the Village's roadways. The results of the activities, which included neighborhood traffic circles, curb extensions and a speed table, were summarized in a [final report](#), which recommended the development of a traffic calming program. This recommendation also was included in the Pedestrian and Bicycle Master Plan as a mid-term activity.

Since these projects had similar components and required further expertise, an initiative request was submitted to combine the efforts. The initiative was selected and funded in the 2026 budget, which has prompted the development of the RFP that is to be issued to commence the project.

The RFP was shared with the Parks and Public Spaces Committee at their January 12th meeting for comments prior to Village Board consideration.

Agenda Item Discussion – *Please provide a summary of the agenda item along with bullet points highlighting the main items and key issues to be discussed.*

The Public Works Committee is asked to review the RFP to confirm their understanding of the project, its scope, timeline and expected outcomes.

Community and Business Outreach – *If applicable, did you notify the community groups and businesses that are directly impacted by this agenda item. Please specify in attached communication plan how community groups and businesses will be informed of action after Village Board consideration.*

Yes No

If Yes, identify how and what community groups and businesses were notified.

Action Required / Recommended – Please include the recommended motion or required action for this agenda item.

I move to recommend the RFP for Planning for Neighborhood Greenways and the Development of a Traffic Calming Program to the Village Board for consideration.

Fiscal Note / Budget Impact – Please include the budget impact for this agenda item.

The Village Board allocated up to \$65,000 for this project in the 2026 budget.

Attachments – Please list the following attachments and supporting documents for this agenda item.

1. RFP – Planning for Neighborhood Greenways and Development of Traffic Calming Program



DRAFT Request for Proposal – ISSUED TBD

VILLAGE OF SHOREWOOD – PLANNING FOR NEIGHBORHOOD GREENWAYS AND DEVELOPMENT OF A TRAFFIC CALMING PROGRAM

Proposal Requested

The Village of Shorewood is seeking consultant services to develop and implement a public planning process to prepare recommendations, designs and budgetary estimates for the development of neighborhood greenway infrastructure on roadways within its transportation network. The consultant will also be tasked with developing a program to review requests for implementing traffic calming within the village. Expertise in civil and traffic engineering is required, along with previous experience in designing and implementing neighborhood greenways and traffic calming measures within urban environments.

This project is being initiated from recommendations within the Village's recently adopted [Pedestrian and Bicycle Master Plan](#) and in compliance with its [Complete Streets Policy](#). The Consultant will work with the Planning & Development Director as the Project Lead. They will also be expected to facilitate public engagement and work with staff from the Department of Public Works, Police Department and Village Manager's Office, the Village Engineer and the Parks and Public Spaces Committee to develop a neighborhood greenway plan and traffic calming program for the consideration by the Village Board. See the Project Scope included within this RFP for complete details.

Project Background

The village of Shorewood, Wisconsin (population 13,859 – 1.6 sq. miles) is located within Milwaukee County's North Shore communities. It is a built-out, first-ring, urban suburb of the city of Milwaukee that is amongst the most densely developed municipalities in the state of Wisconsin. It is located adjacent to the University of Wisconsin-Milwaukee, and within a short commute to employment within Downtown Milwaukee.

The village is a walkable and bikeable community served by a complete network of sidewalks and public transit. It has been designated as one of Wisconsin's most walkable communities by obtaining a bronze-level rating from the national non-profit Walk Friendly Communities. Its roadway network is generally comprised of narrow, local roads (at or around 34 feet in width) that accommodate on-street parking as space permits, which tends to induce slower traffic.

In 2019 the Village undertook a [Transportation and Parking Analysis](#) that led to the development of a [Traffic and Parking Regulation Request Program](#). Traffic calming measures were not included within the program due to the complexity of their evaluation, installation and budgetary needs.

In 2024 the Village initiated an update to its former Pedestrian and Bicycle Master Plan, which resulted in the new plan being approved by the Village Board on March 3, 2025. The plan includes the concept of neighborhood greenways as a desired component of a transportation network that prioritizes people walking, bicycling or using other micro-mobility devices. It noted that the Village's previously adopted plan called these streets bicycle boulevards and included a recommendation for their development. The new plan also recommends their development including a public planning process to identify recommendations and budgetary

figures as a short-term action. It also recommended the development of a traffic calming program as a mid-term action.

In 2025 the Village participated in [Safe Streets and Roads For All Demonstration Activities](#) that temporarily tested traffic calming measures within our roadways and led to the issuance of a [Final Report](#) that recommended the development of a Traffic Calming Program and identifying a funding source to handle future requests.

Due to their common aspects, the Village has decided to combine the recommended Planning for Neighborhood Greenways and Traffic Calming Program efforts within this initiative.

The project will be led by the Planning & Development Director. Additional engagement with other staff and Village committees, including the Pedestrian and Bicycle Safety Subcommittee of the Parks and Public Spaces Committee, will be expected throughout the process. Communication with and to those groups will be coordinated through the Project Leader (Planning and Development Director). Final approval or acceptance will be required through the Village Board.

Estimated Timeline

The Village anticipates that this planning process can be undertaken in the spring and early summer with approval in the late summer or early fall, prior to the development of the Village’s 2027 budget. Details of the RFP timeline are noted below.

RFP published	February 3, 2026
Deadline for proposal questions and notice of interest	February 20, 2026
Proposal question responses emailed to consultants of interest	February 25, 2026
Proposals due	March 6, 2026
Firms notified of interview (if needed)	March 13, 2026
Interviews (if needed)	March 16-20, 2026
Village Board approval of contract	April 6, 2026

The proposed review timeline is subject to change at the discretion of the Village. The Village anticipates the need to conduct interviews within this RFP process. The Village will not be legally obligated to adhere to the dates for interviews, recommendations, and award. Interviews will be with staff and possible representative(s) of the Public Works and Parks and Public Spaces Committee.

Project Scope

This contract is expected to result in a neighborhood greenway plan and a traffic calming program. The plan should identify and recommend roadway elements as parts of comprehensive neighborhood greenways. The program should identify qualified, standalone traffic calming projects and a review process for their consideration as neighborhood requests. All recommendations should be considered in relation to their surrounding context and the Village’s transportation network as a whole. The final products should include detailed recommendations for specific locations as well as general information as to why certain elements work best in particular circumstances. Budgetary estimates for the cost of installation and possible funding sources should also be included so that the Village can anticipate and plan for future costs. The following tasks outlined on the following pages detail expected outcomes, but may be performed in conjunction with each other, unless noted otherwise.

Task 1: Public Design Process

- A. Project Communication Plan.** Working with staff, the Consultant shall develop a Project Communication Plan identifying how and when the project will be communicated to stakeholders, including residents, staff, committee members and elected officials. These efforts should include but not be limited to mailings, publication and social media content, in-person meetings or workshops, check-ins, memos, reports, etc. This plan shall be presented to the Village Board for approval prior to any engagement.
- B. Public Engagement.** As specified within the Project Communication Plan, the Consultant shall identify how they plan to engage the public with respect to educating stakeholders about neighborhood greenways and traffic calming, getting to understand their perspectives, and informing them of possible improvements, demonstrations or programs. These efforts shall be led by the Consultant and are expected to be considered throughout the project to build consensus. They may include in-person or virtual meetings, field visits, tours or demonstrations, online engagements such as surveys, or other activities.

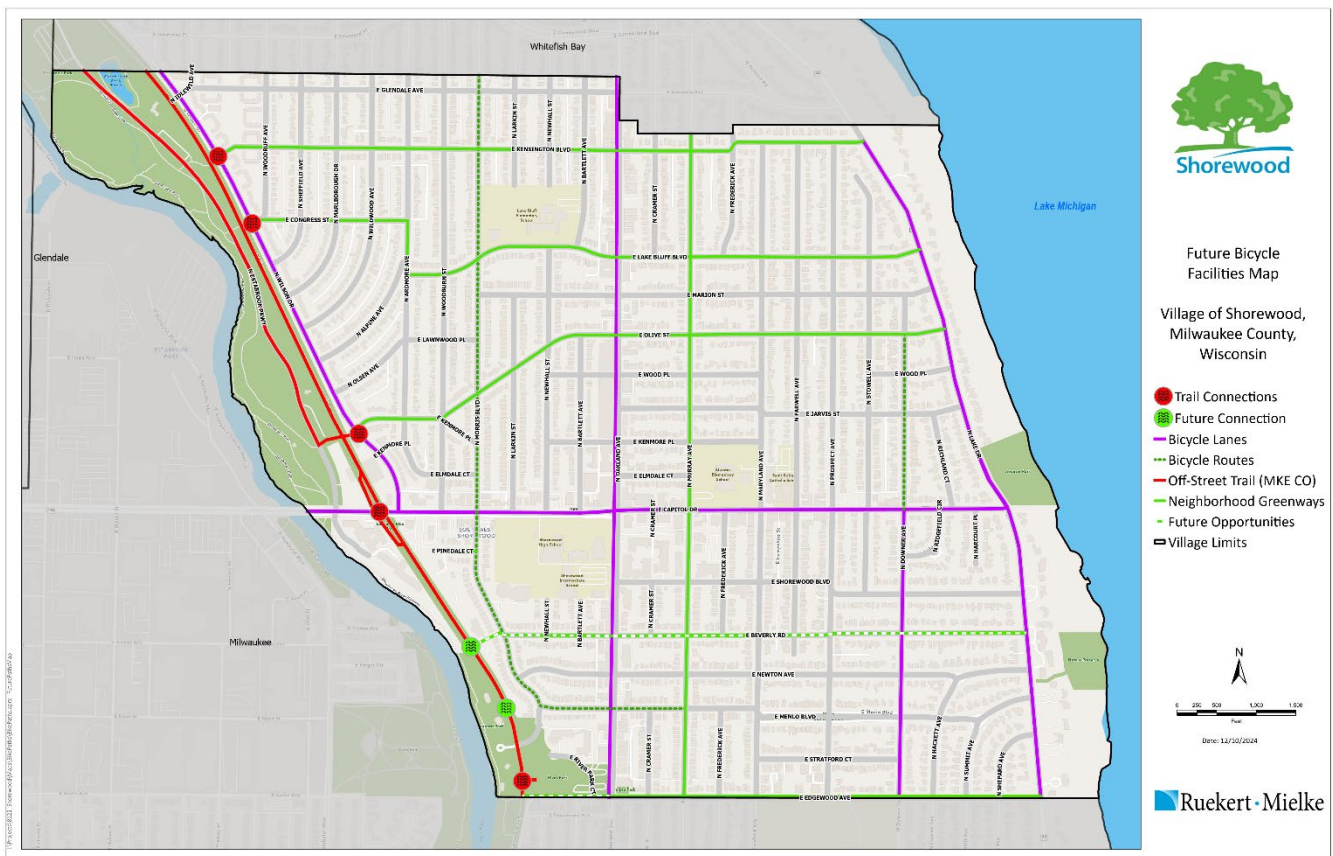
Task 2: Neighborhood Greenways - Initial Review, Analysis and Project Confirmation

- A. Review.** The Consultant will be expected to review the findings and recommendations within the Pedestrian and Bicycle Master Plan with respect to neighborhood greenways, including their proposed locations (see Future Bicycle Facilities Map on page 4). The results of this review and the Consultant's experience should build on the Plan's content and affirm or lead to suggested modifications or clarifications of what a successful neighborhood greenway looks like and how they can be implemented in Shorewood.
- B. Analysis.** Once the Consultant and staff have an agreed upon understanding of the concept of neighborhood greenways in Shorewood from the review, the proposed roadways/intersections should be analyzed, including any desired or required studies, such as traffic, speed or parking, or field measurements to provide the necessary baselines of data needed to justify or select proposed improvements or updated traffic control or parking regulations.
- C. Confirmation.** Prior to engaging the public on possible improvements or developing recommendations, the Consultant shall conclude Task 2 by providing staff with a summary report confirming their understanding of the project from the review and analysis components performed within this task, including but not limited to a section defining neighborhood greenways, an understanding of how greenways can be successful in Shorewood, a map of the proposed greenway network and the possible range of suggested roadway improvements, traffic controls, parking regulations or others.

Task 3: Neighborhood Greenways – Report and Recommendations

- A. Draft report and recommendations.** The Consultant will synthesize the findings of Tasks 1 and 2 into a draft report including recommendations of proposed improvements within Shorewood's neighborhood greenways, such as physical infrastructure, updated traffic controls, modified parking regulations or others. The recommendations shall include maps and conceptual illustrations/diagrams, along with corresponding descriptions of suggested materials and budget estimates for engineering and construction, identified priorities, and opportunities for implementation through a phased approach, if recommended.

- B. Staff review.** The Consultant shall present their draft recommendations to staff. Staff will review the draft recommendations for comprehension and consistency with maintenance, operations and enforcement activities. Comments from the review shall be documented and incorporated into updated recommendations, as applicable.
- C. Public review.** After review by staff, the updated draft recommendations shall be presented to the public for review. Comments from the review shall be documented and incorporated into updated recommendations, as applicable.
- D. Final report and recommendations.** A final report shall be prepared and shared with staff for final review prior to presentation to the Village Board for acceptance or approval. At a minimum, the report shall include a section defining neighborhood greenways, an understanding of how greenways can be successful in Shorewood, a range of possible improvements and the context within which they should be considered, a map of the proposed greenway network, and specific recommendations for infrastructure improvements within the network, including budgetary estimates.



Task 4: Traffic Calming Program

- A. Review existing Transportation and Parking Request Program.** The Consultant shall review the Village’s existing Transportation and Parking Request Program and talk with staff about the how the program has functioned and why it wasn’t well suited for traffic calming requests. Discussions with elected officials and former applicants may also be considered.

- B. Develop draft Traffic Calming Program.** Using examples from other municipalities and incorporating concepts that fit Shorewood’s context and capacities, develop a draft traffic calming program that includes the parameters of who can apply, what types of traffic calming measures may be considered, and how applications are to be reviewed, prioritized and implemented, including possible funding sources.
- C. Staff review.** The Consultant shall present the draft program to staff. Staff will review the draft program for comprehension, context and capacity. Comments from the review shall be documented and incorporated into an updated program, as applicable.
- D. Public review.** After review by staff, the updated draft program shall be presented to the public for review. Comments from the review shall be documented and incorporated into updated program, as applicable.
- E. Present program for approval.** A proposed final program shall be prepared as a policy and shared with staff for final review prior to presentation to the Village Board for approval.

Proposal Content

The proposal should not exceed 10 single-sided pages, not including appendices, and should address the following:

- 1. Transmittal Information
 - a. Consultant’s name, address, telephone number and contact person(s).
 - b. Consultant’s confirmation of understanding of the project and commitment to provide the appropriate personnel, equipment and facilities to perform the scope of services as defined in this document.
- 2. Approach
 - a. Provide a description of the anticipated planning efforts in relation to the defined Project Scope.
 - b. Identify the expected or potential public engagement efforts that you believe will be necessary to complete the project, including number and purpose of meetings or other activities, and previous efforts. Please include details of virtual or in-person expectations.
 - c. Outline your proposed staffing levels and activities.
 - d. Provide estimated hours for all tasks.
- 3. Personnel Experience - For each project team member please submit a BRIEF description of the following:
 - a. Name
 - b. Proposed responsibilities
 - c. Professional registrations
 - d. Description of related past experience, particularly experience of a similar capacity on projects of comparable size and/or scope
 - e. Profiles or resumes may be included within appendices.
- 4. Previous work samples and references
 - a. Provide examples of previous, related work, including at least one adopted plan, report or project. Full documents may be attached as hyperlinks or appendices, as necessary.
 - b. Provide a list of references of comparable clients.

5. Cost
 - a. Provide a cost “not to exceed” per task along with an hourly rate for each project team member working on those tasks and the expected hours by task and position to satisfactorily perform the scope of services.
 - b. Please note there will be no reimbursement for travel time, meals, or mileage; these incidental costs should be included in the hourly rates.
 - c. Describe the circumstances under which you would propose to modify the fees, including the rate at which the Village would be charged for additional work, and how you would communicate such a potential modification to the Village of Shorewood.
6. Contract
 - a. Please attach a copy of your standard contract for these types of services in the email submitting the proposal.
7. Insurance
 - a. The proposal must include either a description of the firm’s insurance or a certificate of insurance outlining the firm’s insurance policies which evidence compliance with the requirements noted in the *Terms and Conditions* section of this RFP.

Terms and Conditions

Payment Terms

All invoices for services will be processed within 30 days based upon completion of defined deliverables to be confirmed within the contract, pending verification and the receipt of any required documentation of services provided in accordance with the terms of the agreement. Payment will be issued based on monthly invoices for payment based on an hourly rate and identification of percentage of tasks completed.

Insurance

The successful firm shall agree that it will, at all times during the term of the agreement, keep in force and effect insurance policies required by the contract, issued by a company or companies authorized to do business in the State of Wisconsin and satisfactory to the Village. Such insurance shall be primary. Prior to execution of the written contract, the successful firm shall furnish the Village with a Certificate of Insurance listing the Village as an additional insured and upon request, certified copies of the required insurance policies. The Certificate shall reference the contract and provide for thirty (30) days advance notice of cancellation or nonrenewal during the term of the agreement. Failure to submit an insurance certificate, as required, can make the contract voidable at the Village’s discretion. Additionally, the Firm shall not allow any subcontractor to commence work until the aforementioned documents, where applicable, have been obtained from the subcontractor and approved by Village of Shorewood.

Nondiscrimination

In connection with the performance of work under this agreement, the Firm agrees not to discriminate against any employee or applicant for employment because of age, race, religion, color, marital status, sexual orientation, sex, disability, national origin or ancestry. This provision must be included in all subcontracts.

Assignment or Subcontract

The contract may not be assigned or subcontracted by the firm without the written consent of the Village. If all or a portion of the contract work is proposed to be assigned or subcontracted, the name of the individual(s) to complete the work, address and firm proposed shall be submitted within the scope of the proposal.

Independent Contractor Status

The firm agrees that it is an Independent Contractor with respect to the services provided pursuant to this agreement. Nothing in this agreement shall be considered to create the relationship of employer and employee between the parties.

Amendments to Contract

This contract may be modified only by written amendment to the contract, signed by both parties.

Waiver

One or more waivers by any party of any term of the contract will not be construed as a waiver of a subsequent breach of the same or any other term. The consent or approval given by any party with respect to any act by the other party requiring such consent or approval shall not be deemed to waive the need for further consent or approval of any subsequent similar act by such party.

Indemnification and Defense of Suits

The firm agrees to indemnify, hold harmless, and defend the Village, its officers, agents and employees from any and all liability including claims, demands, damages, actions or causes of action, together with any and all losses, costs, or expense, including attorney fees, where such liability is founded upon or grows out of the acts, errors, or omissions of the firm, its employees, agents or subcontractors.

Contract Period

The term of this contract will be specified in the contract based on the expected timeline to complete the required analysis and plan document.

Termination of Contract

To be defined in the contract.

Professional Services Contract

If your proposal is accepted and a contract is issued, then this Request for Proposal and all documents attached hereto including any amendments, the firm’s technical and price proposals, and any other written offers/clarifications made by the firm and accepted by the Village, will be incorporated into a contract between the Village and the firm, it shall contain all the terms and conditions agreed on by the parties hereto, and no other agreement regarding the subject matter of this proposal shall be determined to exist or bind any of the parties hereto.

The submission of a proposal shall be considered as a representation that the firm has carefully investigated all conditions, has full knowledge of the scope, nature and quality of work required, and is familiar with all applicable State, Federal and Local regulations that affect, or may at some future date affect the performance of this contract.

Acceptance of this proposal will take place only upon award by the Village Board, execution of the contract by the proper Village officials, and delivery of the fully executed contract to the firm. Acceptance may be revoked at any time prior to delivery of the fully executed contract to the successful firm. The contract may be amended only by written agreement between the firm and the Village of Shorewood.

Selection Criteria

Village staff will consider the following in evaluation of the proposals:

1. Experience and technical competence of the Consultant and project team assigned to the project including previous work samples and references.
2. Familiarity of the consultant with the types of issues typically encountered on projects within the context of an urban transportation network and the recommended alternatives to address such issues.
3. General understanding and agreement with the Consultant's approach to the project, including public engagement and the Village's confidence in the Consultant's ability to satisfactorily perform the work.
4. Ability to complete the project within the necessary time frame.
5. Cost.
6. Quality and content of the written proposal.
7. Participation of Disadvantaged Business Enterprises.

Instructions to Firms

Submittal Instructions

1. Please provide one (1) digital copy of the proposal to:
Bart Griepentrog, AICP, Planning & Development Director
bgriepentrog@shorewoodwi.gov
Identify proposal name within the subject line of the email:
Planning for Neighborhood Greenways and Traffic Calming Program
Deadline:
12:00 pm (Noon) CST
Friday, March 6, 2026
2. Proposals will be accepted on or before the deadline identified above. Proposals received after that date and time will be rejected. Proposals will not be opened publicly.
3. Questions regarding this RFP should only be directed to staff member identified above. Contact with elected officials, committee members and other staff members is grounds for disqualification.

This RFP does not commit the Village to award a contract, to pay any costs incurred in the preparation of a response to this request or to procure or contract for services or supplies. Depending on cost, the Village may opt to remove portions of the scope, prior to the contract period. The Village reserves the right to accept or reject any or all proposals received as a result of this request, to waive minor irregularities in the procedure, to negotiate with any qualified source, or to cancel in part or in its entirety, this RFP, if it is in the best interest of the Village of Shorewood to do so.

Amendments

Amendment of proposals may be done as follows:

By Village: This Request for Proposals may be amended by the Village in response to need for further clarification, specifications and/or requirements changes, new opening date, etc. Copies of the amendment will be mailed to prospective vendors.

By Firm: Proposals may only be amended by submitting a later-dated proposal that specifically states that it is amending an earlier proposal. No proposal may be amended after the proposal due date, unless requested by the Village.

Proposals may be withdrawn only in total, and only by a written request to the Village prior to the time and date scheduled for opening of proposals.

Contract Administration

The primary contact for contract administration of this proposal:

Bart Griepentrog, AICP, Planning & Development Director
bgriepentrog@shorewoodwi.gov
(414) 847-2647

In the absence of the primary contact, the secondary contact for contraction administration is:

Rebecca Ewald, Village Manager
rewald@shorewoodwi.gov
(414) 847-2701

- END DOCUMENT -

VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO BUDGET & FINANCE COMMITTEE



Agenda Item: Consider Ordinance Sanitary Sewer User Charge System fee.

Date: January 21, 2026

Presenter: David Hickey, L&A

Department: Finance Office

History

In 2019 the Village Board scheduled implementation of remaining sewer reconstruction projects in the southeast area of the Village as part of the 2020-2029 long range financial planning process. To fund these projects, rates were scheduled to incrementally increase every other year. Amendments to rates occurred in 2020, 2022, and 2024, and this proposed increase in 2026 is intended to continue meeting the utility's anticipated fiscal needs as projected in the long-range financial plan.

Agenda Item Discussion

Staff has recently completed a review of the sewer utility's financial needs, rate structure, and fiscal objectives as identified under the provisions of Section 514-49 of the Village Code entitled "Sanitary Sewer User Charge System". Under this section of the Village Code, sewer service charges are to be administered using two component fees, a facilities charge and a volume charge. A 22% rate increase is included in the 2026 Adopted Budget.

The basis for the facilities charge is described as "the minimum facilities charge billing shall be sufficient to pay both MMSD's connection charge and the Village's own billing/customer-related administration expenses. These costs include the current MMSD connection fees of \$15.03 per quarter, up from \$9.69 per quarter in 2024, and approximately \$70,000 per year in customer-related expenses for 3,500 customer accounts. The facilities charge currently set at \$16.63 per quarter will increase by \$3.43 per customer account, bringing the total quarterly facilities charge to \$20.06 per quarter.

The basis for the volume charge is described as "the unit price per volume shall be sufficient to pay the remaining annual costs of operation, maintenance, and replacement of the cost to provide sewage service". The volume charge is computed by dividing the remaining amount of revenues needed to support the utility's anticipated fiscal needs by the anticipated total annual sewage volume that the utility expects to charge its customers. Current volume charges \$11.69 per gallon. The total increase in volume charge is \$2.57 per gallon, for a total of **\$14.26 per gallon**.

These increases will generate \$721,200 in revenues to offset the applicable portions of the utility's overall costs. This process will also allow the utility to continue to self-fund the ongoing sewer fund infrastructure investments in Shorewood.

If the proposed ordinance is adopted, staff anticipate an additional sewer rate increase in 2028 to support the completion of remaining sewer infrastructure projects, including the Oakland South project. In addition, future rate adjustments may be necessary to address ongoing increases in operating and maintenance costs and to maintain the financial stability of the sewer utility.

The tables below illustrate the quarterly fiscal impact on utility customers:

Sewer						
Sewer Fees	Facility Charge	Volume Rate per 1,000 gal	Total Bill 10,000 gal	Total Bill 25,000 gal	Total Bill 50,000 gal	Total Bill 100,000 gal
Current Rates	16.63	11.69	133.53	308.88	601.13	1,185.63
Proposed Rates	20.06	14.26	162.66	376.56	733.06	1,446.06
		Change	29.13	67.68	131.93	260.43
		Percentage	22%	22%	22%	22%

Water						
Water	Quarterly Fixed Chgs (Wt'd Avg)*	Volume Rate per 1,000 gal	Total Bill 10,000 gal	Total Bill 25,000 gal	Total Bill 50,000 gal	Total Bill 100,000 gal
Current Rates	65.58	4.52	110.78	178.58	291.58	517.58
Proposed Rates**	81.20	5.88	140.00	228.20	375.20	669.20
		Change	29.22	49.62	83.62	151.62
		Percentage	26%	28%	29%	29%

*Fixed Charges for water include public fire protection charges and water quarterly service charges

**Proposed Rates are based on estimates. A rate case is pending with the Public Service Commission and is expected to be finalized by the PSC in February

Combined						
Combined Charge	Quarterly Fixed Chgs (Wt'd Avg)*	Volume Rate per 1,000 gal	Total Bill 10,000 gal	Total Bill 25,000 gal	Total Bill 50,000 gal	Total Bill 100,000 gal
Current Rates	82.21	16.21	244.31	487.46	892.71	1,703.21
Proposed Rates	101.26	20.14	302.66	604.76	1,108.26	2,115.26
		Change	58.35	117.30	215.55	412.05
		Percentage	24%	24%	24%	24%

The staff's current analysis of residentially classified 1-4 family homes shows that the average household in this group uses about 11,000 gallons/service per quarter. This group represents 3,200 out of the utility's 3,530 customers.

Community and Business Outreach – *If applicable, did you notify the community groups and businesses that are directly impacted by this agenda item.*

Yes No

If Yes, identify how and what community groups and businesses were notified.

Fiscal Impact

The impact of this action is estimated to increase operating revenues by approximately \$721,200 per year and to allow the utility to continue funding ongoing operations, maintenance, and replacement costs.

Action Required / Recommended

Motion: *"I move to recommend the updated rates presented in this memo to the village board."*

Attachments –

Ordinance #2026-XXXX

VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO THE BUDGET & FINANCE COMMITTEE



Agenda Item: Consider Proposals for a Parking and Citation Management System.

Date: January 21, 2026

Presenter: Fernando Santiago, Police Captain

Department: Police Department

History

The Village of Shorewood's five-year service agreement for its Parking and Citation Management System with AIMS/EDC Corporation expires in April 2026. At the direction of the Village Board, Staff prepared a formal Request for Proposal (RFP) for these services.

[November 17, 2025](#) – the Village Board approved issuance of an [RFP for Parking and Citation Management System](#).

November 18, 2025 – The RFP was issued with a return date of December 5, 2025, to any interested respondents. The Village received eight (8) responses to the RFP.

December 10, 2025 – Manager Ewald and Tr. Stokebrand met with members of the PD to discuss and review the Parking and Citation Management proposals.

Staff rated each proposal based on the content of the proposal; each system's capability related to the various needs identified in the RFP; past record of performance, ease-of-use by Village staff and customers, the general experience, ability to complete the project on time, added value features, an understanding of the village's needs, and cost.

December 16, 2025 – Manager Ewald, Chief Wurth, Captain Santiago, PSC Pfeil and Mr. Hickey conducted interviews and product demonstrations with four (4) vendors that best fulfilled the needs of the Village and the parameters of the request.

Most vendors provided a solution that could meet the essential needs of the village, but there were some significant areas of distinction between the products related to the customer and staff interfaces, ease of use, cost, and the extent to which each product satisfied the RFP requirements. Staff identified two (2) vendors that are better positioned to meet the needs of the Village based on these factors.

January 13, 2025 – Captain Santiago submitted a financial analysis to the Budget and Finance Committee for review. The summary included a recommendation for consideration of two vendors whose proposals better aligned with the Village's RFP. The two (2) recommended vendors are T2 Systems and Concourse Tech Inc.

Based on all the factors involved in this proposal, Staff recommends that the Village Board moves forward with the solution provided by T2 Systems.

Overview

Attached is the request for a Parking and Citation Management System and corresponding vendor proposals. Contract with the Village's current parking software provider AIMS concludes in April 2026. This RFP seeks to replace our current vendor with a solution that better aligns with our evolving parking and citation management needs as well as the ability to implement a mobile-parking payment curb management ("meters") system in the future.

If the Village decides to implement the curb management solution, Staff will work with the vendor to implement the changes, conduct public education, determine implementation locations and deployment of signage and pay station

kiosks (optional).

Financial Impact:

Funding for our current parking solution (AIMS) has been allocated in the 2026 budget. There will be an additional fiscal impact of approximately \$35,000.00 dollars for the purchase of new equipment that would be offset by the additional expected revenue generated from collections and convenience fees. Staff also estimate approximately \$50,000 to \$75,000 in cost savings for the duration of the contract.

Initial implementation will address the parking and citation management section of the proposal. If the Village decides to move forward with the curb management (“metered parking”) solution, vendors estimate a four-six-week implementation timeline. The fiscal impact for implementing the curb management section of the proposal depends on the type of solution that the Village chooses to pursue. Costs would include signage, optional kiosks (pay stations), public education campaign, at a cost of \$25,000 to \$40,000 based on the above options. There is no additional software or licensing fee associated with the curb management solution. Revenue estimates for curb management are approximately ~\$800,000.00.

Possible motions:

I move to recommend the approval of a new Parking and Citation Management System solution provided by T2 Systems for implementation in April 2026 with the option for including a curb management solution (“metered parking”) in the future.

Attachments:

1. RFP for Parking and Citation Management System
2. Vendor Proposals
3. Financial Analysis

VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO BUDGET & FINANCE COMMITTEE



Agenda Item: Update on Policy 50 – Credit Card Policy Implementation

Date: January 21, 2026

Presenter: David Hickey, L&A

Department: Finance Office

History

Policy 50 was adopted by the Village Board of Trustees in August of 2025 to establish clear guidelines for the treatment of credit card processing fees and to ensure that, where feasible, such costs are offset through convenience fees rather than absorbed by the Village.

Agenda Item Discussion

The purpose of this memorandum is to provide the Budget and Finance Committee with an update on the implementation of [Policy 50 – Credit Card Policy](#), which was approved in August 2025. The policy establishes that credit card processing costs should be offset, where feasible, by charging a convenience fee to payers rather than being absorbed by the Village.

Parking Permits and Citations (AIM System)

- The Village is implementing convenience fees for parking permits and parking citations processed through the AIM system.
- Under this structure, a convenience fee is charged to the payer at the time of payment to offset the credit card processing costs associated with these transactions.

All Other Credit Card Payments (InvoiceCloud)

- For all other credit card payments—including licensures, licenses, permits, and other miscellaneous charges—the Village will utilize InvoiceCloud’s convenience fee model.
- Under this arrangement:
 - InvoiceCloud charges the convenience fee directly to the payer.
 - InvoiceCloud is responsible for the associated credit card processing expenses.
 - The Village receives the full underlying payment amount, with credit card fees and convenience fee revenues handled entirely by InvoiceCloud.
- These transactions pass through the Village’s accounts without creating a net credit card expense or convenience fee revenue for the Village.

Financial and Administrative Impact

- This implementation aligns with the intent of Policy 51 by ensuring that credit card processing costs are offset and that the Village does not profit from convenience fees.
- The InvoiceCloud model minimizes administrative complexity by eliminating the need for staff to reconcile credit card fees and related revenues for most transactions.
- Multiple payment options continue to be available to the public, allowing payers to avoid convenience fees if they choose not to use a credit card.

Next Steps

Staff will continue to monitor the implementation of these payment methods and review them as part of the Village’s annual fee schedule and policy review processes. Any material changes or issues will be brought to the Board as appropriate.

Attachments – none



VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO STRATEGIC INITIATIVES COMMITTEE

Agenda Item: Consider Senior Resource Center proposal for available space in Village Center lower-level.

Date: January 21, 2026

**Presenter: Rebecca Ewald, Village Manager
Office**

Department: Village Manager's

History

The North Shore Health Department (NSHD) vacated the south end of the lower level of Village Center as of Q2, 2024.

The Village Board has directed the Strategic Initiatives Committee to consider alternative funding sources, including possible revenue from the vacated NSHD space.

The Elder Service Advisory Board (ESAB) completed a Sustainability Report to plan for the future of Senior Services in Shorewood. The report includes a recommendation for a Benjamin Center to be created in the lower-level space of Village Center to serve as a gathering/connection location for older adults. The label of Benjamin Center would replace the current label of SRC.

Following the report being received, the Village Manager and ESAB met with parties who may desire to collaborate in space:

- The Shorewood Library had previously discussed library renovations, with possible library operations running out of the lower level of the Village Center during construction. Renovation plans were halted during staff transitions and while the Library Director was out on FMLA in Q1/Q2. It is undetermined at this time whether renovations will proceed as originally planned.
- The Shorewood Library staff did request more availability to utilize the meeting space in the lower level of Village Center.
- Previously the Shorewood Recreation Department had expressed interest in additional space for older adult programming, but with a new Recreation Director in 2024, there was not a desire to lease space, but share space when mutually agreeable.
- The Village Manager has met with one coffee retailer that did not believe the space would be conducive for a coffee shop location due to lack of available parking.

The Elder Service Advisory Board (ESAB) desires to move forward with the SRC sustainability plan recommendations, specifically construction of additional meeting room space and utilization of the previous health department space for the SRC office.

It is important to note that space planning, programing, information/referrals, ESAB policy, and the Age Friendly plan all need to transition in a parallel process rather than one before the other to provide service delivery for elder services. Parallel to reviewing space needs, ESAB has directed exploration of senior programming with the Shorewood Recreation Department.

[March 3, 2025](#) – the Strategic Initiatives Committee recommended an RFP be drafted to solicit proposals to lease the vacated NSHD space with or without a lease fee. Both private and public

entities were invited to submit proposals, including but not limited to Shorewood Public Library, Elder Services Advisory Board, and Shorewood School District.

[April 21, 2025](#) – the Strategic Initiative Committee met and unanimously recommended the RFP to the Village Board.

May 5, 2025 – the Village Board approved the [RFP](#) for Utilization of Village Center lower-level space.

[August 4, 2025](#) – Two proposals were received. One from the Shorewood Senior Resource Center (\$0 lease fee) and one from Sophia Barry Realty Group (\$25,200 annual, 1–2-year term). The Strategic Initiatives recommended the Village Board reject proposals from non-permitted uses, which would eliminate the proposal submitted by Sophia Barry Realty Group.

[September 3, 2025](#) – the Village Board rejected proposals from non-permitted uses.

Overview

Following September 3, the Senior Resource Center addressed additional questions regarding the proposal submitted and updated their timeline to include project team development and securing architectural services for renovation of the space in 2026.

The SIC Committee is requested to provide a recommendation on proceeding with the proposal. If the proposal is approved by the Village Board it would move forward as an initiative. While construction is to be funded by the Benjamin Fund and led by the Senior Resources Director, it will require coordination with the Public Works Department and Village Manager’s Office. Currently, the time commitment is unknown. Should the project proceed, staff time will be evaluated upon existing and current commitments.

Financial Impact: No funding has been allocated in the 2026 budget. Projects costs are to be 100% funded by the Senior Resource Center via the Benjamin Fund.

Possible motion:

I move to recommend the Village Board proceed with the proposal and an initiative be submitted.

OR

I move to recommend the Village Board reject the proposal.

Attachments:

1. Senior Resource Center proposal
2. SRC responses to additional questions

1. Will additional staff resources be required if the former NSHD space is occupied? *No*
2. What onsite staff development and training sessions are anticipated? *Staff participate in trainings offered by the WI Board of Aging and Long-Term Care, the Milwaukee County Aging and Disability Resource Center, and other providers. These free trainings help us stay current on Medicare, prescription drug benefits, and the programs and services available for older adults—ensuring we can better serve the Shorewood community.*
3. **Evenings and Weekends:** Available for community group reservations via the Library's Local Hop system – who would manage the access to the spaces in the former NSHD spaces available to the public after SRC business hours?
Will these public spaces be administered under the Library Board room reservation policy? *The space will primarily serve SRC programming. When not in use by the SRC, it will be available for public reservations through the library's reservation system. All public reservations are managed in accordance with the Library Board Room Reservation Policy.*
4. Please provide a review of current Benjamin funds and estimated annual staffing/programming costs moving forward. What is the estimated cost of improvements of the space? How will the utilization of Benjamin Funds for the buildout impact future contribution for staffing and programming expenses? *We expect to have an estimated cost for the improvements in early January 2026. We anticipate a withdrawal of up to 15% to fund the renovation, and future available funds will be reduced proportionally based on the percentage withdrawn. A 15% withdrawal is not expected to affect future funding for staff or programming. Please see the chart at the end of this document for an illustration of disbursements since 2020.*
5. Should SRC move administration into the former NSHD space, is there any future use envisioned for the vacated office space? *The vacated office will be available for community access or other purposes as the Village deems appropriate.*
6. Who will manage the construction? *Construction management services will be contracted.*
7. Has this project been discussed with Public Works? What time will be required by Public Works? *We have discussed the proposed project with the Director of Public Works and plan to contract for all renovation services to minimize the use of DPW staff resources. DPW staff will be asked to review concept drawings, architectural plans, and construction documents and provide feedback as needed.*
8. The SRC study identified potential to reduce staff from 1.55 to 1 FTE in the future. Will expansion into the former NSHD space impact that recommendation? *The recommendation to eliminate the 0.5 FTE position was based on the assumption that SRC programming could be fully transferred to the Recreation Department. However, given the rec. department's current staffing and resource limitations, that transition*

appears unlikely. The renovation plan depends on the SRC maintaining its existing staffing levels.

9. *SRC staff engaged volunteer architectural services to create a conceptual plan for the envisioned space renovation (see below). This plan illustrates the overall vision for the desired space and is intended as a starting point. Final architectural renderings will likely change as costs and structural considerations are evaluated.*

The following objectives guided the development of the conceptual drawing:

- Two private staff offices*
- Shared volunteer workspace*
- A multipurpose program room for up to 30 people*
- A beverage station*
- Coat storage*
- Integration of natural light and warm, comfortable design elements*

Please note that we have adjusted the timeline based on a better understanding of the process:

Projected Renovation Timeline:

~~2025~~ SRC staff moves offices and will occupy during renovation planning

2026 Develop project team

~~2025–26~~ Meet with Shorewood Foundation to secure/plan funding and develop renovation budget

~~2025~~ **2026** Engage architectural services VB Considers RFP for Architectural Services and Construction Management/Approved RFP is released

2026 Seek special Disbursement from Benjamin Fund for Architectural Services

2026 Engage Architectural Services /include option to manage construction pending VB approval of Architectural Renovation Plan

2026 Submit renovation plan to Village Board for approval

2026 Issue Request for Proposals (RFP) for construction contractors and select contractors

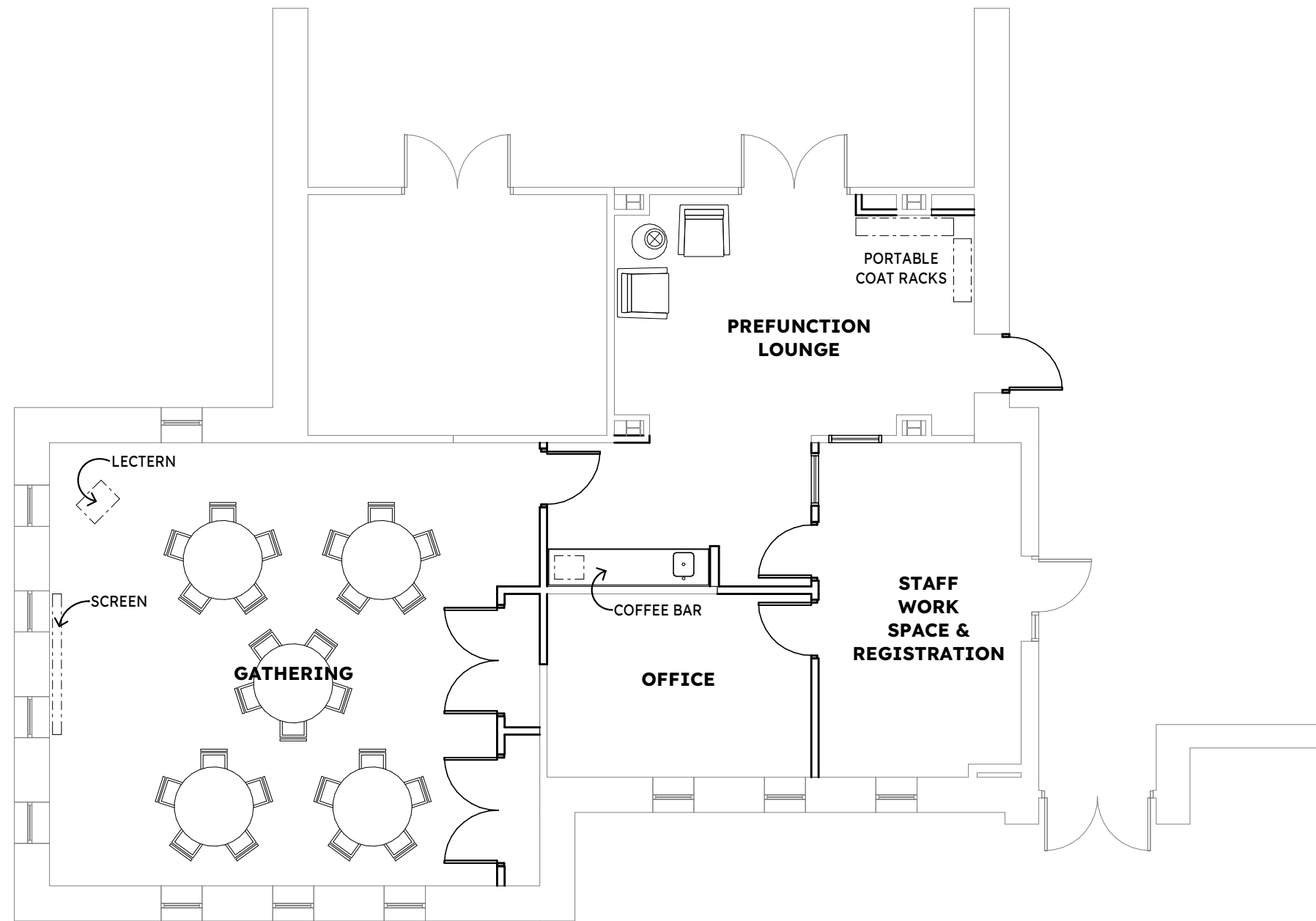
2026 Seek special disbursement from Benjamin Fund for complete renovation costs

~~2027~~ Potential relocation to former office during renovation. Staff vacate the SRC office once renovation is complete.

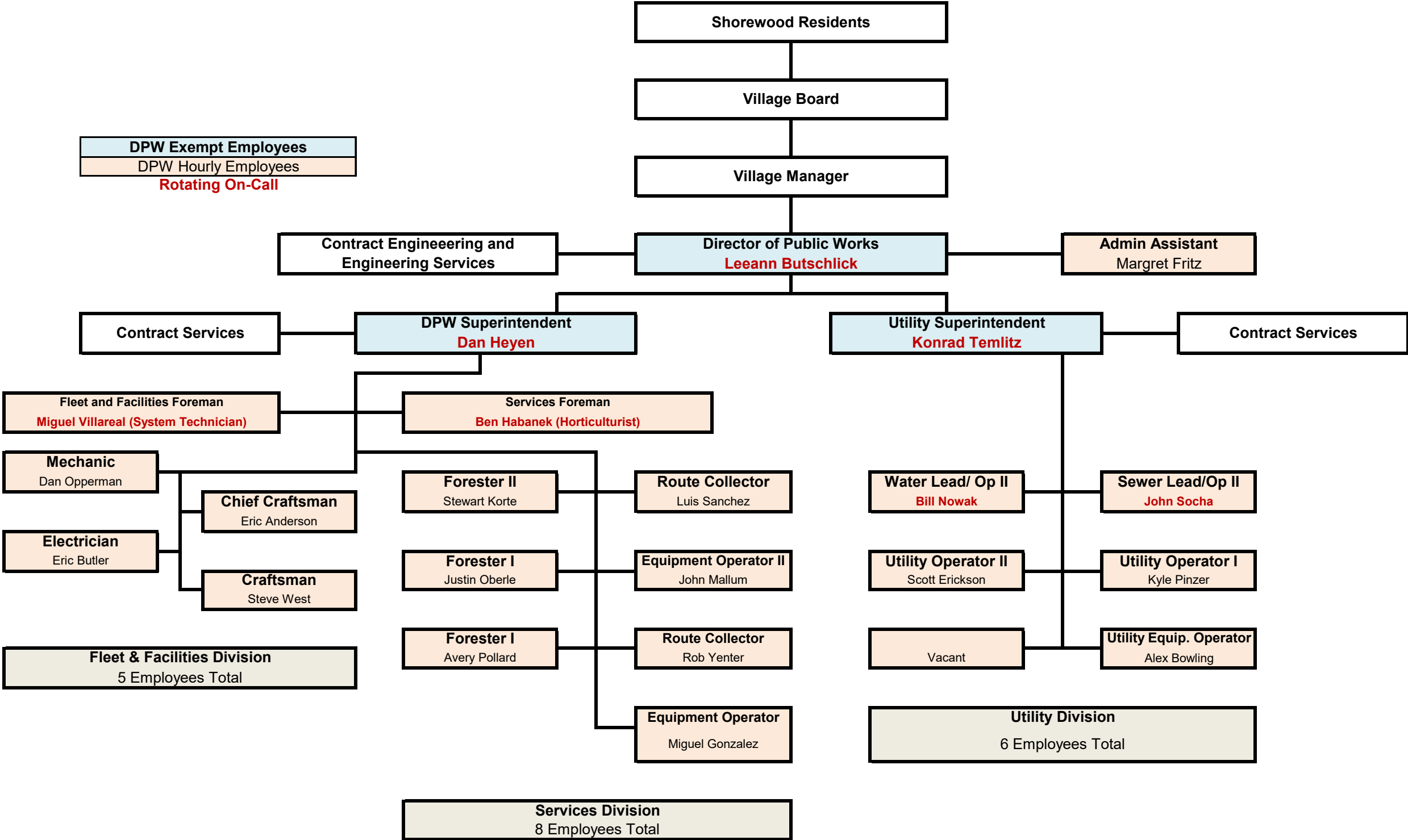
2027 Complete renovation and commence expanded programming

WBF Disbursements 2020 – Present

Calendar Year	Amount of WBF Available in Calendar Year (Ave. of previous 16 quarters)	Total Disbursement from Fund	Percent of Fund of Disbursement	Funds available with 15% reduction of annual funds available	Value of Fund	Notes
2020	\$ 69,599	\$ 24,651	1.30%	\$59,159	\$ 1,853,539	
2021	\$ 72,118	\$ 15,298	0.75%	\$61,300	\$ 2,046,796	
2022	\$ 77,203	\$ 30,038	1.80%	\$65,622	\$ 1,681,889	
2023	\$ 81,621	\$ 56,921	3.22%	\$69,377	\$ 1,853,368	
2024	\$ 83,185	\$ 50,069	2.65%	\$70,707	\$ 2,015,007	
2025	\$ 86,968	estimate \$63,347	estimate 3%	\$73,922	\$ 2,111,578	Second half of 2025 will be disbursed from WB Fund in March 2026
2026	\$ 92,846					



Department of Public Works





VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO STRATEGIC INITIATIVES COMMITTEE

Agenda Item: Review of DPW service categorization and implementation status of 2020 Organizational Analysis recommendations

Date: January 21, 2026

Presenter: Leeann Butschlick

Department: Public Works/Utilities

History – Please include a timeline of historical relevant events related to this agenda item. This may include previous Village Board action, policies, planning documents, etc. If able, hyperlink to previous agenda packets (including page number) to reference information. If there is no relevant history, N/A should be entered in this space.

6/25/2018	Village Board prioritization identified organizational analysis as one of the top priorities (link)
2018	Staff present option to conduct the organizational analysis internally to save costs. Village Board approves budget with no allocated consulting expenses for the analysis (link).
2/2019	Village Manager and Assistant Village Manager meet with Village Board to review scope of organizational analysis. Village Board members provide feedback on scope. Board determines a third party should be conducting the analysis (link).
2019	Manager's Office resubmits organizational analysis as an initiative based on feedback from the February 2019 COW (link). Village staff recommends adding Clerk and Customer Service and Senior Resource Center to the DPW analysis based on current staffing and potential changes in service delivery.
10/7/2019	The Judiciary, Personnel and Licensing (JP&L) Committee reviewed a draft of the organizational analysis RFP. The Committee provided some feedback on the scope. The Committee voted 3-0 on October 7, 2019 to bring forward to the full Board for consideration (link).
10/21/2019	Village Board approves issuing RFP for the organization study, 6-0.
1/6/2020	JP&L Committee votes 3-0 to forward modified proposals from GovHR and Novak Consulting to the full Board for consideration. The Committee asked staff to request revised proposals for organization analysis services for Public Works only (link).
1/21/2020	The Village Board approved a service agreement for Novak Consulting Group to conduct an organization study for Public Works (link).
6/15/2020	The Novak Group presents the Department of Public Works Organizational Analysis
1/4/2021	Village Board identified priority organizational study recommendations for 2021 implementation (link).
1/25/2021	Public Works Committee reviews timeline for evaluating priority recommendations.
2020-2022	Priority recommendations reviewed; action as noted in table below.
7/7/2025	COW reviews department responsibilities and cost-saving initiatives. Tr, Couto requested organizational review, recap of previously completed organizational analysis and benchmarking tools to review prior to 2027 budget communications.
8/4/2025	Village Board defers reduction of services in 2026 budget
9/3/2025	VB directs Village Manager to work with Strategic Initiatives Committee to develop scope of work for a Village-wide organizational and operations study
11/3/2025	SIC reviewed RFP for Service Deliver Study. Committee indicated preference to focus on PW to ensure future facility investments are appropriate for level of services delivered. SIC requests to review the 2020 Noval Study and the 2023 Future Facility Needs Analysis in order to identify items which have not been addressed by previous studies.
11/17/2025	SIC discusses service considerations within context of new facility planning and requests additional information categorizing current services and status of 2020 study recommendations.

Agenda Item Discussion – *Please provide a summary of the agenda item along with bullet points highlighting the main items and key issues to be discussed.*

Department of Public Works structure

Shorewood’s Department of Public Works is comprised of a Director, a Superintendent, an Administrative Assistant and 13 hourly field staff assigned to the department’s Fleet & Facilities and Services Divisions. Two of the 13 hourly staff hold a Foreman title in addition to their primary job position. While not supervisory employees, the Foreman are responsible for work planning, coordination and communication. Additionally, they participate in the on-call pager rotation schedule. All funding for the DPW operations is secured through the Village’s general fund budget.

In Shorewood, the Director of Public Works is also responsible for the oversight and administration of the Village’s Water and Sewer Utilities. This organizational structure is not uncommon in smaller communities, but in most mid-to large communities the utilities will operate independently of the DPW with different supervisory personnel, distinct equipment and a separate facility or location.

Utility staff include the Utility Superintendent and six operators whose job classifications range from Utility Equipment Operator (entry level) to Operator II, dependent upon the employee’s skills and certifications. Among the six, one employee is designated the Lead Water Operator, and another is designated the Lead Sewer Operator. These employees hold additional responsibilities for coordinating and planning work in their respective areas. Utility employees are cross trained and have necessary skills to maintain both infrastructure systems. All utility operation costs, including labor and materials, are borne by the respective utilities and do not impact on the general fund budget.

A copy of the current organizational chart is attached.

Service Categorization

The attached table lists the basic tasks performed by the staff of the water utility, sewer utility and public works departments by service area. Each task is categorized as follows:

- Required by Code, Statute or Agreement – this includes services which are required (in some form) by State or Federal code or statute. Please note that the service may currently be provided at a level higher than required, but the basic service provision is mandated. This section also includes services required by agreement with quasi-governmental bodies, such as MMSD.
- Public Health and Safety – these services may not technically be required by another governmental authority, but they would be classified as necessary to preserve public health and safety.
- Quality of Life – this category includes services currently provided but which are not mandated and not classified as direct public health and safety impacts.

Please also note:

- Services whose primary function are related to infrastructure maintenance also have a check in the corresponding column.
- The other department core function support column indicates services provided by DPW to support mandated and/or public safety core service functions of other departments.

2020 Organizational Analysis Implementation Status

The [2020 Organizational Analysis of the Department of Public Works](#) identified 24 recommended actions related to Department efficiencies. It was noted that many of the actions would “not reduce expenditures directly but help maximize cost savings over time”.

The following recommendations were identified:

- 1 Retain current staff positions while considering appropriate service levels and alternative service delivery options.
- 2 Create an Engineering Inspector/Technician position to provide additional in-house project management capacity.
- 3 Route all customer inquiries to Customer Service staff in the Clerk/Customer Service Department.
- 4 Update DPW job descriptions to ensure that the qualifications and responsibilities are appropriate.
- 5 Develop a comprehensive Village capital asset management plan.
- 6 Use the Village capital asset management plan to refine and prioritize annual work plans for maintenance, repair, and replacement of Village capital assets.
- 7 Implement the recommendations detailed in the 2019 Emerald Ash Borer Plan Assessment prepared for the Village by the Davey Resource Group.
- 8 Develop specific timeline guides for DPW response to reactive service requests.
- 9 Develop approved workload and performance data metrics and regularly report these to the Village Board.
- 10 Review transfer station operations to ensure appropriate allocation of costs and to maximize cost efficiency.
- 11 Evaluate the option of contracting out recycling and refuse collection services.
- 12 Evaluate the option of contracting out street lighting and traffic device maintenance services.
- 13 Renegotiate the existing televising truck shared services agreement and increase the number of feet of sewer televised per year to meet CMOM requirements.
- 14 Evaluate joint contracting of street sweeping services.
- 15 Investigate other opportunities for alternative service delivery with neighboring communities, including the City of Milwaukee.
- 16 Develop written Standard Operating Procedures as part of a plan for institutional knowledge retention.
- 17 Create DPW staff development plans and provide budget and other resources to support the effort.
- 18 Use an RFQ process for the selection of professional engineering services.
- 19 Control public access to the DPW site by limiting it to designated times or by appointment.
- 20 Relocate the waste transfer station.
- 21 Develop a plan for replacing the existing DPW facility to improve efficiency and safety.
- 22 Review desired service level provision and determine appropriate equipment.
- 23 Work with the Shorewood Business Improvement District to encourage their contribution to the cost of horticulture and other maintenance in the Downtown area.
- 24 Consider seasonal demands for snow and ice control as well as leaf removal when adapting future on-street parking strategies and operating approaches.

At its January 4, 2021, the Village Board reviewed the report and agreed to prioritize eight of the recommendations. The status of those items is summarized in the following table.

RECOMMENDATION	ACTION ITEM	VB REVIEW	STATUS
1. Retain all current staff positions while considering appropriate service levels and alternative service delivery options.	Review mechanic position and outsourcing repair work.	3/15/2021	Complete – staffing model of 2 mechanics reduced to 1 mechanic and 1 shop technician. Additional budget allocated for outsourcing repairs.
2. Create an Engineering Inspector / Technician (Construction Coordinator) position to provide additional in-house project management capacity.	Recruit position.	12/21/2020	Advertised. No qualified candidate pool at approved salary. Staff do not recommend continuing pursuit, esp. with Ut Super in place.
7. Implement the recommendations detailed in the 2019 Emerald Ash Borer Plan Assessment prepared for the Village by the Davey Resource Group.	Review assessment recommendations regarding service levels.	3/1/2021	Initial recommendations implemented. Next review date 2029.
9. Develop approved workload and performance data metrics and regularly report these to the Village Board.	Review of 2020 annual report metrics.	2/15/2021	Reviewed with PWC on 3/1/21. Direction was that annual report info was appropriate and increased frequency not needed.
10. Review transfer station operations to ensure appropriate allocation of costs and to maximize cost efficiency.	DPW staff to evaluate current Transfer Station Agreement and negotiate changes with WFB as appropriate; present proposed changes to respective Village Boards for approval.	2/15/2021; 5/5/2025; 5/19/2025	Complete. Changes made to agreement and operations.
12. Evaluate the option of contracting out street lighting and traffic device maintenance services.	Detailed review of services currently provided in these areas.	2/15/2021	These services were contracted for a time due to inability to hire electrician. It was not cost effective.
23. Work with the Shorewood Business Improvement District to encourage their contribution to the cost of horticulture and other maintenance in the Downtown area.	DPW staff to begin discussions with BID Director regarding contributions for decorative lighting installation and maintenance and horticultural maintenance (planters).		BID currently contributes \$1,000 - \$1,500 to holiday greens.

24. Develop a comprehensive Village capital asset management plan.	DPW staff to work with Finance Director on plan format and composition.	B&F 2/15/21	It was determined to be accomplished as time was available. Then the Finance Director transitioned in 2022, again in 2023, and again to L&A in 2024.
--------------------------------------------------------------------	-------------------------------------------------------------------------	----------------	------------------------------------------------------------------------------------------------------------------------------------------------------

Fiscal Note – *If applicable, please address the financial impacts of the item.*

NA

Community and Business Outreach – *If applicable, did you notify the community groups and businesses that are directly impacted by this agenda item. Please specify in the attached communication plan how community groups and businesses will be informed of action after Village Board consideration.*

Yes No NA

If yes, identify how and what community groups and businesses were notified. NA

Action Required / Recommended – *Please include the recommended motion or possible actions for this agenda item.*

None; presented for information and discussion.

Attachments – *Please list the following attachments and supporting documents for this agenda item. Some attachments may be hyperlinked. Include Fiscal notes, if applicable, as the first attachment following this memorandum. Attachments may include agreements/contracts, presentation materials, letters, service proposals, etc.*

DPW/Utility organization chart
DPW/Utility service categorization table

DPW/Utility Service Categorization

	Required by Code, Statute or Agreement	Public Health & Safety	Quality of Life	Infrastructure Maintenance	Other Department core function support
Maintain water distribution system	√			√	
drinking water sampling (bacT, DBP, UCMR, lead & copper)	√	√			
repair main & service breaks	√			√	
install & maintain valves	√			√	
install & maintain hydrants	√			√	
maintain meters & reading system	√			√	
system flushing	√	√			
GIS record management	√			√	
State and Federal reporting requirements	√				
Maintain sewer collection system	√			√	
repair & maintain sewers	√			√	
clean & televise sewers	√			√	
clean catch basins	√			√	
inspect manholes	√			√	
identify sewers for CIPP lining	√			√	
rebuild catch basins & manholes	√			√	
rat abatement	√	√			
green infrastructure maintenance	√			√	
GIS record management	√			√	
State and local reporting requirements	√				
Winter maintenance					
salt/plow streets		√			
salt/plow alleys		√			
clear Village-owned walks		√			
salt/plow Village-owned parking lots		√			
cross walk clean-up (corners)		√			
bus stop clean-up		√			
haul snow		√			
Collections					
curbside refuse collection	√				
street & park refuse cans		√			
curbside recycling collection	√				
yard waste & leaf collection	√				
brush collection	√				
special collections			√		
street & park recycling cans		√			
recycling drop off	√		√		
Saturday compactor			√		
Forestry & Parks					
street tree planting			√		
street tree removals		√			
stump grinding			√		
pruning		√			
park infrastructure maintenance		√		√	
park landscape maintenance			√		
turf maintenance			√		
streetscape maintenance			√		
EAB management		√			
beach cleaning			√		
business district plantings			√		
green infrastructure maintenance	√			√	
GIS record management				√	
Street Maintenance					
reconstruction/major maintenance		√		√	
patch potholes		√			
pavement markings		√			
street sweeping	√				
crackfill			√	√	

DPW/Utility Service Categorization

	Required by Code, Statute or Agreement	Public Health & Safety	Quality of Life	Infrastructure Maintenance	Other Department core function support
repair utility cuts		√		√	
parking lot maintenance		√		√	
sidewalk maintenance & management		√		√	
Building Maintenance					
HVAC maintenance				√	
structural maintenance				√	
plumbing system maintenance				√	
building equipment maintenance				√	
exterior hardscape maintenance				√	
election support					√
window cleaning				√	
carpet cleaning				√	
Village celebrations & event support			√		
Vehicle Maintenance					
DPW fleet maintenance				√	
DPW equipment maintenance				√	
Police/PDD vehicle maintenance					√
transfer station maintenance				√	
fuel station maintenance				√	
DPW vehicle set-up				√	
Electrical & Sign Maintenance					
street light system maintenacne		√			
traffic signal sysem maintenance		√			
sign maintenance		√			
building electrical maintenance				√	
GIS record management				√	
Village celebrations & event support			√		
special event barricades			√		
block party barricades			√		
building signage & lettering			√		



VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO VILLAGE BOARD

Agenda Item: Consider update job description for Assistant to the Finance Director.

Date: January 21, 2026

Presenter: Nicole Berzin, Assistant Village Manager

Department: Village Manager's Office

History

In 2025 the Village hired a Utility Superintendent. The Finance Department currently has an Assistant to the Finance Director retiring in September 2026. This person is currently the sole staff member responsible for completing the Village's utility billing functions.

In many cases the utility or public works department performs the billing process and/or is the primary respondent to utility bill questions and provides the data and associated analysis to a third-party billing company for printing and distributing the bills. This provides ease of communication with those performing the work and the individual administering the bills to customers.

Overview

In anticipation of this transition, the Village Manager, Assistant Village Manager, Director of Public Works, Utility Superintendent, Assistant to the Finance Director and Lauterbach & Amen recommend exploring multiple options in earnest to allow sufficient time to review current administrative procedures and tasks, train additional staff on utility billing and assess the marketplace for candidates.

As the Village is aware through the recruitment and outsourcing of the Finance Director position, the labor market has not produced candidates with the skill required for municipal positions. The job description has been updated and responsibility for utility billing will be transitioned to DPW to facilitate recruitment now and assess possible candidates. In addition, the Village will continue evaluating additional options outlined in the attached materials.

To support process continuity and ensure a smooth transition, the Village is requesting the assistance of City Water for one billing cycle to provide training support and customer service assistance during the next phase of implementation. In addition, City Water would review our current administrative practices for this task and provide suggestions for process improvement.

Recommended motion

Recommended motion: "I move to approve the proposed revisions to the Assistant to the Finance Director job description."

Fiscal Note / Budget Impact

There are no fiscal changes associated with the Finance Specialist position. The addition of City Water support for one utility billing cycle is estimated to cost \$4,000.

Attachments:

1. Finance Specialist Job Description



Village of Shorewood, Wisconsin

Job Description

POSITION TITLE: Finance Specialist

REPORTS TO: Finance Director

DEPARTMENT: Finance

GENERAL NATURE OF POSITION

Under the general direction of the Finance Director, assists with all aspects of the Village's financial transactions, analysis, and recordkeeping. Serves as the primary individual responsible for processing accounts payable and accounts receivable, performing bank and deposit reconciliations, and preparing monthly journal entries. This position is also responsible for managing, coordinating, and maintaining the data for the Village's annual budget process.

Successful candidates may be required to pass a physical examination, a background check and a drug screening as a condition of employment.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following.

Financial Analysis, Accounting and Reporting

1. Oversees annual tax collection process, including reconciliation and settlement with the Village.
2. Prepares and posts monthly recurring journal entries, including cash entries, interdepartmental charges and allocations, and corrective entries as needed.
3. Performs monthly, quarterly, and/or annual account reconciliations of the village's balance sheet accounts.
4. Prepares additional reports and performs financial analysis as required.
5. Utilizes BS&A municipal finance software to perform accounting, billing, and financial processing functions

Budget

1. Manages process of updating budget with Department Heads to prepare annual budget
2. Assists with preparation and entry of the annual budget and related budget reports, including review of revenue and expenditure balances and projections.
3. Complete budget report for Finance Directors review and presentation to the Village Board
4. Facilitate monitoring of budget process throughout the year with Department Heads
5. Inputs budget into BS&A module

Accounts Payable

1. Has overall responsibility and oversight of the accounts payable process; however, many individual tasks are performed by other employees at the department level. Duties typically include reviewing department-level invoice entry, printing checks, maintaining vendor records (including W-9s and 1099s), coordinating the mailing of checks, and preparing the accounts payable report for Village Board review.

2. Enters Village Hall administrative and general invoices.
3. Processes property tax overpayment refund checks.
4. Enters outgoing ACH, direct debit, and wire payments into the accounts payable system.
5. Prepares the monthly credit card report for Village Manager review.
6. Marks cleared checks and other transactions as cleared within the general ledger system.
7. Assists in the setup and maintenance of recurring invoice allocations and purchase orders and serves as the backup for accounts payable functions.

Accounts Receivable

1. Has overall responsibility and oversight of the accounts receivable process; however, many individual tasks are performed by other employees at the department level. Duties typically include entering administrative and general billings, reviewing department-level billing entries, and printing and coordinating the mailing of invoices.
2. Monitors collection efforts, including issuing reminder notices, applying interest and penalties to outstanding balances, assisting with the transition of past-due accounts to the tax roll or collection agency, and serving as the staff liaison for questions from other departments or customers.
3. Assists in the setup and maintenance of the Miscellaneous Receivables module and serves as the backup for other accounts receivable functions.

Other Accounting

1. Reviews cash receipt and credit card batches prior to posting to the general ledger, tracing deposits to the bank and matching individual transaction amounts between days, as necessary.
2. Prepares monthly sales tax reports and remittances to the State of Wisconsin.
3. Provides general assistance to other departments in the use of financial software.
4. Attends conferences and seminars as necessary to maintain proficiency in job responsibilities and related topics.
5. Other duties as requested by department head.

Other Village Hall Support

1. Acts as Village Treasurer when the Finance Director/Treasurer is unavailable and provides backup support to payroll process when Administrative/Payroll Specialist is unavailable.
2. Provides backup support to the customer service desk when the Village Clerk's Office requests for additional backup due to peak times or anticipated or /unanticipated absences
3. Assists with general mailings or in-person or absentee ballot mailings.
4. Orders envelopes, paper, business cards, and general supplies for Village Hall
5. Processes mailing of delinquent tax notices as request by the Village Clerk.
6. Responds to general tax questions from community members.

SUPERVISION RECEIVED: This position receives general supervision from the Finance Director. Work assignments outside of routine tasks are assigned by the Finance Director or the Village Manager.

QUALIFICATION REQUIREMENTS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and abilities required. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND/OR EXPERIENCE: An Associate Degree in accounting or a minimum of three years of experience in municipal finance or accounting is preferred. Additional relevant experience in municipal finance or accounting may be considered in lieu of a formal accounting education.

LANGUAGE SKILLS: Ability to read, understand, and interpret general business periodicals, professional journals, technical procedures, and governmental regulations. Ability to write reports, business, correspondence, and procedure manuals, to effectively present information and respond to questions from groups of managers, residents, and the general public. Employee must be proficient in communicating and understanding the English language.

MATHEMATICAL SKILLS: Employee must have the ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, etc.

REASONING ABILITY: Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to define problems, collect data, establish facts, and draw valid conclusions.

OTHER SKILLS AND ABILITIES: Strong organizational skills needed; a pleasant and efficient manner for interaction with Village officials, management, and staff. This position requires a working knowledge of fund accounting in order to process journal entries and the ability to make independent judgement without immediate review.

TECHNOLOGY SKILLS: Proficient in Microsoft Windows environment and Microsoft Office suite, specifically including Word, Excel, and Outlook. Position requires working knowledge of modern office procedures and equipment.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit, use hands to finger, handle or feel objects, tools or controls; reach with hands and arms; and talk and hear. The employee is occasionally required to stand, walk, stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, peripheral vision, and the ability to adjust focus.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is moderate.

(This job description is prepared to comply with the Federal Americans with Disabilities Act and the Village of Shorewood's Implementation Plan for Americans with Disabilities Act which was adopted by the Village Board on September 4, 1992.)

Succession Options for Assistant to the Finance Director/Accounting Associate

Based on existing contracts, relationships, and available funding opportunities, four viable scenarios exist.

Option 1: In-House Hire

Description:

Begin recruiting immediately for an internal replacement, with duties refined during the hiring process.

Key Considerations

- Builds long-term internal capacity
- Higher fixed cost (salary and benefits)
- Recruitment and onboarding timing risk
- Market availability for qualified candidates is uncertain

Status:

Recruitment can begin now to test the labor market without committing to a final structure.

Option 2: Fully Outsource (Split Function)

Description:

- Outsource accounting support (Lauterbach and Amen)
- Outsource utility billing to a specialized provider (City Water)

Key Considerations

- Immediate continuity of service
 - Specialized expertise in both areas
 - Potential cost savings through State Innovation Grant funding
 - Requires ongoing contract oversight
-

Option 3: Hybrid – Outsource Accounting Support

Description:

- Outsource accounting support
- Retain utility billing internally

Key Considerations

- Reduces complexity and workload for internal staff
 - Maintains utility billing knowledge in-house
 - Partial eligibility for Innovation Grant funding
 - Requires internal capacity for billing continuity
-

Option 4: Hybrid – Outsource Utility Billing

Description:

- Outsource utility billing
- Retain accounting support internally

Key Considerations

- Utility billing handled by specialists
 - Frees internal staff time for broader finance functions
 - Partial Innovation Grant eligibility
 - Internal accounting workload must remain manageable
-

Option 5: New Hire for Accounting, Utility Billing Managed by DPW

Description:

- utility billing maintained with DPW
- Hire for accounting support internally

Key Considerations

- Utility billing handled internally
- Need to hire for accounting experience.

Option 6: Utility billing outsourced but City Water trains and develops new Utility Billing person at DPW with 1-3 year plan

Description:

- utility billing maintained with DPW
- Hire for accounting support internally OR externally

Key Considerations

- Utility billing handled internally
- Need to hire for accounting experience.

Village of Shorewood

Municipal Safety Action Plan

December 2025



MILWAUKEE COUNTY
Complete
Communities

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LEADERSHIP COMMITMENT & GOAL SETTING

Message from the Village President



Shorewood prides itself on its welcoming, pedestrian-scale neighborhoods and businesses, and we understand that the safety of our streets and sidewalks is important to the wellbeing of our residents and visitors. As Village President, I hear first-hand accounts of day-to-day experiences that are shaped by our built environment, and whether you walk, bike, roll, take transit or travel by automobile, it is our goal to make those experiences both safe and enjoyable, regardless of your age or abilities. In Shorewood, we embrace Complete Streets as a core value.

We were excited to partner not only with Milwaukee County, but with all 19 municipalities within the county, on the groundbreaking development of action plans to address ongoing concerns of equitable access and reckless behaviors that impact everyone’s quality of life. Serious injuries and traffic fatalities are unacceptable and preventable. We are not immune to these issues, and as public servants, we strive to understand their causes, recognize their impacts and look for solutions to make our community a better place.

We cannot do this alone. I would like to thank and acknowledge both the Milwaukee County Department of Transportation and the United States Department of Transportation for funding and guiding this planning effort to fruition. I would also like to express my gratitude to all local participants, including our thoughtful residents, dedicated volunteer committees and professional staff who devoted their valuable time and effort to making this plan our own.

Using a data-driven approach to identifying regional and local corridors of concern and backed with vital public engagement from around the county, we look forward to collaborating with our partners to take on the issues of roadway safety in a meaningful and effective manner. The work is never done. As we lean on best practices learned throughout the local area, region, state and country, we expect to learn together, bring forth positive outcomes and gain support for further implementation. Change isn’t easy, but it’s often necessary, and we embrace the challenges set before us.

On behalf of the Shorewood Village Board of Trustees and the residents we are proud to serve, I am proud to say that I support this Safety Action Plan and look forward to working with everyone on making Shorewood and Milwaukee County an even better place to call home!

- Ann McCullough McKaig
Village President of Shorewood

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VISION ZERO & THE SAFE SYSTEMS APPROACH

WHAT IS VISION ZERO?

Vision Zero is a data-driven, multidisciplinary strategy aimed at eliminating all traffic-related fatalities and serious injuries while increasing safe, healthy, and equitable mobility for all. Originally adopted in Sweden in 1997, Vision Zero has since been embraced by cities, counties, states, and countries around the world, including Milwaukee County, as a paradigm shift in roadway safety.

Unlike traditional approaches that accept a certain number of traffic deaths as inevitable, Vision Zero is founded on the core belief that every life matters and that no loss of life is acceptable. The strategy emphasizes proactive safety interventions through roadway design, speed management, community engagement, and policy changes, all rooted in a Safe System Approach.

This holistic framework recognizes that human error is inevitable but seeks to ensure that mistakes do not result in severe or fatal outcomes. Vision Zero doesn't seek to replace driver accountability, it aims to enhance it by creating safer environments that reduce the consequences of human error.

MILWAUKEE COUNTY'S COMMITMENT TO VISION ZERO:

With funding from the United States Department of Transportation's Safe Streets and Roads for All Grant Program and leadership from the Milwaukee County Department of Transportation's Director's Office, the project team consultants and Village of Shorewood staff developed the Village of Shorewood's Municipal Safety Action Plan as a follow-up to the Milwaukee County Comprehensive Safety Action Plan.

The countywide plan analyzes and addresses transportation safety across all 19 municipalities. The County's Comprehensive Safety Action Plan and the local Municipal Safety Action Plan simultaneously prioritize proactive, data-driven solutions to make our streets safer for everyone. The Comprehensive Safety Action Plan supports municipal safety plans and aims to unlock federal funding through the Safe Streets and Roads for All Grant Program.

Vision Zero vs. the Traditional Approach to Traffic Safety

Traditional Approach

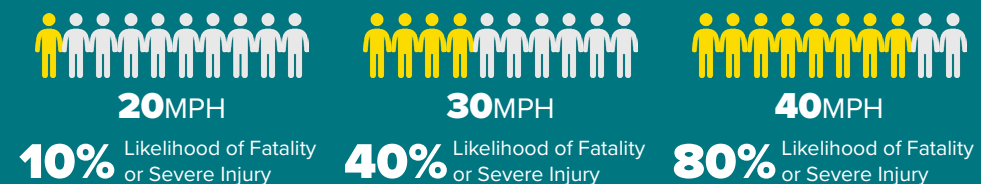
- Traffic deaths are **INEVITABLE**
- PERFECT** human behavior
- Prevent **COLLISIONS**
- INDIVIDUAL** responsibility
- Saving lives is **EXPENSIVE**

VISION ZERO APPROACH

- Traffic deaths are **PREVENTABLE**
- Integrate **HUMAN FAILING** in approach
- Prevent **FATAL AND SEVERE CRASHES**
- SYSTEMS** approach
- Saving lives is **NOT EXPENSIVE**

Safer Speeds Matter:

Death & Injury Due to Speed



Source: U.S. Department of Transportation, Literature Reviewed on Vehicle Travel Speeds and Pedestrian Injuries, March 2000.

WHAT IS THE SAFE SYSTEM APPROACH?

The Safe System Approach is a framework that aims to eliminate fatal and serious injuries for all roadway users. This approach shifts the traditional focus from preventing crashes entirely to minimizing the severity of outcomes when crashes occur, recognizing that human error is inevitable, but death and serious injury are not.

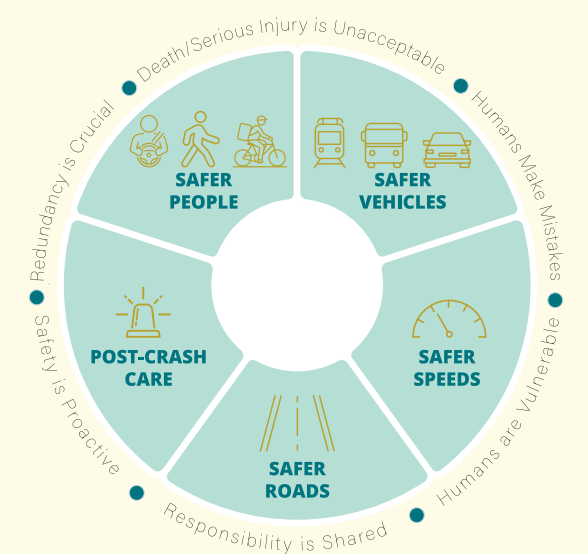
At the core of the Safe System Approach are five interrelated elements:

- Safe People
- Safe Roads
- Safe Speeds
- Safe Vehicles
- Post-Crash Care

These elements work together, so when one layer fails, others help prevent a catastrophic result.

THE MUNICIPAL SAFETY ACTION PLAN IS:

- ✓ **Visionary:** Supports ambitious, yet tangible, long-term strategies.
- ✓ **Action-oriented:** Supports specific, measurable strategies.
- ✓ **Scalable:** Supports both immediate pilot projects and long-term change.



Source: U.S. Department of Transportation, Safe System Approach



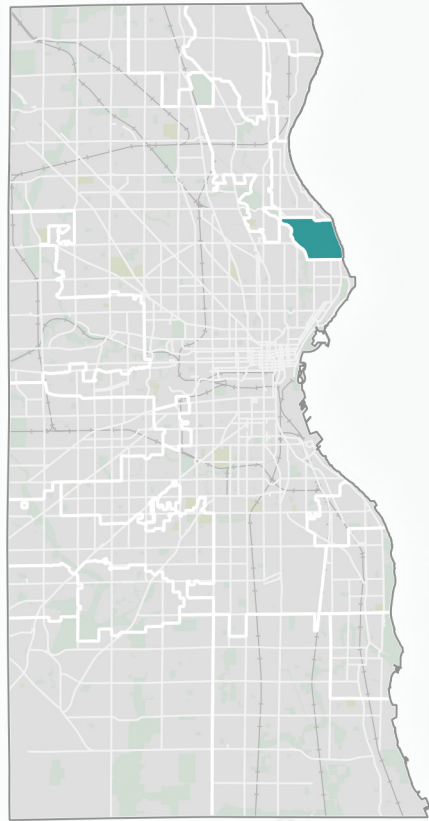
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SAFETY ANALYSIS

In February 2025, Milwaukee County adopted its Comprehensive Safety Action Plan (CSAP) to advance Vision Zero and eliminate traffic deaths and serious injuries by 2037. The CSAP identified 522 safety project opportunities across Milwaukee County, prioritizing 142 of those along its Corridors of Concern where safety improvements could reduce fatal and serious injury crashes by 38% at those locations and 18% countywide. Backed by strong public engagement, the CSAP positions Milwaukee County and its municipalities to secure federal funding and deliver safer streets for all.

Corridors of concern identified in the Milwaukee County CSAP located in the Village of Shorewood include Capitol Drive and N. Lake Drive. This MSAP further analyzed the crashes that occurred within the Village of Shorewood and identified local corridors of concern, in addition to the countywide network, shown on the following pages. In-depth statistics and behaviors observed in the analyzed crashes are also included along with a description of the analysis methodology.

SAFETY ANALYSIS



Roadway Safety in Shorewood

Shorewood is one of the more pedestrian and bicycle friendly villages in Milwaukee County due to its nearly complete sidewalk network and mostly residential street network with low speeds and traffic volumes. The Village recently (2025) adopted an update to their Pedestrian and Bicycle Master Plan. Between 2018 and 2022, there were 16 fatal and serious injury crashes and 122 crashes with less severe injuries. Seventy-five percent of the crashes occurred along a street segment, rather than at an intersection. Twelve of the fatal and serious injury crashes occurred on highways which are not under Shorewood's jurisdiction. Corridors of Countywide Concern include E. Capitol Drive and N. Lake Drive, as both exhibit instances of speeding and heavy traffic. Both of these roadways are WisDOT Connecting Highways under state jurisdictional control.

Analysis Methods

The Corridors of Local Concern (to the right) show crash hot spots in Shorewood. The analysis used a modified sliding window analysis approach to depict roadway segments with relatively high crash densities with high crash densities during the 2018-2022 study period. In Shorewood, crashes were assigned a score based on the highest severity injury in the crash. Both fatal (K) and incapacitating injury (A) crashes were assigned a score of 3, minor injury (B) and possible injury (C) crashes were assigned a score of 1, while property damage only (O) crashes were excluded from the analysis. The top 10% of roads were selected as Corridors of Local Concern.

Serious Injury crashes are defined as:

A-level (Suspected Serious Injury) on the KABCO injury scale.

WisDOT definition (A-level / Suspected Serious Injury): Any injury other than fatal that results in one or more of the following:

- Severe laceration exposing underlying tissues/muscle/organs or with significant blood loss
- Broken or distorted extremity (arm or leg)
- Crush injuries
- Suspected skull, chest, or abdominal injury (beyond bruises or minor lacerations)
- Significant burns (2nd/3rd degree over 10% or more of the body)
- Unconsciousness when taken from the crash scene
- Paralysis

BETWEEN 2018-2022

2 Fatal Crashes
14 Serious Injury Crashes

122 Crashes with less severe injuries

CRASH RATE

Annual Average of Fatal and Serious Injury Crashes Per 10,000 Residents

2.3
Shorewood

5.5
Statewide

CRASHES BY ROADWAY JURISDICTION

0 Fatal and Serious Injury Crashes on **state roads**

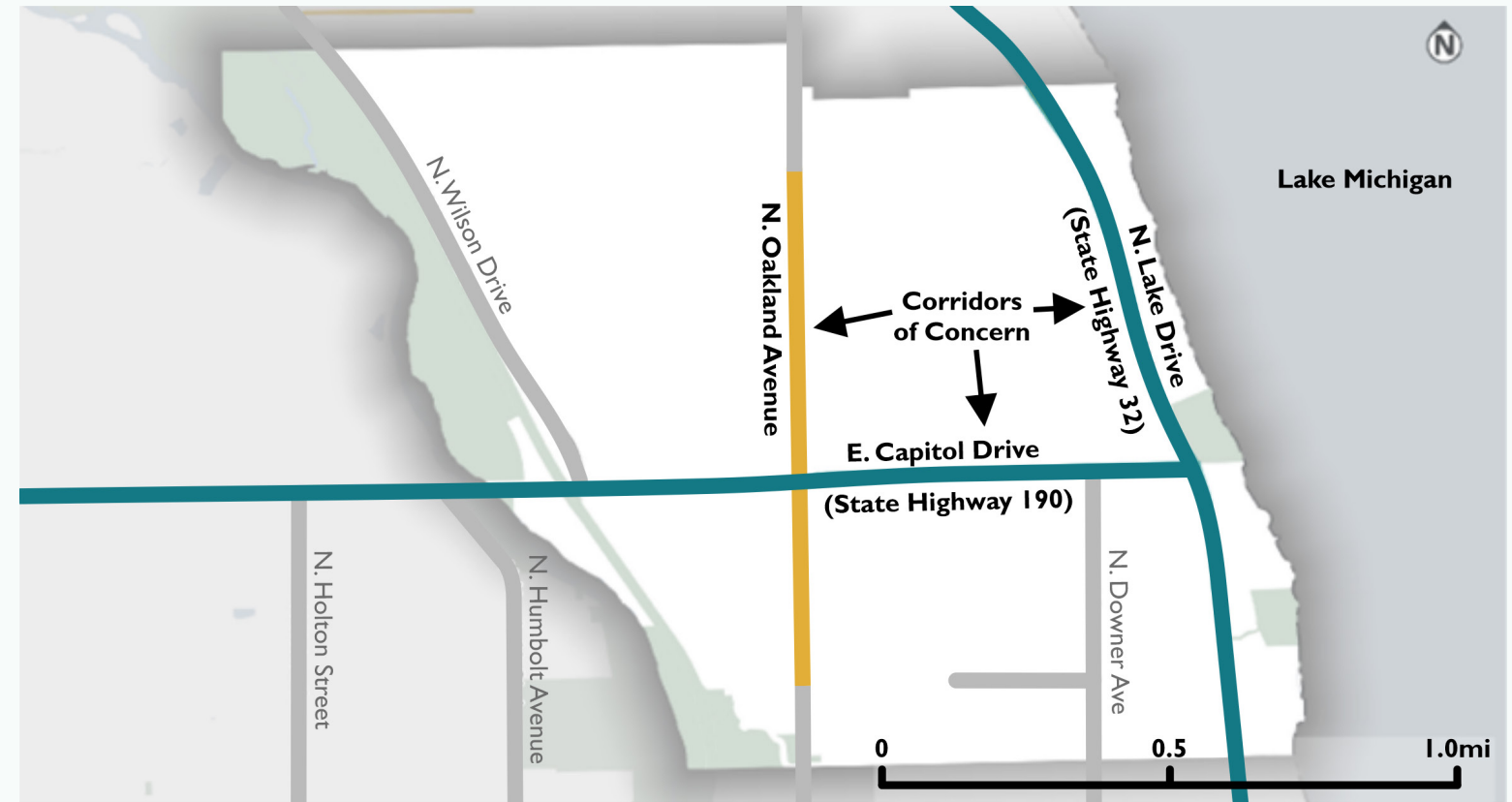
0 Fatal and Serious Injury Crashes on **county roads**

12 Fatal and Serious Injury Crashes on **connecting highways**, for which are under WisDOT operational authority

4 Fatal and Serious Injury Crashes on **local roads**

SAFETY ANALYSIS

CORRIDORS OF CONCERN IN SHOREWOOD



TOP CRASH TYPE



28%

Fatal and Injury Crashes were **ANGLE** crashes

CRASH LOCATION



75%

Fatal and Serious Injury Crashes occurred at **MID-BLOCK**

CRASH BEHAVIOR



39

Fatal and Serious Injury Crashes involved **FAILURE TO YIELD**

*FATAL & SERIOUS INJURY CRASHES BY MODE

6 Pedestrian

1 Bicycle

0 Motorcycle

9 Vehicle Only

CRASHES INVOLVING YOUNG DRIVERS



1 in 8 Fatal and Serious Injury Crashes involved a **younger driver (under 18)**

*The numbers shown represent the number of crash events involving these modes and a vehicle that resulted in a Fatal or Serious Injury, not the total number of individuals injured.



2

COMMUNITY ENGAGEMENT

Community engagement is vital to a safety action plan because it empowers residents to share local insights, strengthens trust, and ensures safety strategies reflect the community's unique needs and values.

The strategies outlined in this section align with best practices in community engagement and outreach, aiming to better understand travel habits, build consensus, and identify community priorities. These tools are designed to support Village staff, elected officials, and community organizations in working together toward shared safety goals.

COMPLETE COMMUNITIES MEETING IN A BOX

A SAFETY ACTION PLAN ENGAGEMENT KIT



WHAT IS “MEETING IN A BOX”?

Meeting in a Box (MiaB) is a resource for municipal leaders and staff to conduct public engagement in their communities. This MiaB is designed to support the Safety Action Plan (SAP) process as an “out of the box” product. In other words, the resources in this package can be used to engage the community at any stage, from project scoping all the way to SAP adoption and beyond.

ENGAGEMENT WORKSHEETS:

MUSE Community + Design has created three worksheets that the Village of Shorewood can use to strengthen community engagement. Each worksheet is designed with a specific goal in mind: to gather information on travel habits and behaviors, to build consensus, and to better understand community priorities. These worksheets are ready for use at any stage of the planning process. For more details on how to facilitate their use and a closer look at the worksheets themselves, please refer to the **Appendix A**.

HOW TO USE THIS RESOURCE?

1

Review all the enclosed materials after reading this Overview.

2

Read Tips for Planning a Public Meeting and make a plan for how you will engage your community.

3

Choose which Worksheets you will use and print enough for all participants to fill one out. You may use all three Worksheets or choose one or two that work best for you.

4

Host your public meeting, using the Facilitation Guide to ask the right questions.

5

Collect and analyze feedback from the public meeting, using the Data Collection Sheet.

6

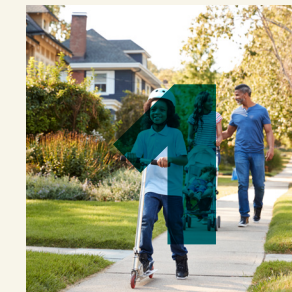
Use feedback findings to inform your decision making and planning efforts.

TIPS FOR PLANNING A PUBLIC MEETING:

Use this as a step-by-step checklist as you plan your public meeting. There are five main steps to remember:

- ✓ Plan it
- ✓ Promote it
- ✓ Prep for it
- ✓ Host it
- ✓ Follow up

By following these five key steps, you'll be well on your way to organizing a successful public meeting. Use this checklist as a practical guide throughout the process. For a more detailed version of the checklist and additional resources, please refer to the **Appendix A**.



Getting Around Your Neighborhood

The purpose of this worksheet is to gather basic information about the community's travel habits and priorities for getting around.



Headline Posters

The purpose of this worksheet is to gather consensus about safety messaging and empower community members to share it with others.



Pinpointing Safe Streets Projects

The purpose of this worksheet is to understand community priorities for where to focus resources on future street improvements.





3

PRIORITY ACTION STEPS

One component of a successful Action Plan is the identification of projects and strategies that will address safety problems in the community.

The strategies and countermeasures described in this section follow a Safe System Approach where the focus is on the entire transportation system, rather than solely on individual behavior. It acknowledges that humans make mistakes and are vulnerable and aims to design transportation systems that are forgiving of those mistakes and minimize the occurrence of severe crashes.

The Safer Streets Toolkit outlined in [Milwaukee County's Comprehensive Safety Action Plan \(p. 74 - 99\)](#) contains countermeasures with details and information that the Village can use as a resource going forward.

OVERVIEW

PRIORITY ACTION STEPS

DEFINING SAFETY CHALLENGES:

In the kickoff meeting for the Municipal Safety Action Plan (MSAP) with Shorewood, several topics emerged. Coordination with WisDOT remains an area of focus, particularly along Capitol Drive and N. Lake Drive, where the Village is responsible for roadway maintenance while WisDOT oversees operational authority. Enforcement was also emphasized, with strong community interest in automated enforcement such as red-light cameras, though current state law prohibits their use.

Other issues brought up at the kickoff meeting included pressure around stop sign requests, ongoing concerns with school drop-off and pick-up safety, and the need for clear policies and resources to support staff with limited capacity.

MILWAUKEE COUNTY COMPREHENSIVE SAFETY ACTION PLAN:

The Milwaukee County Comprehensive Safety Action Plan (December 2024) identified multiple high-risk locations in Shorewood. On E. Capitol Drive, segments between the Milwaukee River and N. Oakland Avenue, and between N. Oakland and N. Maryland Avenues were flagged for vulnerable road user improvements and traffic calming. N. Lake Drive was also highlighted, with recommendations for traffic calming, a potential roadway reconfiguration from Capitol Drive to Shorewood Boulevard, and intersection safety upgrades. These corridors were noted for high crash costs, serious injuries, and frequent conflicts with pedestrians and bicyclists.

PRIORITY ACTION STEPS OVERVIEW:

In each municipal safety action plan developed in Milwaukee County, the consultant team, MCDOT, and the local municipality discussed what specific analysis, research, and/or tools would help the municipality most.

This report outlines five key actions to guide Shorewood's approach:

- 1 AUTOMATED ENFORCEMENT POLICY ANALYSIS:** Reviews tools such as red-light and speed cameras, current legal constraints in Wisconsin, and possible advocacy pathways.
- 2 SCHOOL ZONE SAFETY TOOLKIT:** Strategies for improving drop-off and pick-up operations, traffic circulation, pedestrian visibility, and traffic calming near schools.
- 3 ENHANCED PUBLIC ENGAGEMENT STRATEGY:** Guidance for post-MSAP outreach through community events, volunteer involvement, and targeted efforts.
- 4 POLICY GUIDANCE FOR E-SCOOTERS AND SIDEWALK BIKING:** Summarizing best practices and policy options.
- 5 GRANT STRATEGY AND FUNDING GUIDANCE:** Identifies relevant transportation safety funding opportunities and highlights potential candidate projects.

CONTINUING PROGRESS:

Shorewood is a compact residential community where schools, parks, and business districts are daily destinations. Planned, active or completed activities reflect this focus:

- Lake Drive reconstruction with traffic calming and bike accommodations in 2025
- Demonstration studies in 2025 tested a speed table on Morris Boulevard, traffic circles on Murray Avenue, and temporary bumpouts on E. Kensington Boulevard
- Village Bike and Pedestrian Safety Plan adopted on March 3, 2025
- Oakland Avenue reconstruction north of Capitol, slated for 2026

These efforts, paired with analysis and information provided in this safety action plan, will help the Village navigate policy, procedures, and infrastructure needs to strengthen active transportation connections and improve traffic safety throughout the community. The Shorewood Municipal Safety Action Plan will build on these initiatives, aligning local strategies with Milwaukee County's Vision Zero goal of eliminating serious injuries and fatalities by 2037.

PRIORITY ACTION STEPS METHODOLOGY:

AUTOMATED ENFORCEMENT POLICY ANALYSIS



Automated Enforcement Systems (AES) can support safer streets, especially in areas with chronic speeding or noise violations. While current Wisconsin law limits AES use, municipalities and counties can act now through education, legal groundwork, and pilot planning. Current legal constraints in Wisconsin have been reviewed and opportunities and recommendations for municipalities and counties are given to lay the groundwork to automated enforcement in the future.

As of December 2025, there is a bill being considered that would enable red-light and speed enforcement cameras to be used in the City of Milwaukee. Bipartisan Wisconsin Senate Bill 375 is under legislative review and would allow, with limitations, the City of Milwaukee to use red-light and speed enforcement cameras.

SCHOOL ZONE SAFETY TOOLKIT



The School Zone Safety Toolkit provides a clear, step-by-step process for assessing, planning, and improving safety around schools. It begins with evaluating existing conditions and conducting walk audits to identify safety issues. Stakeholders then collaborate to prioritize needs, select appropriate strategies, and pilot low-cost improvements. Results are evaluated to refine approaches before securing funding for long-term implementation. The toolkit also offers practical resources such as checklists, templates, and case studies to guide users through each stage and support ongoing success in creating safer, more efficient, and community-supported school zones.

POLICY GUIDANCE FOR E-SCOOTERS & SIDEWALK BIKING



Shorewood is experiencing increased use of e-scooters and frequently observes bicycling on sidewalks. As part of this safety action plan, policies in nearby communities, large Wisconsin cities, and best practice examples nationally were reviewed. These comparisons provide useful guidance for creating consistent, regionally aligned regulations that minimize conflicts and improve safety.

ENHANCED PUBLIC ENGAGEMENT STRATEGY



The Enhanced Public Engagement Strategy was created to increase community participation in local transportation safety efforts through clear, consistent, and engaging outreach. It focuses on key safety messages, community events, and year-round communication to raise awareness and encourage safer travel behaviors. Using adaptable materials, modest resources, and measurable goals, the strategy promotes collaboration and shared responsibility for safer, more connected neighborhoods.

GRANT STRATEGY & FUNDING GUIDANCE



The Grant Strategy and Funding Guidance outlines how Shorewood can secure funding to support transportation safety and mobility goals. It highlights key federal, state, and private programs—such as SS4A, TAP, and HSIP—and encourages aligning projects with Vision Zero and Complete Streets initiatives. The strategy emphasizes readiness, collaboration with regional partners, and leveraging community input to strengthen applications.

AUTOMATED ENFORCEMENT POLICY ANALYSIS

Traffic enforcement cameras



CURRENT LEGAL CONSTRAINTS IN WISCONSIN

- SPEED CAMERAS:** Wisconsin law prohibits radar-based speed enforcement using photographic identification (Wis. Stat. §349.02(3)(b))¹.
- LIDAR-BASED SPEED CAMERAS:** Not explicitly banned and potentially permissible, as they do not rely on radar. Communities may explore pilot concepts².
- RED-LIGHT CAMERAS:** Not authorized under state law. While not banned outright, their absence from statute means municipalities cannot implement them without enabling legislation³.
- VEHICLE IMPOUNDMENT:** Municipalities may adopt ordinances to impound vehicles used in second reckless driving offenses, per Wis. Stat. §349.115⁴.

Currently, no Wisconsin municipality uses automated ticketing for speed or red-light violations. Some use automated license plate recognition (ALPR) for investigative and crime-tracking purposes (i.e. Flock Safety Cameras), but not for enforcement.

CLARIFICATION ON RED-LIGHT CAMERAS:

While Wisconsin statutes do not explicitly prohibit the use of red-light cameras, municipalities are not authorized to issue citations based on automated photographic evidence. Under Wis. Stat. §349.06, municipalities may only enforce traffic regulations if specifically authorized by state law. Without such enabling legislation, red-light camera programs are not legally enforceable—even if the equipment is installed. Enforcement would likely be considered preempted by the state traffic code, and attempts to cite violations based solely on camera footage would be invalid under current legal interpretations.



OPPORTUNITIES AND RECOMMENDATIONS FOR MUNICIPALITIES AND COUNTIES

To prepare for future implementation of Automated Enforcement Systems, municipalities like Shorewood and Milwaukee County should consider the following:

- ADVOCATE VIA RESOLUTIONS:** Municipal resolutions can signal public and local support for Automated Enforcement Systems authority.
- DESIGN PILOT CONCEPTS:** Identify high-risk corridors or school zones for potential camera deployment, focusing on lidar-based or mobile systems.
- COORDINATE LEGISLATIVE SUPPORT:** Reengage with previous bill sponsors and build regional coalitions for policy change.
- PUBLIC AND STAKEHOLDER EDUCATION:** Share safety outcomes (e.g., speed cameras reduce fatalities by 20%) and address equity/privacy issues.
- DEPLOY INTERIM STRATEGIES:**
 - Consistently enforce local legislative measures to impound vehicles of repeat reckless driving offenders.
 - Consider expanding non-enforcement tech like ALPR and video monitoring (for example, the City of Sun Prairie has video monitoring that identifies red-light running events but per current law, does not give citations for such events).

APPLICATION TO SHOREWOOD AND MILWAUKEE COUNTY

Shorewood's MSAP and Milwaukee County's CSAP highlight unsafe driving behaviors -- speeding, red-light running, reckless driving -- as critical concerns. Shorewood has experience with ALPR and parking enforcement, and could expand to include noise or lidar-based systems with further legal review.

Milwaukee County can take a leadership role by coordinating advocacy, tracking enforcement gaps, and aligning efforts with Vision Zero strategies. Its countywide perspective provides a platform for shared implementation models, cross-jurisdictional data, and administrative support for future pilots.

LEGISLATIVE HISTORY

Efforts to pilot camera systems in Milwaukee introduced but failed to advance.

Bipartisan [Wisconsin Senate Bill 375](#) is under legislative review and could allow up to 75 red-light and speed cameras in the City of Milwaukee under a five-year pilot.

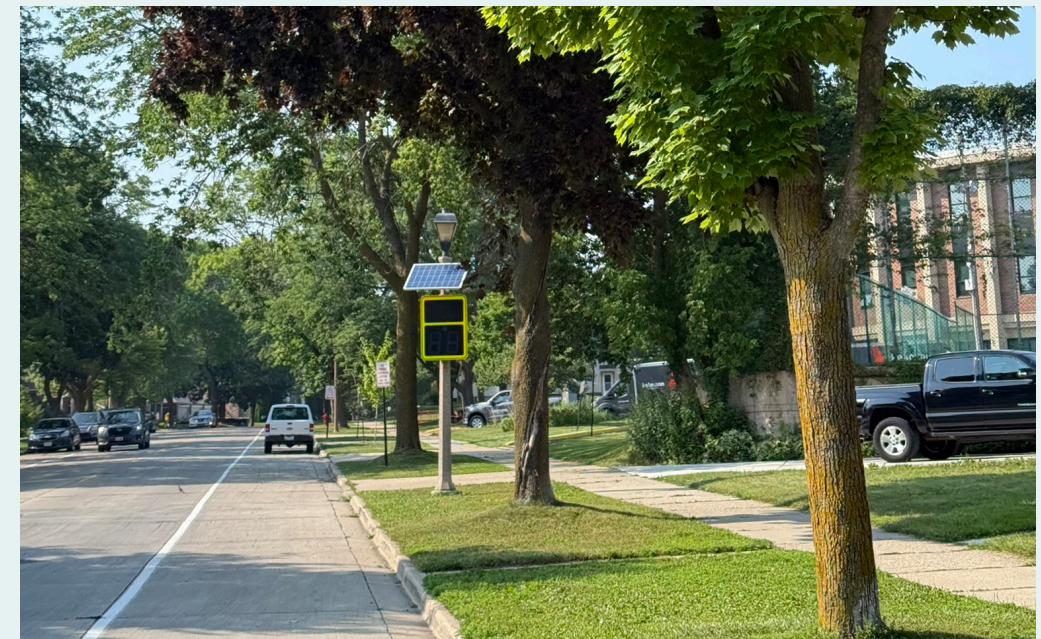


(AB 85 / SB 107): Would have allowed up to 75 red-light and speed cameras in the City of Milwaukee under a five-year pilot. Despite bipartisan sponsorship, the bills did not pass.

» On October 6th, 2025, the Village of Shorewood passed and adopted Resolution No. 2025-10 showing support for the Safer Roads Save Lives Act ([Wisconsin Senate Bill 375/AB 371](#)) and urged the Wisconsin State Legislature and Governor to support and pass the bill into law.

» A public hearing for [Wisconsin Senate Bill 375/AB 371](#) was held on October 7, 2025.

» A fiscal estimate was received by the Wisconsin State Senate on November 3, 2025.



¹ Wis. Stat. §349.02(3)(b) – Prohibits radar-photo speed enforcement

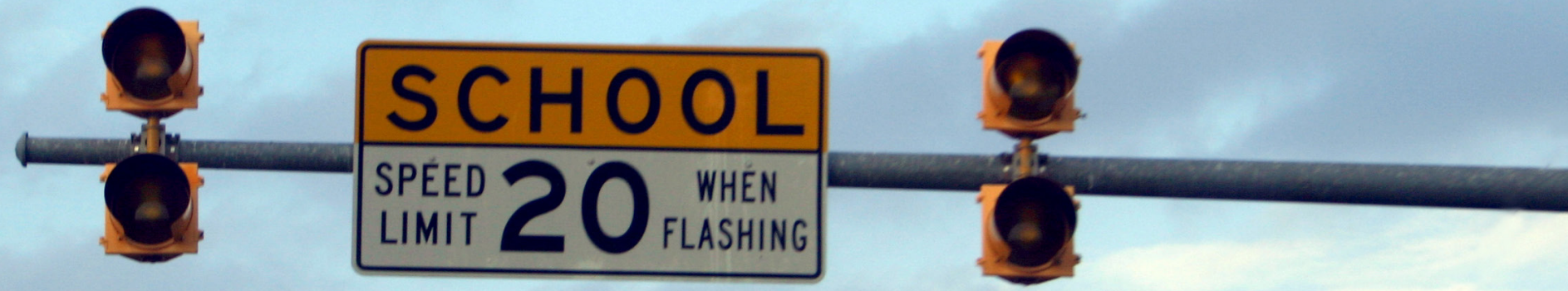
² Shorewood Complete Streets Coalition, Pendleton (2025)

³ Legislative Reference Bureau interpretation (2024)

⁴ Wis. Stat. §349.115 – Vehicle impoundment authority

⁵ AB 85 / SB 107 (2023–24) – AES pilot legislation

SCHOOL ZONE SAFETY TOOLKIT



OVERVIEW:

This section provides an overview of the School Zone Safety Toolkit, a structured framework designed to guide schools and communities through the process of identifying, prioritizing, and addressing safety concerns in school zones. It outlines a practical, step-by-step approach, from assessing current conditions and engaging stakeholders to testing improvements and scaling long-term solutions. The toolkit equips users with templates, checklists, and examples to support each stage of the process. It is recommended that a multi-disciplined group of people take the lead in performing the steps in the toolkit.

The full School Zone Safety Toolkit, including detailed guidance and resources, is provided in **Appendix B**.

MAJOR TASKS (STEP-BY-STEP ROADMAP)

- 1 ASSESS CURRENT CONDITIONS:**
Collect baseline data, observe arrival/dismissal, identify problem areas.
- 2 CONDUCT A WALK AUDIT:**
Walk the school zone with staff, parents, students, and officials to document safety issues.
- 3 ENGAGE STAKEHOLDERS:**
Form a School Safety Team to review findings, set priorities, and assign roles.
- 4 IDENTIFY & PRIORITIZE NEEDS:**
Rank issues by safety risk, feasibility, community support, and equity.
- 5 SELECT SAFETY STRATEGIES:**
Match each problem with proven solutions (drop-off, circulation, visibility, calming).
- 6 TEST & EVALUATE:**
Pilot low-cost measures, gather data and feedback, and refine strategies.
- 7 FUND & SCALE:**
Secure funding, convert pilots into permanent improvements, and expand to other schools.
- 8 USE RESOURCES & TOOLS:**
Apply templates, checklists, and case studies for ongoing success.

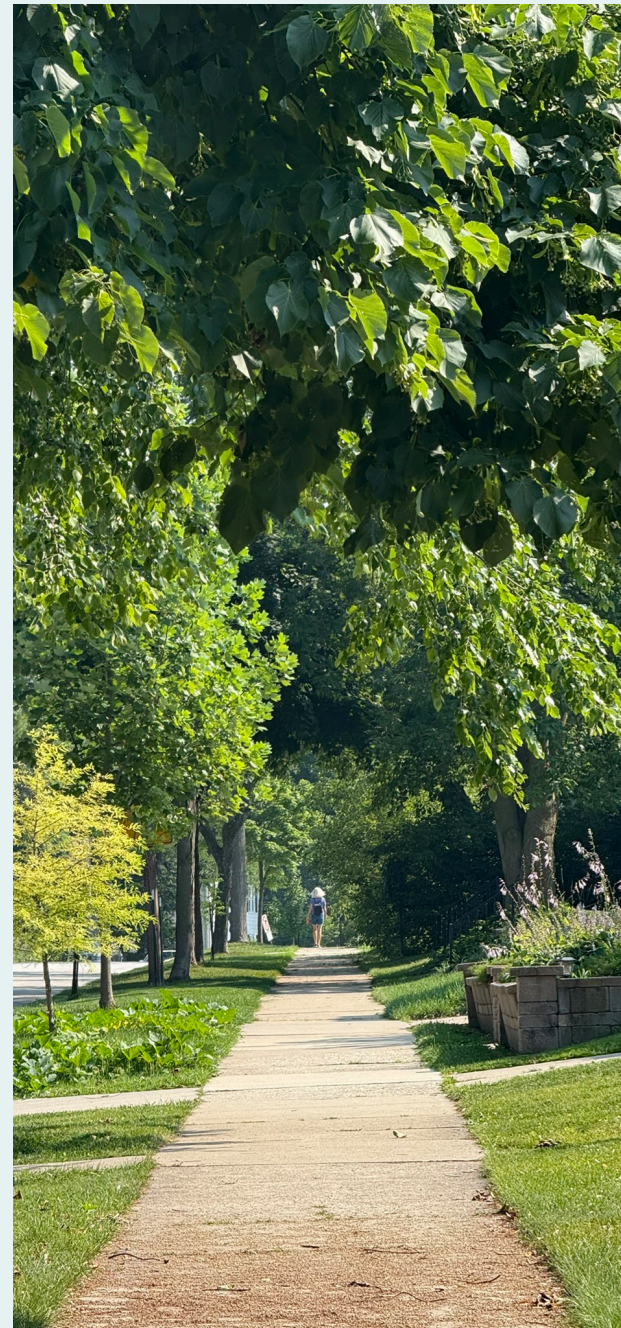
WHAT YOU'LL TAKE AWAY:

- A step-by-step playbook for improving school zone safety.
- Checklists, templates, and visuals to guide walk audits, stakeholder meetings, and prioritization.
- A framework to test ideas quickly before committing to major investments.
- Tools to secure funding and community support for long-term improvements.

BENEFITS:

- **Improved Safety:** Fewer crashes and conflicts between vehicles and students.
- **Better Traffic Flow:** Smoother drop-off/pick-up and circulation.
- **More Walking/Biking:** Safer, more inviting routes to school.
- **Community Engagement:** Stronger partnerships between schools, parents, and local government.
- **Cost-Effective Planning:** Pilots prove what works before investing in infrastructure.

Please see **Appendix B** for the complete School Zone Safety Toolkit, including guidance and resources.



LEADERS WANTED...

Committees, citizens, parent organizations, and advocacy groups are candidates for leading the effort to complete the steps described in this toolkit.

Municipal staff, law enforcement, and school staff members are encouraged to participate, but it is recommended that leading such efforts in communities come from citizens, groups, or organizations.



ENHANCED PUBLIC ENGAGEMENT STRATEGY



OVERVIEW:

The Enhanced Public Engagement Strategy outlines a coordinated approach to educating and engaging Shorewood residents on key transportation safety topics. Building on the Village's 2025 Pedestrian & Bicycle Master Plan, SS4A Demonstration Activities, and Milwaukee County's Vision Zero and Complete Communities initiatives, this strategy connects local outreach to broader regional safety goals. It focuses on clear, accessible education for drivers, pedestrians, and bicyclists—reinforced through community events, seasonal campaigns, and multimedia tools. Various public engagement text templates are shown in **Appendix C**.

HOW TO HELP?

Most municipalities have limited capacity for leading, planning, and participating in engagement events.

Citizens, committees, groups, and / or local businesses can lead, organize, and conduct this engagement.



1. EDUCATIONAL TOPICS FOR SHOREWOOD RESIDENTS:

Based on Shorewood's 2025 Pedestrian & Bicycle Master Plan, SS4A Demonstration Activities, and Milwaukee County's Complete Communities engagement and Safe Streets Action Plan, the following educational topics are recommended:

SLOW SPEEDS NEAR SCHOOLS & CROSSINGS:

Focus on 20–25 mph messaging, explaining the role of speed cushions/tables and traffic circles in reducing speed. Pair with school zone visuals and driver FAQs.

YIELD-TO-PEDESTRIAN LAW REFRESHER (DRIVERS):

Highlight Wis. Stat. §346.24: drivers must yield to pedestrians at marked and unmarked crosswalks. Use graphics to educate road users that unmarked crosswalks at intersections are legal crosswalks.

THE PURPOSE OF STOP SIGNS:

Stop signs are commonly requested, but their designed intent per the Manual Uniform of Traffic Control Devices is to be a traffic control device, not a speed control device. Thus, traffic volumes and / or crash history dictate engineering recommendations for stop signs.

CROSSING BASICS FOR PEDESTRIANS:

Teach seniors and families to choose safe crossing points, make eye contact with drivers, and avoid sudden entry into traffic. Large-print cards and 'mock crosswalk' activities for children.

BIKE VISIBILITY AT DUSK AND WINTER:

Promote Wisconsin's bike light law (Wis. Stat. §347.489). Provide fall time-change reminders and bike light giveaways.

DRIVEWAY/ALLEY & SIDEWALK ETIQUETTE:

Remind drivers and bicyclists to yield when crossing sidewalks/alleys, and encourage audible signals when passing.

WINTER WALKING AND SIDEWALK CLEARING:

Village ordinance requires sidewalks cleared within ~12 hours after snowfall. Communicate this annually through mailers, social media, and/or utility bill inserts.

SAFE SYSTEM 101 & VISION ZERO ALIGNMENT:

Explain Milwaukee County's Vision Zero 2037 goal, showing how local traffic calming connects to countywide safety outcomes.

HOW TO USE TRAFFIC CIRCLES / MINI-ROUNDBABOUTS:

Educate drivers on proper navigation: slow to 15–20 mph, yield to circulating traffic, no passing in the circle. Short animations and simple diagrams recommended.

2. ENGAGEMENT OPTIONS:

The following table outlines potential community engagement options with dates, estimated reach, activity suggestions, costs, and effort levels.

Outreach	Activity	Timing	Est. Reach	Cost	Effort
Library/DPW/NSHD Events	Lightning talks, winter sidewalk cards, dusk visibility flyers	Oct–Dec (Annually)	50–200 per event	\$	Low–Med
School Back-to-Safety Campaign	Backpack flyers, car-line signs, bike light giveaway	Sep–Oct; Jan (Annually)	1.5–2.5k families	\$–\$\$	Medium
Winter Walking & Sidewalk Clearing	Mailers: snow/ice clearing, crossing tips	Nov–Feb (Annually)	6,000–7,000 households	\$\$–\$\$\$	Medium
Shorewood Farmers Market (Estabrook Park)	Pop-up booth, Yield quiz spinner, bike light giveaway, QR pledge cards	October (Annually)	800–1,200 onsite/day; 3–5k online	\$\$\$–\$\$\$\$	High
Fish & Feather Festival (Hubbard Park)	Booth, Walk Audit in a Box, kids' coloring sheets	October (Annually)	1,000+	\$–\$\$	Medium
Village Social Media + Website	Monthly One Safety Thing tiles, short animations	Year-round	1–5k per post	\$	Low
Utility Bill Inserts	Winter walking, dusk visibility	Year-round	3–4k households	\$	Low
Business District (BID)	Storefront clings, bag stuffers	Year-round	1–3k shoppers	\$–\$\$	Low–Med

3. TEMPLATES & MATERIALS:

To streamline future campaigns, the following templates should be created and maintained in editable formats:

- **Message Tiles (social media & web):** Fewer crashes and conflicts between vehicles and students.
- **One-Page Flyers / Rack Cards:** Seniors (crossing safety + sidewalk rules), Families (school zone safety).
- **Booth Kit:** Banner, spinner quiz (5 safety Qs), pledge board, QR code to Village safety pages.
- **Micro-Animations:** 15-30 second clips showing crosswalk yielding, dusk bike visibility, and mini-circle navigation.
- **Walk-audit Cards:** Simple observation sheets for residents to log safety issues at events.

4. STAFFING & BUDGET – EVENT EXAMPLE:

Staffing model for an event :

- Event lead (Village or Consultant)
- 2–4 community volunteers per event
- Subject-matter helper (DPW/Police)
- School liaisons (PTO/PTA)

Staffing model for an event :

- Print materials: \$600–\$900
- Giveaways (lights, helmets, bells): \$700–\$2,500
- Animations: \$0–\$2,000 (templated vs. custom)
- Booth fees: \$0–\$300

Total Range: \$1,300–\$5,700 (scalable with sponsors)

5. MEASUREMENT & EVALUATION:

Key metrics include:

- **Leading:** Pledges, giveaways distributed, quiz results, event signups.
- **Lagging:** Crash trends near schools/corridors, crosswalk complaints, school travel-mode counts.

Leverage [Milwaukee County's Motor Vehicle Collision Dashboard](#).

SUPPLIES NEEDED

Equipping your engagement team with basic supplies is essential.

Minimum supply needs (~\$1,000)

- » Pop-up tent
- » Folding table
- » Folding chairs
- » Handout material

To enable more engaging experiences, also provide: (\$1,000 - \$5,000+)

- » Tablecloth
- » Banners
- » Games and/or activities
- » Giveaways related to traffic safety
- » Social media sharing of engagement activities

It is suggested that Shorewood provide the minimum supply needs listed above, which could help attract volunteers and leaders to plan and execute engagement activities.

POLICY GUIDANCE FOR E-SCOOTERS & SIDEWALK BIKING

OVERVIEW:

In a community where sidewalks, bike lanes and trails are already part of everyday life, the next step is embracing the electric-powered options that complement them. Shorewood is poised to extend its legacy of active transportation into the era of e-bikes and e-scooters. For county-owned facilities, such as the Oak Leaf Trail, the Village should collaborate closely with the County to establish clear, consistent guidelines that respect Shorewood's boundaries while supporting safe and convenient use of these emerging modes.

Policies regarding e-bikes and e-scooters are in their infancy and can vary greatly from one community to the next. Many states, including Wisconsin, are having active discussions about legal statutes pertaining to e-bikes and e-scooters. In the meantime, local communities are searching for answers. Information in the subsequent sections describes current practices in Shorewood, practices in nearby communities, what some bigger cities are doing and, lastly, some best practices throughout the country.

CURRENT PRACTICES IN SHOREWOOD

Shorewood permits e-scooters on sidewalks unless otherwise posted. Scooters are treated similarly to bicycles under [Wisconsin Act 11 \(2019\)](#), which allows local regulation but does not require helmet use or licensing. Riders must obey standard traffic laws and equip scooters with lights at night.

Shorewood currently prohibits sidewalk biking in business districts and is now exploring broader policy options for both e-scooters and bicycles to minimize conflict and improve pedestrian safety.

OPTIONS FOR SHOREWOOD:

1 INFRASTRUCTURE IMPROVEMENTS TO CONSIDER:

- **Sidewalk dismount zones:** Post signage in commercial districts and around schools indicating "Walk Your Ride – No Bikes or Scooters on Sidewalk."
- **Traffic calming:** Continue implementing features like curb extensions and mini-circles to slow vehicle speeds and make on-street riding safer.

2 ENFORCEMENT STRATEGIES TO CONSIDER:

- **Update ordinances:** Prohibit e-scooters from sidewalks in high-pedestrian zones; define speed limits (i.e. 15 mph); establish penalties for violations.
- **Targeted enforcement:** Assign officers to monitor busy areas during high-conflict times; issue warnings and citations to encourage behavior change.
- **Regional Consistency:** Coordinate with neighboring municipalities to ensure consistent rules and enforcement across.
- **Data-Driven Deployment:** Use crash/speed data to guide enforcement at known problem spots.

3 EDUCATION AND OUTREACH:

- **Public Awareness Campaign:** Launch a "Share the Shorewood Streets" initiative with clear visuals, FAQs, and reminders about rules.
- **School-Based Engagement:** Partner with Shorewood Schools to promote safe scooter and bike behavior among youth.
- **Business District Messaging:** Work with local businesses to post signs and distribute safety materials.
- **Operator Education:** If a scooter-share vendor is allowed, require geo-fencing of no-ride zones, in-app safety tips, and data sharing with the Village.



CASE STUDIES:

PRACTICES IN NEARBY COMMUNITIES:

- **Whitefish Bay** prohibits adults from biking on sidewalks; only children under 12 may ride on sidewalks. While they do not currently host scooter share programs, some residents have raised safety concerns about e-scooter use and speeding.
- **Glendale / Bayside / River Hills / Fox Point** published municipal codes in these municipalities do not prominently feature broad sidewalk-riding e-scooter or bicycle exceptions; many municipalities reference state default rules (Wis. Stat. § 346.804 / § 346.805) which allow local regulation of sidewalk riding for both bicycles and e-scooters.

PRACTICES IN WISCONSIN:

- **Madison** allows bicycling on sidewalks except in areas where buildings abut the sidewalk (typically downtown or dense commercial corridors). E-scooters are regulated under local ordinances: sidewalk riding is restricted in high pedestrian areas (e.g. State Street), and scooters must comply with traffic laws, lighting, and speed rules.
- **Milwaukee** prohibits operating e-scooters on sidewalks in most areas, directing riders instead to streets or bike lanes. Bicycling on sidewalks is broadly prohibited under city code (public sidewalks, pedestrian paths, etc.), with limited exceptions allowed by signage or special designated paths.

BEST PRACTICE EXAMPLES VISION ZERO LEADERS:

- **Hoboken, NJ** explicitly prohibits e-scooter riding on sidewalks (shared or private); scooters must use roadways or bike lanes. Hoboken also enforces against sidewalk riding of e-bikes (Class 1/2) via police summonses, including for violations of no-sidewalk rules. Non-motorized bicycles are allowed on sidewalks, but riders must yield to pedestrians and ride no faster than walking speed.
- **Portland, OR** prohibits e-scooter riding on sidewalks or in crosswalks; scooters must use streets, bike lanes, or multi-use paths, and yield to pedestrians. Portland also couples its micromobility program with rules about scooter parking (must lock to bike racks or signposts) to keep sidewalks clear and integrates these rules into its Vision Zero framework. Non-motorized bicycles are generally allowed to ride on sidewalks, except in downtown (or dense core) zones where sidewalk riding is explicitly prohibited by city ordinance.

FINAL NOTES

Going forward, Village officials should continue collaborating with MCDOT and neighboring municipalities to ensure policy consistency and share lessons learned. In addition to consistent policy, the importance of education should not be overlooked as e-bikes and e-scooters are emerging quickly and are a substantial change compared to non-motorized bikes and scooters.

With a proactive, well-rounded approach to micro-mobility management, Shorewood will foster safer streets for pedestrians, cyclists, e-scooter riders, and drivers alike, creating a local model that reflects the goals of both the MSAP and the Milwaukee County Complete Communities initiative.

GRANT STRATEGY AND FUNDING GUIDANCE



OVERVIEW:

Shorewood can leverage federal, state, regional, and private grant programs to advance safety and mobility goals. This section highlights key funding opportunities and strategies, with more detailed information in **Appendix D**.

POTENTIAL FUNDING SOURCES:

Program	Purpose	Eligible Uses	Deadline
Safe Streets and Roads for All (SS4A) (80% aid)	Supports local initiatives to prevent roadway fatalities and serious injuries.	Action Plans, demonstration activities, and infrastructure implementation.	The 2025 deadline has passed, June 26, 2025 at 5:00 PM EDT and is administered by USDOT. Additional funding cycle expected in 2026.
Transportation Alternatives Program (TAP) (80% aid)	Funds smaller-scale transportation projects that improve safety and accessibility for non-drivers.	Sidewalks, bike lanes, crosswalks, Safe Routes to School.	Solicitations are typically October of every year and is administered by WisDOT and SEWRPC.
Surface Transportation Program - Urban (STP-U) (80% aid)	Provides flexible funding for urbanized areas to improve transportation infrastructure.	Roadway reconstruction, safety enhancements, multimodal improvements.	Solicitations are typically October of every year and is administered by WisDOT and SEWRPC.
Congestion Mitigation and Air Quality (CMAQ) (80% aid)	Targets projects that reduce traffic congestion and improve air quality.	Public transit enhancements, bicycle/pedestrian facilities, ridesharing programs and facilities, and technologies that improve traffic flow and vehicle emissions.	Solicitations are typically September of every year and is administered by WisDOT and SEWRPC.
Highway Safety Improvement Program (HSIP) (90% aid)	Achieve a significant reduction in traffic fatalities and serious injuries on all public roads.	Intersection safety improvements; installing/modifying traffic signals; installing signs, delineators, flashing warning lights.	The 2026 deadlines are February 15th and August 15th and is Federal Reimbursement Program administered by WisDOT.
Carbon Reduction Program (CRP) (80% aid)	Targets projects that reduce transportation emissions.	Bicycle/pedestrian facilities, energy efficient street light and traffic control devices, and technologies that improve traffic flow and vehicle emissions.	The FFY 2029 and 2030 CRP funding is expected to occur in 2026 and is Federal Program administered by WisDOT.

Program	Purpose	Eligible Uses	Deadline
Better Utilizing Investments to Leverage Development (BUILD) (Depends on project and award terms)	Funds surface transportation infrastructure elements.	Full list: BUILD Eligible Uses .	Not made public yet. Previous applications due January 30, 2025.
Wisconsin Local Road Improvement Program (LRIP) (50% typical share under LRIP-Discretionary, up to 70% under Supplemental component)	Improving seriously deteriorating county highways, municipal streets in cities and villages, and town roads.	Only improvements to existing county highways, city/village streets, or two roads under local jurisdiction are eligible. Eligible uses include reconstruction, resurfacing, reconditioning, structure (bridge) work, design, feasibility studies, right-of-way, engineering, and other integral components of a road project.	Projects awarded every 2 years on a biennial budget cycle. <ul style="list-style-type: none"> November 1, 2025: Applications due to County Highway Commissioners. January 15, 2026: Applications due to WisDOT. April 1, 2026: Target date to execute FY 2026-funded SMAs.
Active Transportation Infrastructure Investment Program (ATIIP) (Avg. grant between \$10,000 and \$12,000)	Improve the safety, efficiency, and reliability of active transportation networks and communities.	Bicycle/pedestrian facilities such as sidewalks, bikeways, trails.	TBD as FY2025 funding uncertain and is administered by USDOT.
AARP Community Challenge (Livable Communities Grants) (Avg. grant between \$10,000 and \$12,000)	Supports community-led projects that make neighborhoods more livable for people of all ages through improvements in public spaces, transportation, housing, and civic engagement.	Quick-build street safety or walkability improvements (signage, temporary curb extensions, crossings).	March 2026 (annual spring cycle).
PeopleForBikes Community Grants (Avg. grant between \$5,000 to \$10,000)	Supports local projects that expand access to safe bicycling by funding bike infrastructure and facilities that encourage riding in communities.	Bike racks, signage, paint, short trail segments, feasibility studies.	Expected late 2025.

CONCLUSIONS & NEXT STEPS



OVERVIEW:

The Village of Shorewood is continually engaged with improving traffic safety throughout its active community. The following recommendations are provided based on the analysis performed in this study:

ACTIONABLE NEXT STEPS:

Action	Timing	Suggestions
Solicit for citizen / group leaders to organize and perform actions in School Zone Safety Toolkit	Winter/Spring 2026	Reach out to school district to help find leaders to take on this initiative and also discuss the level of city-staff involvement needed.
Consider investing local funds (<\$10,000 annually) to create an enhanced public engagement strategy.	Winter 2026 and annually thereafter	Use funds to purchase and annually restock engagement materials. Coordinate with entities, such as law enforcement, to plan activities and purchases.
Consider applying for SS4A funding in Spring 2026 to do additional pilot projects and/or creating a robust public engagement and outreach strategy.	Spring 2026	SS4A planning funds have low-levels of competition and the 20% local match can be covered by in-kind staff contributions (i.e., virtually zero cost to Shorewood).



ADDITIONAL ACTIONS TO CONSIDER:

- ✔ Emphasize preventative action in “high exposure” areas (e.g., near schools, parks, or busy intersections)
- ✔ Highlight public demand (via surveys or meeting input)
- ✔ Use age-specific or disability-access data (e.g., aging population, ADA curb ramps)
- ✔ Coordinate with regional goals like Vision Zero or Complete Streets
- ✔ Continue to monitor e-bike and e-scooter policies while looking for opportunities to educate the public about them
- ✔ Pursue funding and/or technical assistance to complete comprehensive corridor studies of state or county jurisdiction roadways.
- ✔ Utilize the [Milwaukee County Comprehensive Safety Action Plan's Safer Streets Toolkit \(p. 74\)](#) when appropriate/feasible on local streets and roadways.
- ✔ Implement the Complete Streets ordinance adopted on August 4, 2025 and work with Milwaukee County staff who can support with technical guidance and partnerships on county owned facilities.
- ✔ Declare a formal commitment to achieving Vision Zero by 2037, aligning with Milwaukee County's timeline, to demonstrate regional collaboration and prioritize the elimination of traffic-related fatalities and serious injuries.





A

APPENDIX A MEETING-IN-A-BOX

Complete Communities Meeting in a Box

A Safety Action Plan Engagement Kit

OVERVIEW

What is Meeting in a Box?

Meeting in a Box (MiaB) is a resource for municipal leaders and staff to conduct public engagement in their communities. This MiaB is designed to support the Safety Action Plan (SAP) process as an “out of the box” product. In other words, the resources in this package can be used to engage the community at any stage, from project scoping all the way to SAP adoption and beyond.

How to Use this Resource

1. Review all the enclosed materials after reading this Overview.
2. Read Tips for Planning a Public Meeting and make a plan for how you will engage your community.
3. Choose which Worksheets you will use and print enough for all participants to fill one out. You may use all three Worksheets or choose one or two that work best for you.
4. Host your public meeting, using the Facilitation Guide to ask the right questions.
5. Collect and analyze feedback from the public meeting, using the Data Collection Sheet.
6. Use feedback findings to inform your decision making and planning efforts.

Contents

- Tips for Planning a Public Meeting
- Facilitation Guide
- Worksheet A: “Getting Around Your Neighborhood”
- Worksheet B: Headline Posters
- Worksheet C: “Pinpointing Safe Streets Projects”
- Safe Streets Toolkit (English & Spanish)
- Data Collection Sheet



Tips for Planning a Public Meeting

Use this as a step-by-step checklist as you plan your public meeting. There are five main steps to remember:

1. Plan it
2. Promote it
3. Prep for it
4. Host it
5. Follow up

Plan it

- Set a date.** Choose a date and time when more people are likely to attend. Early evenings and weekends are often better for people with regular day jobs or families.
- Choose a location.** When selecting an in-person location, be mindful of its proximity to public transit, accessibility for wheelchair users, presence of navigable wayfinding, and any other aspects that enhance comfort for guests.

TIP 1: MiaB is designed for in-person engagement, but it is important to consider the tradeoffs between in-person events and virtual meetings. In-person events can foster greater connections with residents and stakeholders, but participants may have a harder time reaching the event location due to schedule or lack of transportation. Virtual meetings are often easier to access for participants, but there are barriers to sharing high-quality, meaningful feedback through a device.

TIP 2: Aligning your meeting with an existing community event like a farmers' market or street festival is a great way to solicit participation where people are already gathered.

Promote it

- Create promotional materials.** Make sure there are multiple ways a potential participant can learn about the meeting. This could mean a combination of social media posts, newsletter blurbs, and “out-of-home” marketing such as mailers or flyers that can be posted in areas with a lot of foot traffic.
- Promote early and often.** Potential participants will need to learn about the meeting two to three weeks before the event, and reminder notices can go out one to two days in advance.

TIP 1: If you are targeting a particular audience, send out calendar invites to key individuals or local organizations who can spread the word even further.

TIP 2: Information for participant accommodations, such as ASL interpretation or real time captioning, should be offered in promotional materials such as RSVP forms or meeting registration pages.

Facilitation Guide

Complete Communities Meeting in a Box

Welcome Table

While not part of this kit, having a welcome table or a staff person to greet participants is a great way to make a public meeting inviting. This is also a good place to set expectations for the meeting or hand out any additional materials you may want to share (i.e. informational pamphlets, giveaways, swag, etc.).

Worksheet A: "Getting Around Your Neighborhood"

Purpose: to gather basic information about the community's travel habits and priorities for getting around

How to facilitate:

- Hand participants a worksheet and explain what it is.
"This worksheet asks about how you get around [community]. In your answers, think about the way you get around your neighborhood or city/village in particular. On the back side, you have an opportunity to tell us how you balance different values as you travel around the community."
- Participants will complete worksheets on their own and hand them back to staff when complete.

Questions to spark conversation with participants:

"Can you tell me more about how you get around?"
"Can you tell me about how you balanced the values on the back page of this activity? What does each one look like in your daily travel?"

Worksheet B: Headline Posters

Purpose: to gather consensus about safety messaging and empower community members to share it with others

How to facilitate:

- Spread different headline sheets out on a table and invite participants to pick one that resonates with them and complete the headline.
- Options for sharing:
 - Have participants pin or tape their posters in one consolidated area like a blank wall.
 - Take a photo of each participant (with their consent) and share on social media.
 - Prompt participants to post their own photo on social media and present their poster somewhere visible in their community.
- Optional: print on corrugated plastic so participants can use as a lawn sign.

Questions to spark conversation with participants:

"Would you share this message with others in your neighborhood?"
"Is there anything new you thought about while creating your headline?"
"What do you think is most important to share with others about traffic safety?"
"How do you think we can work together to improve traffic safety in our community?"

Getting Around Your Neighborhood

Let's talk about the fundamentals of transportation: how you get around. The decisions you make about how to get around your community are useful for building a system that works for everyone.

Fill out the questions below to tell us more before completing the exercise on the back of this sheet.

1 How do you typically get around your community? *Circle all that apply.*



I walk/roll



I bike or scooter



I drive or get a ride



I take transit

2 Why do you choose these transportation modes to get around your community?

3 Is there another way you would like to get around your community (but don't currently)?

No

Yes (circle which mode(s) you would use more):

Walk/roll

Drive, carpool, or get a ride

Bike or scooter

Transit

4 If you answered yes to Question 3 above, what would make you use this mode?

DON'T FORGET THE BACK SIDE! →

A commitment to traffic safety requires all of us to do our part.

I drive safely for...

Share this with your neighbors and see how they contribute to safer streets!

A commitment to traffic safety requires all of us to do our part.

I make my streets safer by...

Share this with your neighbors and see how they contribute to safer streets!

A commitment to traffic safety requires all of us to do our part.

My community can achieve zero deadly car crashes by...

Share this with your neighbors and see how they contribute to safer streets!

Pinpointing Safe Streets Projects

Tell us where you would like to see new traffic safety improvements to help us prioritize future projects. See the *Safe Streets Toolkit* for more information on safety improvements.

- 1 Name up to 3 locations (intersections or streets) in your community where you would like to see new traffic safety projects.
- 2 Tell us what should be improved at these locations.
- 3 Rank your examples from highest priority (#1) to lowest priority (#3).

<input style="width: 100%; height: 100%;" type="text"/>	
RANK	INTERSECTION OR STREET
What would you improve about this location?	

<input style="width: 100%; height: 100%;" type="text"/>	
RANK	INTERSECTION OR STREET
What would you improve about this location?	

<input style="width: 100%; height: 100%;" type="text"/>	
RANK	INTERSECTION OR STREET
What would you improve about this location?	



MEET THE SAFER STREETS TOOLKIT

Learn about the toolkit items and discover the impact they have from the point of view of a pedestrian, cyclist, and vehicle user.

LOW COST TOOLS



SLOW ZONES / REDUCED SPEED

Speed limits are reduced on key corridors or within larger zones around schools, parks, or other key locations.



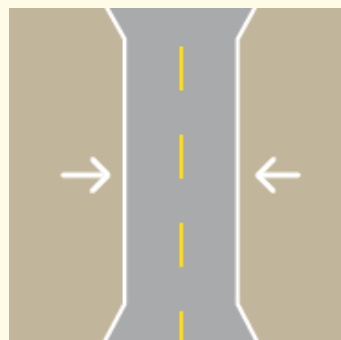
Makes it easier to cross the street or walk alongside traffic



Creates a lower stress environment for biking on the street



Allows for better visibility of other road users and slows traffic



LANE NARROWING

Reductions in the width of a travel lane to encourage a slower speed of travel.



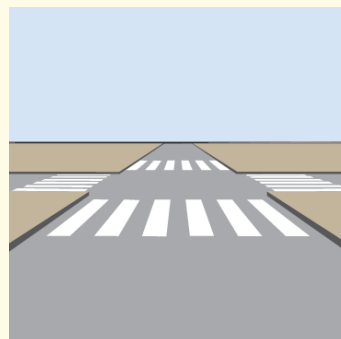
Makes walking along the street more comfortable



Makes biking alongside moving traffic less stressful



Encourages drivers to travel at appropriate speeds



HIGH VISIBILITY CROSSWALK

Crosswalks that are clearly marked with paint in a manner that is highly visible to all users, especially drivers moving at higher speeds.



Increases visibility of pedestrians when crossing



Clearly identifies where to yield to pedestrians



Increases visibility of pedestrians crossing the street



PEDESTRIAN GATEWAY SIGN

Narrowing lanes and placing signs at strategic locations to slow vehicles in areas with higher pedestrian activity.



Prioritizes pedestrian travel at busy crossings



Slow vehicles speeds and identifies where to yield to pedestrians



Alerts drivers to possible interactions with pedestrians



CONOZCA EL KIT DE HERRAMIENTAS PARA CALLES MÁS SEGURAS

Conozca los artículos del kit de herramientas y descubra el impacto que tienen desde el punto de vista de un peatón, un ciclista y un conductor de un vehículo.

HERRAMIENTAS DE BAJO COSTO



ZONAS LENTAS/VELOCIDAD REDUCIDA

Los límites de velocidad se reducen en rutas clave o dentro de zonas más grandes cerca de escuelas, parques u otros lugares clave.



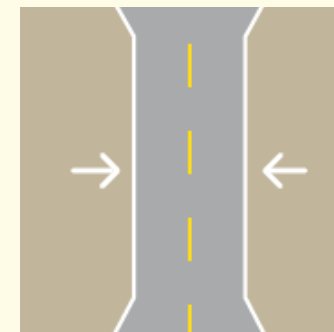
Hace que sea más fácil cruzar la calle o caminar junto al tráfico



Crema un entorno de menor estrés para andar en bicicleta en la calle



Permite una mejor visibilidad de otros usuarios de la ruta y ralentiza el tráfico



ESTRECHAMIENTO DEL CARRIL

Reducciones en el ancho de un carril de circulación para fomentar una velocidad de desplazamiento más lenta.



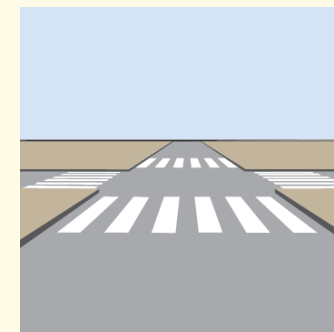
Hace que caminar por la calle sea más cómodo



Hace que andar en bicicleta junto al tráfico en movimiento sea menos estresante



Anima a los conductores a viajar a velocidades adecuadas



CRUCE DE PEATONES ALTAMENTE

Cruces de peatones que estén bien marcados con pintura de manera que sean altamente visibles para todos los usuarios, sobre todo los conductores que circulan a mayor velocidad.



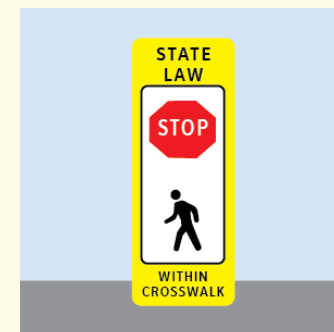
Aumenta la visibilidad de los peatones cuando cruzan



Identifica claramente dónde se debe ceder el paso a los peatones



Aumenta la visibilidad de los peatones que cruzan la calle



CARTEL DE ENTRADA PEATONAL

Estrechamiento de carriles y colocación de carteles en lugares estratégicos para reducir la velocidad de los vehículos en zonas con mayor actividad peatonal.



Prioriza el paso de peatones en cruces transitados

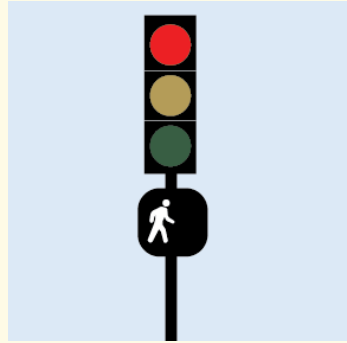


Los vehículos reducen la velocidad e identifican dónde deben ceder el paso a los peatones



Alerta a los conductores sobre posibles interacciones con peatones

LOW COST TOOLS



LEADING PEDESTRIAN INTERVAL

Pedestrians receive a walk signal prior to vehicles receiving a green light.



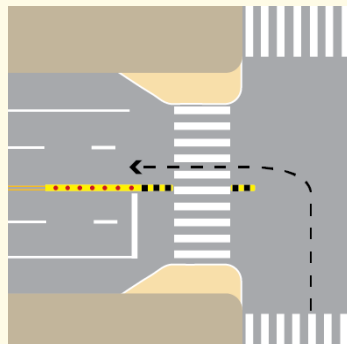
Increases time for pedestrians to cross the street



Delays the flow of traffic



Gives pedestrians more time to cross so the crosswalk is clear sooner



LEFT TURN TRAFFIC CALMING

Devices used to slow down left-turning vehicles at intersections.



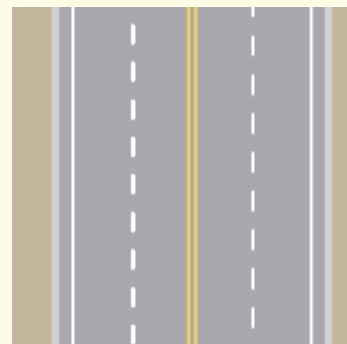
Increases visibility of pedestrians in the crosswalk



Slows drivers turning left across a cyclist's path



Reduces turning conflicts with pedestrians, cyclists, and oncoming traffic



EDGE LINES AND PARKING LANES

Painted lines to emphasize narrower travel lanes and separate them from the curb, gutter, or parking lane.



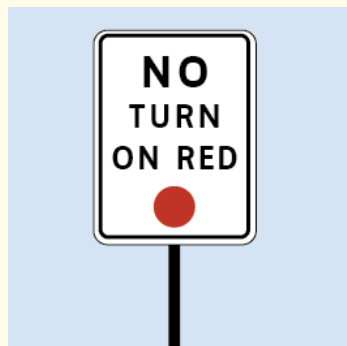
Creates a clear buffer between moving traffic and pedestrians



Clearly identifies where drivers should and shouldn't travel



Emphasizes narrow travel lanes that slow traffic to appropriate speeds



RESTRICT RIGHT TURN ON RED

Signage indicating that right turns on a red light are not allowed.



Prevents cars from turning into the crosswalk while looking for oncoming traffic

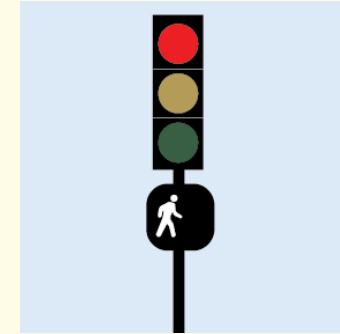


Prevents cars from turning into the bike lane while looking for oncoming traffic



Reduces the need to look for multiple conflict points before turning

HERRAMIENTAS DE BAJO COSTO



INTERVALO PRINCIPAL PARA PEA-

Los peatones reciben una señal para caminar antes de que los conductores de vehículos vean la luz verde.



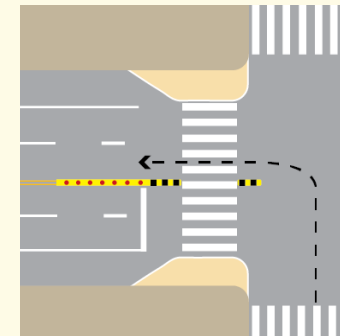
Aumenta el tiempo para que los peatones crucen la calle



Retrasa el flujo de tráfico



Da a los peatones más tiempo para cruzar, de modo que el cruce de peatones se despeja antes



MODERACIÓN DEL TRÁFICO PARA EL GIRO A LA IZ-

Dispositivos que se usan para reducir la velocidad de los vehículos que giran a la izquierda en las intersecciones.



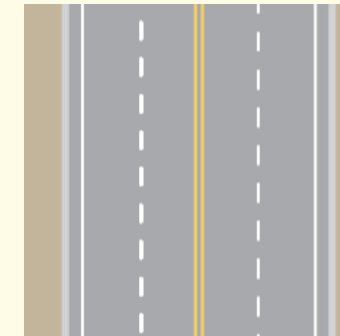
Aumenta la visibilidad de los peatones en el cruce de peatones



Reduce la velocidad a los conductores que giran a la izquierda en el camino de un ciclista



Reduce los conflictos de giro con peatones, ciclistas y el tráfico que viene en sentido contrario



LÍNEAS EN LOS BORDES Y CARRILES DE ESTACIO-

Líneas pintadas para resaltar los carriles de circulación más estrechos y separarlos de la acera, la cuneta o el carril de estacionamiento.



Crea una barrera clara entre el tráfico en movimiento y los peatones



Identifica claramente dónde los conductores deben y no deben viajar



Resalta los carriles de circulación angostos que reducen el tránsito a velocidades apropiadas



RESTRICCIÓN DEL GIRO A LA DERECHA CUANDO ESTÉ

Señalización que indica que no se permite girar a la derecha con un semáforo en rojo.



Evita que los autos giren hacia el cruce de peatones mientras miran el tráfico que viene en sentido contrario

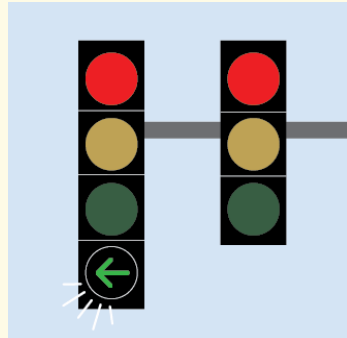


Evita que los autos giren hacia el carril de bicicletas mientras miran el tráfico que viene en sentido contrario



Reduce la necesidad de prestar atención a diversos puntos de conflicto antes de girar

MEDIUM COST TOOLS



LEFT TURNING LANES

Dedicated left turn lanes and traffic signals that allow cars to turn left separate from oncoming traffic.



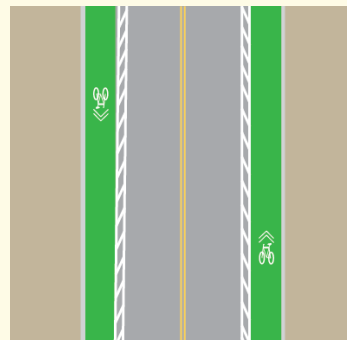
Reduces interactions with cars turning left into the crosswalk



Reduces conflicts with cars navigating the intersection



Improves traffic flow at intersections



PROTECTED BIKE LANES AND INTERSECTIONS

Dedicated space in the street for cyclists physically separated by barriers and paint.



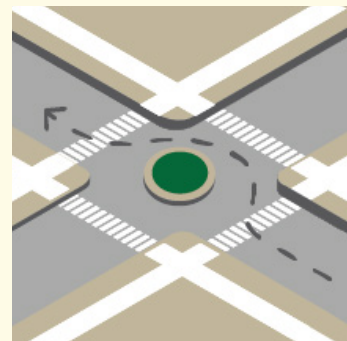
Increases the buffer between pedestrians and the flow of traffic



Creates a dedicated space for bicycles with physical protection from cars



Provides space for bikes outside of the vehicle travel lane



RESIDENTIAL ROAD TRAFFIC CALMING

Devices that are used to slow traffic primarily on residential streets, including speed humps, traffic circles, chicanes, traffic diverters, etc.



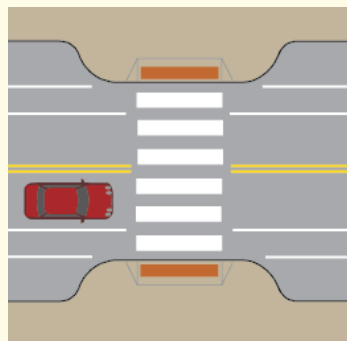
Makes walking more comfortable by slowing vehicle speeds



Makes cycling more comfortable by slowing vehicles



Creates a better environment for people inside and outside vehicles



MID-BLOCK CROSSINGS

A crosswalk between two intersections that is typically accompanied by pedestrian signage and/or curb bump-outs.



Increases visibility of pedestrians when crossing

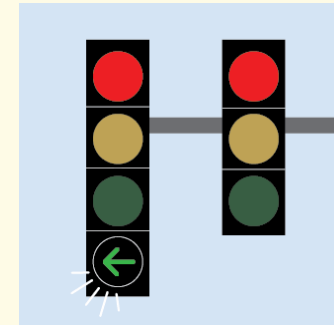


Clearly identifies where to yield to pedestrians



Alerts drivers to possible interactions with pedestrians and slows them down

HERRAMIENTAS DE COSTO MEDIO



CARRILES PARA GIRO A LA IZQUIERDA-

Carriles exclusivos para girar a la izquierda y carteles de tráfico que permiten a los autos girar a la izquierda separados del tráfico que viene en sentido contrario.



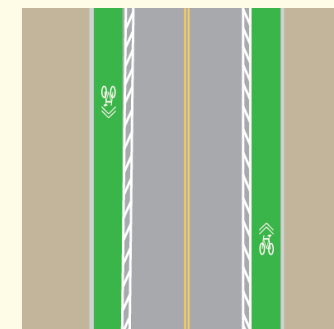
Reduce las interacciones con los autos que giran a la izquierda en el cruce de peatones



Reduce los conflictos con los autos que circulan por la intersección



Mejora el flujo de tráfico en las intersecciones



CARRILES E INTERSECCIONES PROTEGIDOS PARA

Espacio en la calle dedicado a ciclistas que está separado físicamente por barreras y pintura.



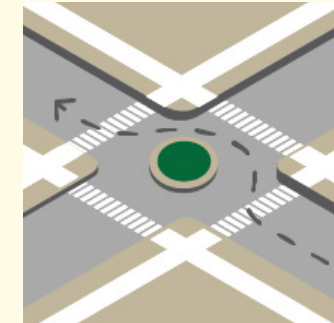
Aumenta la separación entre los peatones y el flujo de tráfico



Creación de un espacio dedicado a ciclistas que los protege físicamente de los autos



Da espacio para bicicletas fuera del carril de circulación del vehículo



MODERACIÓN DEL TRÁFICO DE LA RUTA RESIDEN-

Dispositivos que se usan para reducir la velocidad del tráfico principalmente en calles residenciales, incluyendo badenes, rotondas, chicanes, desviadores de tráfico, etc.



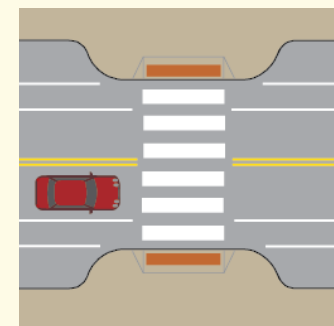
Hace que caminar sea más cómodo porque reduce la velocidad de los vehículos



Hace que andar en bicicleta sea más cómodo porque reduce la velocidad de los vehículos



Creación de un mejor entorno para las personas dentro y fuera de los vehículos



CRUCES A MITAD DE LA CUADRA

Un cruce de peatones entre dos intersecciones que normalmente va acompañado de señalización para peatones o topes en las aceras.



Aumenta la visibilidad de los peatones cuando cruzan

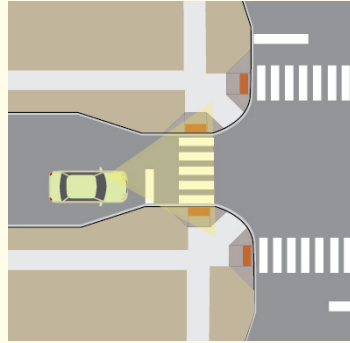


Identifica claramente dónde se debe ceder el paso a los peatones



Alerta a los conductores sobre posibles interacciones con peatones y hace que reduzcan la velocidad

MEDIUM COST TOOLS



INTERSECTION DAYLIGHTING AND BUMP-OUTS

Flex posts or concrete that narrow the street at the intersection to improve visibility and shorten crossing distances.



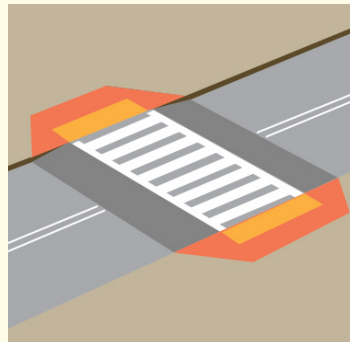
Shortens pedestrian crossing distances



Increases cyclist visibility at the intersection approach



Increases visibility of pedestrians and oncoming traffic



RAISED CROSSINGS AND INTERSECTIONS

Crosswalks or intersections that are vertically elevated to sidewalk level to calm vehicle traffic.



Increases visibility of pedestrians and slows vehicles at crossings

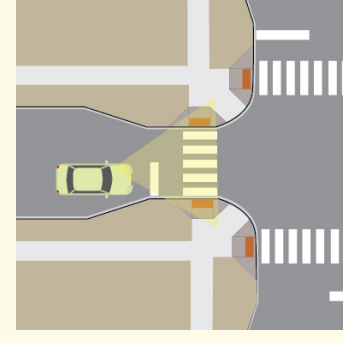


Clearly identifies where to yield to pedestrians



Clearly indicates that drivers are crossing a pedestrian zone

HERRAMIENTAS DE COSTO MEDIO



ILUMINACIÓN DURANTE EL DÍA Y BADÉN EN INTERSEC-

Postes flexibles u hormigón que estrechan la calle en la intersección para mejorar la visibilidad y acortar las distancias de cruce.



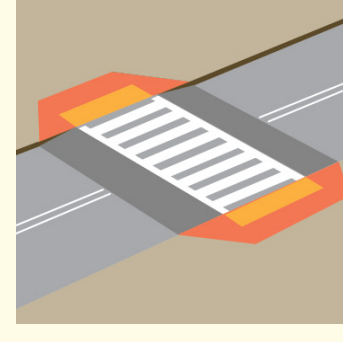
Acorta las distancias del cruce de peatones



Aumenta la visibilidad de los ciclistas en el acceso a la intersección



Aumenta la visibilidad de los peatones y del tráfico que viene en sentido contrario



CRUCES E INTERSECCIONES ELEVADOS

Cruces de peatones o intersecciones elevadas verticalmente al nivel de la acera para ralentizar el tráfico de vehículos.



Aumenta la visibilidad de los peatones y reduce la velocidad de los vehículos en los cruces

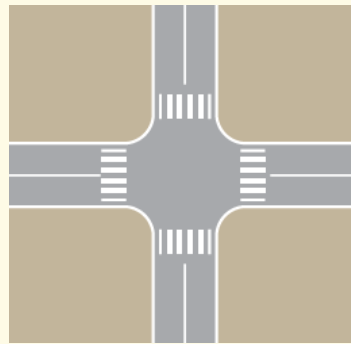


Identifica claramente dónde se debe ceder el paso a los peatones



Indica claramente que los conductores están cruzando una zona peatonal

HIGH COST TOOLS



INTERSECTION REALIGNMENT

Redesigning complex intersections to fix irregular angles and reduce conflict points.



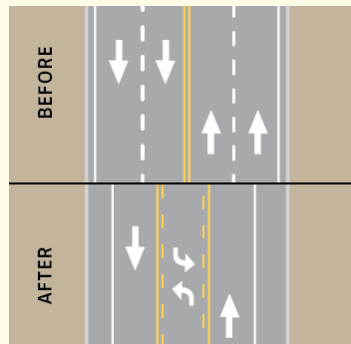
Increases visibility of pedestrians at intersections and reduces crossing distances



Reduces vehicle speeds as cars approach the intersection



Organizes traffic movements to reflect a traditional intersection



ROAD DIETS

The number of travel lanes is reduced, often replaced with a median, turn lanes, or bicycle facilities.



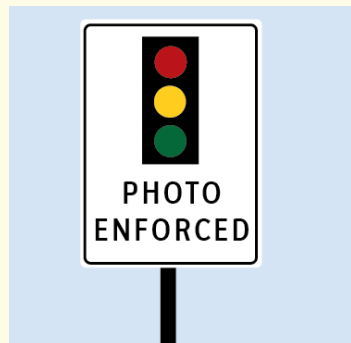
Reduces crossing width and slows vehicle speeds



Creates space for bike facilities that are separated from vehicle traffic



Creates clear separation between different users and mitigates passing on the right



AUTOMATED ENFORCEMENT

Camera-based enforcement for speeding and red-light running.



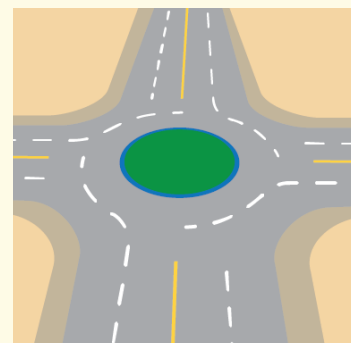
Increases driver compliance with speed limits and traffic signals



Increases driver compliance with speed limits and traffic signals



Reduces red light running and speeding



ROUNDBABOUTS

An intersection with a circular configuration that reduces vehicle speeds and conflict points and is typically found on busier streets.



Reduces vehicle speeds within intersections



Reduces vehicle speeds within intersections



Promotes safer traffic movements at intersections

HERRAMIENTAS DE COSTO ALTO



READAPTACIÓN DE INTERSECCIONES

Se vuelven a diseñar intersecciones complejas para corregir ángulos irregulares y reducir los puntos de conflicto.



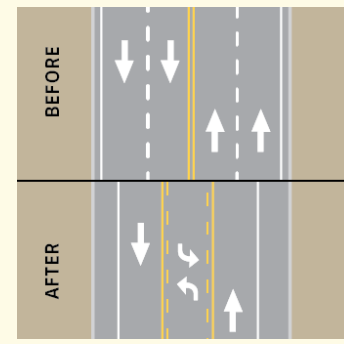
Aumenta la visibilidad de los peatones en las intersecciones y reduce las distancias de cruce



Reduce la velocidad de los vehículos cuando los autos se acercan a la intersección



Organiza los movimientos del tráfico para reflejar una intersección tradicional



REDUCCIONES EN RUTAS

La cantidad de carriles de circulación se reduce y suelen reemplazarse por islas centrales, carriles de giro o lugares para bicicletas.



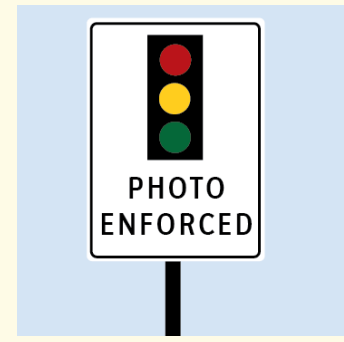
Reduce el ancho del cruce y la velocidad de los vehículos



Crea espacio para lugares para bicicletas que están separadas del tráfico de vehículos



Crea una separación clara entre diferentes usuarios y reduce el paso por la derecha



APLICACIÓN AUTOMATIZADA

Control basado en cámaras para el exceso de velocidad y el paso de semáforos en rojo.



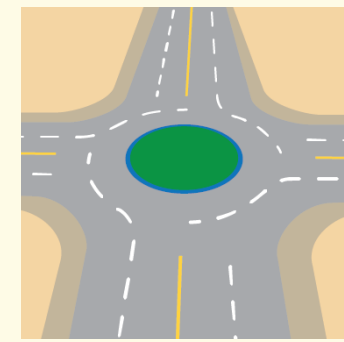
Aumenta el cumplimiento de conductores de los límites de velocidad y los carteles de tráfico



Aumenta el cumplimiento de conductores de los límites de velocidad y los carteles de tráfico



Reduce el paso de semáforos en rojo y el exceso de velocidad



ROTONDAS

Una intersección con una disposición circular que reduce la velocidad de los vehículos y los puntos de conflicto y que suele estar en calles más transitadas.



Reduce la velocidad de los vehículos dentro de las intersecciones

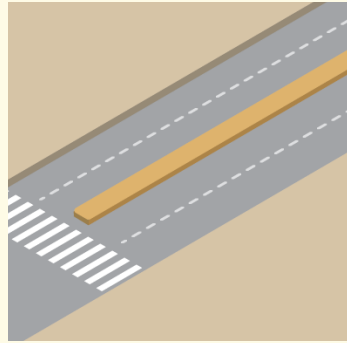


Reduce la velocidad de los vehículos dentro de las intersecciones



Promueve movimientos de tráfico más seguros en las intersecciones

HIGH COST TOOLS



RAISED MEDIANS

Barriers in the center of a roadway that reduce roadway conflicts in key locations and controls where vehicles can cross the street.



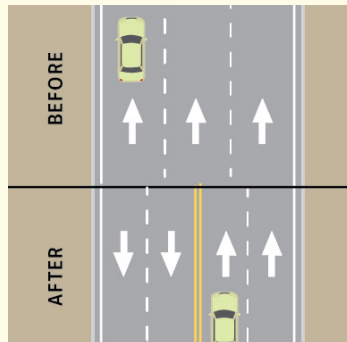
Creates a place to stop while crossing that is protected from oncoming traffic



Reduces opportunities for cars to turn into the cyclist's path



Provides a dedicated space to turn or cross the street



ONE-WAY TO TWO-WAY CONVERSION

Streets are converted from one-way to two-way traffic flow.



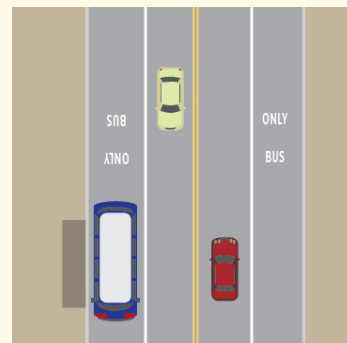
Slower auto speeds make walking more comfortable



Promotes easier navigation on two-way streets



Promotes better traffic circulation



TRANSIT INFRASTRUCTURE

Dedicated lanes for transit, traffic signals that let buses go first, and bus rapid transit routes.



Makes transit more reliable, making it a more viable option for getting around

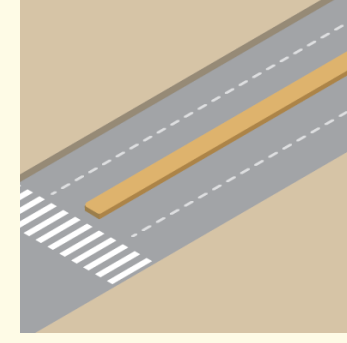


Creates greater separation from traffic flow



Reduces congestion and conflicts with buses

HERRAMIENTAS DE COSTO ALTO



ISLAS CENTRALES ELEVADAS

Barreras en el centro de una carretera que reducen los conflictos viales en lugares clave y controlan donde los vehículos pueden cruzar la calle.



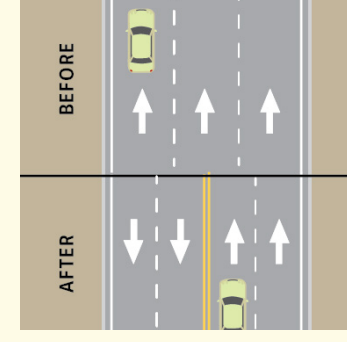
Crea un lugar para detenerse al cruzar que está protegido del tráfico que viene en sentido contrario



Reduce las oportunidades para que los autos giren hacia el camino del ciclista



Da un espacio dedicado para girar o cruzar la calle



CONVERSIÓN DE UNO A DOS SENTIDOS

Las calles se convierten de flujo de tráfico de un solo sentido a dos sentidos.



Las velocidades automáticas más lentas hacen que caminar sea más cómodo



Promueve un tránsito más sencillo en calles de doble sentido



Promueve una mejor circulación del tráfico



INFRAESTRUCTURA DE TRÁNSITO

Carriles exclusivos para el tránsito, semáforos que permitan a los autobuses pasar primero y rutas de tránsito rápido para autobuses.



Hace que el tránsito sea más confiable, convirtiéndolo en una opción más viable para desplazarse



Crea una mayor separación del flujo de tráfico



Reduce la congestión y los conflictos con los autobuses

SAFER STREETS TOOLKIT

HERRAMIENTAS DE CALLES SEGUROS

LOW COST TOOLS

HERRAMIENTAS DE BAJO COSTO

HOW TO ENGAGE

Grab **4** pins and place them in the boxes of the toolkit items that you would want to see the **most** in your community.

Toma **4** alfileres y colócalos en las cajas de los artículos del kit de herramientas que más te gustaría ver en tu comunidad.

SLOW ZONES / REDUCED SPEED

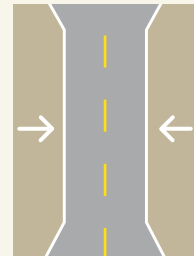
Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
26%

LANE NARROWING

Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
42%

HIGH VISIBILITY CROSSWALK

Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
40%

PEDESTRIAN GATEWAY TREATMENT

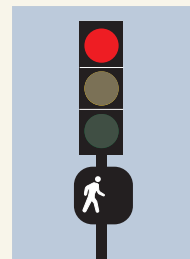
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COST
\$\$\$\$
This tool results in yield rates up to
80%

LEADING PEDESTRIAN INTERVAL

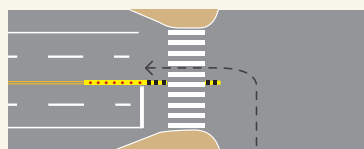
Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
13%

LEFT-TURNING TRAFFIC CALMING

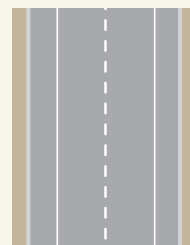
Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
24%

EDGE LINES AND PARKING LINES

Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
52%

RESTRICT RIGHT-TURN-ON-RED

Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
40%

MEDIUM COST TOOLS

HERRAMIENTAS DE COSTE MEDIO

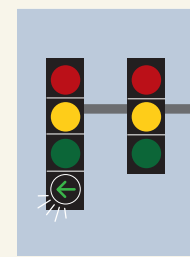
HOW TO ENGAGE

Grab **3** pins and place them in the boxes of the toolkit items that you would want to see the **most** in your community.

Toma **3** alfileres y colócalos en las cajas de los artículos del kit de herramientas que más te gustaría ver en tu comunidad.

LEFT TURNING LANES

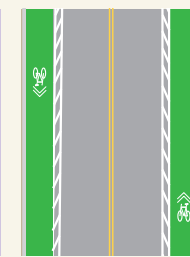
Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
50%

PROTECTED BIKE LANES / INTERSECTIONS

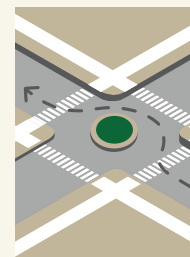
Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
23%

RESIDENTIAL ROAD TRAFFIC CALMING

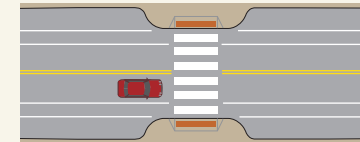
Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
40%

MID-BLOCK CROSSING

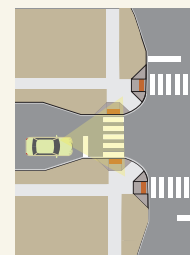
Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
18-47%

INTERSECTION DAYLIGHTING

Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
49%

RAISED CROSSINGS

Place your pin here →



COST
\$\$\$\$
This tool could reduce crashes by
35%

SAFER STREETS TOOLKIT

HERRAMIENTAS DE CALLES SEGUROS

HIGH COST TOOLS

HERRAMIENTAS DE ALTO COSTO

HOW TO ENGAGE

Grab **2** pins and place them in the boxes of the toolkit items that you would want to see the **most** in your community.

Toma **2** alfileres y colócalos en las cajas de los artículos del kit de herramientas que más te gustaría ver en tu comunidad.

INTERSECTION REALIGNMENT

Place your pin here →

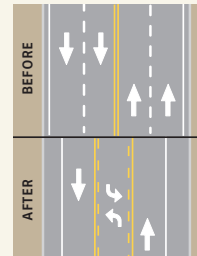


COST
\$\$\$\$

*Benefits vary based on degree of intersection skew

ROAD DIET

Place your pin here →

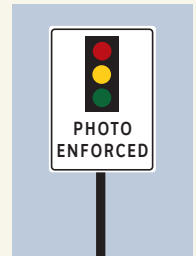


COST
\$\$\$\$

This tool could reduce crashes by
47%

AUTOMATED ENFORCEMENT

Place your pin here →



COST
\$\$\$\$

This tool could reduce crashes by
10%

ROUNDABOUTS

Place your pin here →

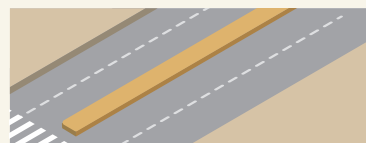


COST
\$\$\$\$

This tool could reduce crashes by
82%

RAISED MEDIANS

Place your pin here →

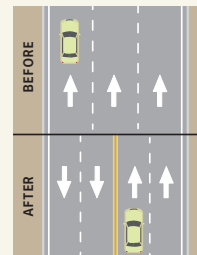


COST
\$\$\$\$

This tool could reduce crashes by
71%

ONE-WAY TO TWO-WAY CONVERSION

Place your pin here →

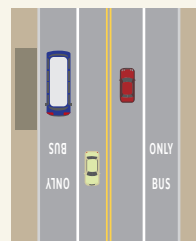


COST
\$\$\$\$

This tool could reduce crashes by
52%

TRANSIT INFRASTRUCTURE

Place your pin here →



COST
\$\$\$\$

This tool could reduce crashes by
14-19%



B

APPENDIX B SCHOOL ZONE SAFETY TOOLKIT

OVERVIEW:

Major Tasks (Step-by-Step Roadmap)

STEP 1. ASSESS CURRENT CONDITIONS

Collect baseline data, observe arrival/dismissal, identify problem areas.

STEP 2. CONDUCT A WALK AUDIT

Walk the school zone with staff, parents, students, and officials to document safety issues.

STEP 3. ENGAGE STAKEHOLDERS

Form a School Safety Team to review findings, set priorities, and assign roles.

STEP 4. IDENTIFY & PRIORITIZE NEEDS

Rank issues by safety risk, feasibility, community support, and equity.

STEP 5. SELECT SAFETY STRATEGIES

Match each problem with proven solutions (drop-off, circulation, visibility, calming).

STEP 6. TEST & EVALUATE

Pilot low-cost measures, gather data and feedback, and refine strategies.

STEP 7. FUND & SCALE

Secure funding, convert pilots into permanent improvements, and expand to other schools.

STEP 8. USE RESOURCES & TOOLS

Apply templates, checklists, and case studies for ongoing success.

What You'll Take Away

- A step-by-step playbook for improving school zone safety.
- Checklists, templates, and visuals to guide walk audits, stakeholder meetings, and prioritization.
- A framework to test ideas quickly before committing to major investments.
- Tools to secure funding and community support for long-term improvements.

Benefits

- **Improved Safety:** Fewer crashes and conflicts between vehicles and students.
- **Better Traffic Flow:** Smoother drop-off/pick-up and circulation.
- **More Walking/Biking:** Safer, more inviting routes to school.
- **Community Engagement:** Stronger partnerships between schools, parents, and local government.
- **Cost-Effective Planning:** Pilots prove what works before investing in infrastructure.

STEP 1: ASSESS CURRENT CONDITIONS

- Collect crash data, speed studies, and traffic counts.
- Observe arrival/dismissal operations.
- Note common complaints from parents, staff, or neighbors.
- ✓ **Tools:** mapping, photos, parent surveys.

STEP 2: CONDUCT A WALK AUDIT

- **Participants:** School staff, parents, students, crossing guards, DPW, police.
- **When:** During arrival/dismissal; ideally in varied conditions (rain, snow, sun).
- **What to Bring:** Checklist, safety vests, camera, maps.
- **What to Look For:** congestion, visibility, driver speeds, obstructions.
- ✓ **Outputs:** Photos, notes, map markings, a list of priority concerns.

STEP 3: ENGAGE STAKEHOLDERS

- **Form a School Safety Team** (administrators, parents, staff, engineers, police, students).
- **First Meeting Agenda:** Review walk audit findings, identify priorities, assign roles.
- ✓ **Outputs:** Clear roles, a shared list of top issues, and community buy-in.

STEP 4: IDENTIFY & PRIORITIZE NEEDS

- **List Issues:** Group by drop-off, circulation, pedestrian visibility, traffic calming.
- **Apply Criteria:** Safety risk, cost/feasibility, community support, equity.
- **Scoring Matrix:** Rank issues on a 1–5 scale across criteria.
- ✓ **Outputs:** Short-, medium-, and long-term action list.

STEP 5: SELECT SAFETY STRATEGIES

- **Match Problems to Solutions** (drop-off, visibility, circulation, speed management).
- **Strategy Cards:** Each solution includes description, cost, timeline, and example.
- ✓ **Outputs:** A “menu” of solutions linked to each problem.

STEP 6: TEST & EVALUATE

- **Start Small:** Use cones, paint, portable signs, volunteer monitors.
- **Collect Data:** Measure speeds, observe flow, survey parents/students.
- **Engage Stakeholders:** Review pilot results with the School Safety Team.
- ✓ **Outputs:** A one-page before/after summary for each pilot.

STEP 7: FUND & SCALE

- **Identify Funding:** SS4A, TAP, Safe Routes, DOT programs, PTO/PTA.
- **Build the Case:** Use pilot data, testimonials, and visuals.
- **Scale Up:** Convert temporary fixes into permanent improvements.
- **Maintain:** Conduct annual audits, refresh markings, continue engagement.

STEP 8: RESOURCES & TOOLS

- FHWA Safe Routes to School Guide.
- NHTSA School Bus Stop Toolkit.
- Safe Routes Partnership Resources.
- Milwaukee County Complete Communities guidance.
- **TEMPLATES:** Walk Audit Checklist, Prioritization Matrix, Meeting Agenda.

Step 1: Assess Current Conditions

PURPOSE

Before making changes, it's important to understand the existing environment around the school. This step builds a baseline picture of traffic, circulation, and safety concerns, so that later actions are targeted and evidence-based.

STEP 1.1: COLLECT BASELINE DATA

Gather existing information from available sources:

- **Crash and Safety Data:** Police crash reports, near-miss logs, or community complaints.
- **Traffic Speed Studies:** Use radar trailers or speed counters to document vehicle speeds.
- **Traffic Counts:** Note the number of vehicles, buses, bicyclists, and pedestrians at peak times.
- **School Operations:** Obtain arrival and dismissal schedules, circulation maps, and staff assignments.

STEP 1.2: CONDUCT FIELD OBSERVATIONS

Observe school arrival and dismissal in person:

- Watch for congestion points in drop-off/pick-up zones.
- Note unsafe driver behaviors (double-parking, blocking crosswalks, U-turns).
- Document circulation flow (cars, buses, bikes, pedestrians).
- Record student travel patterns (where kids cross, whether they use crosswalks).

TIP: Conduct observations on more than one day to capture a realistic picture.

STEP 1.3: COLLECT COMMUNITY INPUT

- Ask parents, staff, and crossing guards what concerns they see daily.
- Distribute a short survey (paper or online) to parents about their experiences.
- Include open-ended questions like: "What is the most challenging part of drop-off/pick-up?"

STEP 1.4: MAP CONDITIONS

- Print or create a school-area map showing streets, crosswalks, parking, and bus areas.
- Mark observed safety issues, congestion points, and crash/near-miss locations.
- Use color-coding or symbols for clarity (e.g., red for high-risk, yellow for moderate concerns).

STEP 1.5: SUMMARIZE FINDINGS

At the end of Step 1, prepare a short, clear summary that includes:

- Top three to five safety concerns.
- Supporting evidence (photos, crash data, quotes from parents).
- A preliminary list of "hot spots" for further review during the walk audit.

OUTPUTS OF STEP 1

- A baseline safety profile of the school zone.
- A map of conditions highlighting problem areas.
- A short list of priority concerns to bring into Step 2 (Walk Audit).

Step 2: Conduct a Walk Audit

PURPOSE

A walk audit is a structured way to observe and document how children, parents, and vehicles interact in and around a school zone. It helps identify real-world safety concerns such as poor visibility, congestion at pick-up/drop-off, or speeding vehicles.

WHO SHOULD PARTICIPATE

Bring together a diverse team to ensure a full picture of the school environment:

- **School Staff** (administrators, teachers familiar with dismissal routines)
- **Parents and Guardians** (especially those who walk/bike with children)
- **Students** (older students can provide valuable first-hand perspective)
- **Crossing Guards** (insight into daily conflicts)
- **Public Works/Traffic Engineers** (identify feasible infrastructure options)
- **Local Police or Community Safety Officers** (support enforcement insights)

WHEN TO CONDUCT IT

- During **arrival and dismissal times** (both morning and afternoon).
- In different conditions if possible (rain, snow, bright sun).
- At least once per school year, ideally in the fall and spring.

WHAT TO BRING

- Walk Audit Checklist (see Appendix)
- Clipboards, pens, and highlighters
- Safety vests for visibility
- Camera/phone for photos and video
- Printed map of the school zone

WHAT TO LOOK FOR

Participants should walk the main routes to school and around the pick-up/drop-off areas. Key things to observe:

Drop-Off & Pick-Up Operations

- Are loading zones clearly marked?
- Are cars double-parking or making unsafe maneuvers?
- Are buses and parent vehicles separated?

Pedestrian Safety

- Do students have to cross mid-block or through parking lots?
- Are crosswalks well-marked and visible to drivers?
- Are there adult crossing guards at key points?

Traffic Circulation

- Are there conflicts between buses, cars, bikes, and pedestrians?
- Do U-turns or left turns create hazards near the school entrance?

Visibility & Environment

- Is lighting adequate near crossings?
- Is vegetation or parked cars blocking sightlines?
- Are signs visible and in good condition?

Speed & Driver Behavior

- Are cars slowing to appropriate speeds?
- Is there speeding on nearby streets?

Documenting Findings

- Mark observations on the school map.
- Take photos or short videos of congestion points.
- Collect quotes from participants (e.g., a parent noting “cars consistently block this crosswalk”).
- Summarize findings into a short list of **priority concerns** to bring back to the School Safety Team.

QUICK TIP: Always include **student voices**. Older elementary or middle school students can point out routes or safety issues that adults may overlook (e.g., shortcuts they take, areas where drivers don't stop).

Step 3: Engage Stakeholders**PURPOSE**

Improving school zone safety requires collaboration. No single agency or person can address every issue. Engaging stakeholders early ensures that solutions are practical, widely supported, and sustainable.

WHO TO INVOLVE

A School Safety Team should be formed to review walk audit findings and guide next steps. Key roles include:

- **School Administration (Principal, Assistant Principal):** convene meetings, champion safety improvements.
- **Teachers/Staff:** provide insight on student dismissal routines and supervision needs.
- **Parents & Parent-Teacher Organization (PTO/PTA):** offer family perspectives, recruit volunteers, and help with communication.
- **Crossing Guards:** share daily observations of unsafe behaviors.
- **Public Works / Traffic Engineering Staff:** evaluate feasibility of infrastructure changes.
- **Police or Community Safety Officers:** support enforcement, traffic control, and safety education.
- **Students:** bring first-hand experiences of walking/biking routes.

FIRST MEETING AGENDA

After completing the walk audit, schedule a kickoff meeting to:

1. Review Walk Audit Findings

- Share maps, photos, and notes from the audit.
- Highlight top safety issues (e.g., speeding, poor crosswalk visibility, congestion).

2. Identify Shared Priorities

- Ask each stakeholder group: “What concerns matter most to you?”
- Record common themes on a whiteboard or shared document.

3. Assign Roles & Responsibilities

- **School staff:** oversee parent communications.
- **DPW/Engineers:** assess potential fixes (curb extensions, crosswalk paint).
- **Parents:** support volunteer monitoring or fundraising.
- **Police:** review enforcement options.

4. Set Ground Rules for Decision-Making

- Agree on how priorities will be set (safety risk first, feasibility second, etc.).
- Commit to transparent communication with the broader school community.

BEST PRACTICES FOR ENGAGEMENT

- Keep meetings short and focused (no more than 60 minutes).
- Visualize data: use maps, photos, and audit checklists rather than long reports.
- Balance quick wins and long-term goals: stakeholders are more motivated when early actions (like new signage or crossing guards) are visible.
- Build trust through transparency: post updates in newsletters, on the school website, or on bulletin boards.

QUICK TIP: Invite stakeholders on a follow-up “mini-walk” around the school zone before or after the meeting. This builds shared understanding of issues and helps build consensus for solutions.

OUTPUTS OF STEP 3

At the end of this step, the School Safety Team should have:

- A shared understanding of top concerns from the walk audit.
- Agreement on immediate vs. long-term priorities.
- Clear roles for team members moving forward.

Step 4: Identify & Prioritize Needs

PURPOSE

Not every safety concern can be fixed at once. Prioritization ensures that the most urgent and impactful issues are addressed first while still planning for long-term improvements.

STEP 4.1: CREATE A LIST OF ISSUES

Using the results of the walk audit and stakeholder meeting:

- List all observed safety issues (congestion, speeding, poor crosswalk visibility, etc.).
- Categorize them under themes:
 - » Drop-Off/Pick-Up Operations
 - » Traffic Circulation
 - » Pedestrian Visibility
 - » Traffic Calming & Speed Management
- Include notes, photos, or map references for each issue.

STEP 4.2: APPLY PRIORITIZATION CRITERIA

Evaluate each issue with simple, transparent criteria:

- **Safety Risk**
 - » Is the issue directly linked to crash data or near-miss incidents?
 - » Are children at highest risk (youngest students, those with disabilities)?
- **Feasibility & Cost**
 - » Can the improvement be done quickly with paint, cones, or signage?
 - » Does it require major capital investment?
- **Community Support**
 - » Do parents, staff, and neighbors strongly support this fix?
 - » Will the change be visible and meaningful to the school community?
- **Equity & Access**
 - » Does the improvement benefit students who walk or bike from underserved neighborhoods?
 - » Does it improve access for children with mobility limitations?

STEP 4.3: DEVELOP A SCORING SYSTEM

Create a simple scoring matrix to rank projects:

Criteria	Score Range	Notes/ Examples
Safety Risk	1 - 5	High crash or speeding risk = 5
Cost/ Feasibility	1 - 5	Low-cost, quick = 5
Community Support	1 - 5	Strong parent/student support = 5
Equity & Access	1 - 5	Benefits underserved students = 5

- Add up the scores for each issue.
- Use totals to sort projects into High, Medium, and Low priority.

STEP 4.4: BUILD AN ACTION LIST

Group projects by timeline to create a clear roadmap:

- **Short-Term (0–6 months):** Low-cost fixes, signage, paint, cones, crossing guards.
- **Medium-Term (6–18 months):** Curb extensions, flashing beacons, new crosswalks.
- **Long-Term (18+ months):** Raised intersections, permanent roundabouts, sidewalk extensions.

STEP 4.5: SHARE PRIORITIES BACK WITH THE COMMUNITY

- Present the priority list in a one-page summary with visuals.
- Post online, in newsletters, or on bulletin boards.
- Invite additional feedback before finalizing the action list.

QUICK TIP: Always include at least one quick win in the short-term list. Visible progress (like new paint or signage) builds momentum and community trust for larger projects.

OUTPUTS OF STEP 4

At the end of this step, you should have:

- A scored and ranked list of school zone issues.
- An action list organized by short-, medium-, and long-term improvements.
- Community validation of the priorities.

Step 5: Select Safety Strategies**PURPOSE**

With a prioritized list of issues in hand, the next step is to choose the right strategies to address them. This is where the toolkit shifts from diagnosis (what's wrong) to action (what to do).

STEP 5.1: MATCH SOLUTIONS TO NEEDS

For each identified issue, select the most appropriate strategy. Use the categories below to guide the match:

» **DROP-OFF & PICK-UP OPERATIONS**

○ **Problem:** Cars double-park or block crosswalks.

✓ **Strategies:** Create designated loading zones with painted curbs; use cones or flexible delineators; train volunteers to manage traffic flow.

○ **Problem:** Congestion at dismissal.

✓ **Strategies:** Stagger arrival/dismissal times; designate separate areas for buses vs. cars.

» **TRAFFIC CIRCULATION**

○ **Problem:** Unsafe U-turns or left turns near the school entrance.

✓ **Strategies:** Restrict turns during school hours; install temporary barriers; re-route circulation patterns.

○ **Problem:** Conflicts between buses, cars, and bikes.

✓ **Strategies:** Provide separate entry points or travel lanes where possible.

» **PEDESTRIAN VISIBILITY**

○ **Problem:** Children not visible to drivers at crossings.

✓ **Strategies:** Use high-visibility crosswalks (ladder style); trim vegetation and remove obstructions; improve lighting at crosswalks.

○ **Problem:** Drivers fail to yield to pedestrians.

✓ **Strategies:** Add pedestrian-activated flashing beacons; deploy adult crossing guards.

» **TRAFFIC CALMING & SPEED MANAGEMENT**

○ **Problem:** Cars speeding near school entrances.

✓ **Strategies:** Install speed feedback signs or radar trailers; enforce school zone speed limits; use portable rumble strips.

○ **Problem:** Wide streets encourage fast driving.

✓ **Strategies:** Create temporary curb extensions with paint and delineators; install mini-roundabouts; consider raised crosswalks for long-term fixes.

STEP 5.2: PROVIDE STRATEGY CARDS OR PROFILES

For each strategy, create a short “card” that includes:

- **Description:** What it is and how it works.
- **When to Use:** Best contexts or conditions.
- **Cost Level:** Low, Medium, or High.
- **Implementation Timeline:** Short, Medium, or Long-term.
- **Example:** Photo or case study from another community.

TIP: These can be formatted as sidebars, inserts, or appendix pages for quick reference.

STEP 5.3: LAYER MULTIPLE STRATEGIES

Often, no single fix solves the problem. Encourage combining measures:

- **Example:** A congested pick-up zone may need painted loading areas + staggered dismissal + police enforcement.
- **Example:** A dangerous crosswalk may need flashing beacon + curb extension + new signage.

STEP 5.4: ALIGN WITH RESOURCES & CAPACITY

- Match high-priority, low-cost solutions to the short-term action list (e.g., cones, paint, signs).
- Plan larger capital projects for long-term implementation, seeking funding through SS4A, TAP, or local Safe Routes programs.

QUICK TIP: Document each selected strategy with a before/after sketch or photo simulation if possible. Visuals help parents, staff, and decision-makers see the value and support the change.

OUTPUTS OF STEP 5

At the end of this step, you should have:

- A strategy “package” for each identified need.
- Quick-reference cards or profiles for stakeholders to use.
- A clear link between problems, priorities, and selected solutions.

Step 6: Test & Evaluate**PURPOSE**

Before committing to major infrastructure investments, it’s best to start small. Testing strategies with low-cost pilots allows schools and municipalities to see what works, gather community feedback, and refine approaches before scaling up.

STEP 6.1: START WITH LOW-COST PILOTS

Implement quick, flexible solutions that can be easily adjusted:

- **Cones and Barricades:** Define loading zones or restrict turns.
- **Paint and Tape:** Test new crosswalk locations or curb extensions.
- **Portable Equipment:** Deploy radar speed feedback signs or movable delineators.
- **Volunteer Monitors:** Place trained parents/staff to guide pick-up operations.

STEP 6.2: OBSERVE AND COLLECT DATA

Track how the pilot changes behavior and safety conditions:

- **Traffic Operations:** Is pick-up/drop-off smoother? Are cars queuing differently?
 - **Pedestrian Safety:** Are more students using crosswalks? Are crossings safer?
 - **Driver Behavior:** Are speeds reduced? Do fewer cars make risky maneuvers?
 - **Community Perception:** Do parents, students, and staff feel safer?
- » **Tools:**
- Speed studies with radar trailers.
 - Short parent/staff surveys.
 - Photographs or short videos of key locations.
 - Observation logs kept by school staff or volunteers.

STEP 6.3: ENGAGE STAKEHOLDERS IN EVALUATION

Bring the School Safety Team back together to review findings:

- Share data and photos before/after the pilot.
- Discuss what worked well, what didn’t, and why.
- Capture parent and student testimonials (e.g., “It feels safer crossing here now”).

STEP 6.4: DECIDE NEXT STEPS

For each pilot:

- **Keep As-Is:** If the solution worked, consider making it permanent.
- **Modify:** Adjust placement, design, or timing to improve results.
- **Scale Up:** Expand successful measures to other entrances or nearby schools.
- **Discontinue:** Remove or replace measures that didn’t work.

STEP 6.5: DOCUMENT THE RESULTS

- Create a simple “before/after” one-pager with photos, data, and key outcomes.
- Share with parents, staff, and the broader community to build support.
- Use documentation to strengthen grant applications for funding permanent improvements.

QUICK TIP: Think of pilots as “pop-up projects.” They make safety improvements visible right away, help test ideas, and build momentum for long-term investments.

OUTPUTS OF STEP 6

At the end of this step, you should have:

- Pilot projects tested on the ground.
- Data and community feedback on effectiveness.
- Clear recommendations for which strategies to keep, adjust, or expand.

Step 7: Fund & Scale

PURPOSE

After testing and refining pilot projects, the next step is to secure funding and expand successful strategies. This ensures improvements become permanent and can be replicated across multiple schools.

STEP 7.1: IDENTIFY FUNDING SOURCES

Several programs can support school zone safety improvements:

- **Federal Grants**
 - » Safe Streets and Roads for All (SS4A) – supports local action plans and safety projects.
 - » Transportation Alternatives Program (TAP) – funds pedestrian, bicycle, and Safe Routes to School projects.
- **State/Local Sources**
 - » State DOT safety or Safe Routes programs.
 - » County or municipal transportation budgets.
- **Community Partnerships**
 - » Parent-Teacher Organizations (PTO/PTA) for small-scale projects.
 - » Local businesses for sponsorship (signage, equipment).

STEP 7.2: BUILD A CASE FOR FUNDING

Use pilot project results to demonstrate need and effectiveness:

- **Data:** Speed reduction, smoother traffic flow, increased walking/biking.
- **Community Support:** Testimonials from parents, teachers, and students.
- **Before/After Documentation:** Photos and videos of changes.
- **Equity Argument:** Show how improvements benefit vulnerable or underserved student populations.

STEP 7.3: SCALE WITHIN THE SCHOOL

Turn temporary solutions into permanent infrastructure:

- Replace cones/paint with concrete curb extensions.
- Upgrade temporary crosswalks with thermoplastic markings and flashing beacons.
- Install permanent signage and embedded speed feedback devices.
- Formalize arrival/dismissal circulation patterns with permanent striping or signage.

STEP 7.4: EXPAND BEYOND ONE SCHOOL

- Share lessons learned with other schools in the district.
- Create a district-wide school safety playbook using the tested process.
- Leverage partnerships with the county or region (e.g., Milwaukee County Complete Communities initiative).

STEP 7.5: MAINTAIN AND MONITOR

- Assign roles for ongoing monitoring (e.g., annual walk audit, data collection).
- Refresh pavement markings and signage regularly.
- Continue stakeholder engagement through the School Safety Team.

QUICK TIP: Funders respond well to evidence of success. Always pair your funding applications with clear, visual

Step 8: Resources & Tools

PURPOSE

The final section provides ready-to-use tools, templates, and references to make implementation easier and more consistent.

KEY RESOURCES

- [FHWA Safe Routes to School Guide](#)
 - » Comprehensive strategies for walking and biking to school.
- [NHTSA School Bus Stop Toolkit](#)
 - » Best practices for safe bus operations.
- [Safe Routes Partnership Resources](#)
 - » Walk audit guides, equity toolkits, and case studies.
- [Milwaukee County Complete Communities](#)
 - » Localized planning and funding guidance.

TOOLKIT TEMPLATES & CHECKLISTS

- Walk Audit Checklist (sample on next page).
- Stakeholder Kickoff Meeting Agenda Template (sample on following pages).
- Prioritization Matrix (scoring tool).

B.1 WALK AUDIT CHECKLIST (TEMPLATE)

Date: _____ Time: _____ Weather: _____

School: _____

Audit Team Members: _____

DROP-OFF & PICK-UP OPERATIONS

- Are loading/unloading zones clearly marked and enforced?
- Are buses and cars separated into distinct areas?
- Is double-parking or blocking of crosswalks occurring?
- Are staff/volunteers present to manage traffic flow?

PEDESTRIAN SAFETY

- Are crosswalks well-marked and visible?
- Do students cross through parking lots or mid-block?
- Are adult crossing guards present at key locations?
- Is crossing time sufficient for all ages and abilities?

TRAFFIC CIRCULATION

- Are U-turns or left turns creating hazards near the school?
- Are travel lanes clearly defined?
- Are buses, cars, bikes, and pedestrians mixing unsafely?

VISIBILITY & ENVIRONMENT

- Is lighting adequate at crossings and entrances?
- Are traffic signs visible and in good condition?
- Is vegetation or parked vehicles obstructing sightlines?

DRIVER BEHAVIOR

- Are vehicles slowing to school zone speeds?
- Are drivers yielding to pedestrians?
- Are there frequent illegal maneuvers (blocking, speeding)?

Notes & Observations: _____

B.2 STAKEHOLDER KICKOFF MEETING AGENDA (TEMPLATE)

MEETING TITLE: SCHOOL SAFETY TEAM KICKOFF MEETING

Date/Time: _____

Location: _____

AGENDA

- 1. Welcome & Introductions** (5 min)
 - Introduce participants, roles, and purpose of the team.
- 2. Review Walk Audit Findings** (15 min)
 - Share maps, photos, observations.
 - Highlight top 3–5 safety concerns.
- 3. Discuss Stakeholder Perspectives** (15 min)
 - Parents: daily drop-off/pick-up challenges.
 - Staff: supervision needs.
 - Police/DPW: traffic circulation and enforcement issues.
- 4. Identify Shared Priorities** (15 min)
 - Consensus-building around key safety needs.
- 5. Assign Roles & Responsibilities** (10 min)
 - Example: Principal (facilitator), Parents (volunteers), DPW (infrastructure lead).
- 6. Next Steps & Timeline** (10 min)
 - Schedule prioritization exercise (Step 4).
 - Plan for ongoing communication.

B.3 PRIORITIZATION MATRIX (TEMPLATE)

Issue/Concern	Safety Risk (1 - 5)	Cost/ Feasibility (1 - 5)	Community Support (1 - 5)	Equity Impact (1 - 5)	Total Score	Priority Ranking

EXAMPLE:

Issue/Concern	Safety Risk (1 - 5)	Cost/ Feasibility (1 - 5)	Community Support (1 - 5)	Equity Impact (1 - 5)	Total Score	Priority Ranking
Example: Cars blocking crosswalk at dismissal	5	5	4	3	17	High
Example: Poor lighting near back entrance	3	3	2	4	12	Medium

SCORING:

- » 1 = LOW 5 = HIGH
- » RANK TOTALS AS HIGH (15–20), MEDIUM (10–14), LOW (<10)



C

APPENDIX C PUBLIC ENGAGEMENT TEMPLATES

1. Flyer Templates

YIELD AT EVERY CROSSWALK

Wisconsin law (Wis. Stat. §346.24) requires drivers to yield to pedestrians at marked and unmarked crosswalks. Never pass a stopped vehicle at a crosswalk. Help keep Shorewood safe by slowing down and yielding every time.

Suggested Design Elements:

- » Large title with bold colors
- » Diagram or icon (e.g., crosswalk, bike light, snow shovel, circle)
- » Village logo footer
- » Short URL or QR code for more info

BE BRIGHT @ NIGHT

Bicyclists must use a white front light (visible 500 ft) and a red rear light/reflector (Wis. Stat. §347.489). Protect yourself and be seen—especially during fall and winter evenings. Free lights available at community events.

Suggested Design Elements:

- » Large title with bold colors
- » Diagram or icon (e.g., crosswalk, bike light, snow shovel, circle)
- » Village logo footer
- » Short URL or QR code for more info

CLEAR YOUR SIDEWALKS

Shorewood ordinance requires sidewalks to be cleared of snow/ice within 12 hours after snowfall. Keep pathways safe for seniors, students, and neighbors. Need assistance? Call the Senior Resource Center for help.

Suggested Design Elements:

- » Large title with bold colors
- » Diagram or icon (e.g., crosswalk, bike light, snow shovel, circle)
- » Village logo footer
- » Short URL or QR code for more info

TRAFFIC CIRCLE SAFETY

Approach at 15–20 mph. Yield to traffic already in the circle. Do not pass inside the circle. Traffic circles calm traffic and make crossings safer for everyone.

Suggested Design Elements:

- » Large title with bold colors
- » Diagram or icon (e.g., crosswalk, bike light, snow shovel, circle)
- » Village logo footer
- » Short URL or QR code for more info

2. Social Media Templates

Below are sample post texts with suggested image ideas. These can be adapted for Facebook, Instagram, X (Twitter), and Village website.

CROSSWALK SAFETY POST

- **Post Text:** Did you know? Wisconsin law requires drivers to yield at ALL crosswalks—marked or unmarked. Slow down and stop for pedestrians every time. Let's make Shorewood safer for walkers of all ages! #VisionZero #SafeStreets
- **Suggested Image:** Graphic of a crosswalk with a yield sign overlay

BE BRIGHT @ NIGHT POST

- **Post Text:** Shorter days mean darker commutes. Wisconsin law requires a white front light + red rear light on all bikes at night. Free lights available at Shorewood Farmers Market this month! #BikeSafe #BeBright
- **Suggested Image:** Bike with glowing lights at dusk

WINTER SIDEWALKS POST

- **Post Text:** Keep Shorewood moving! Sidewalks must be cleared within 12 hours after snowfall. Let's make it safe for kids, seniors, and neighbors this winter. Need help? Contact the Senior Resource Center. #ShovelShorewood
- **Suggested Image:** Illustration of shoveled vs. unshoveled sidewalk

TRAFFIC CIRCLE TIPS POST

- **Post Text:** Wondering how to drive a traffic circle? Slow to 15–20 mph, yield to traffic already in the circle, and don't pass inside. Simple steps = safer streets! #DriveSafe #ShorewoodSafety
- **Suggested Image:** Simple diagram of a mini-roundabout with arrows

3. Booth Kit Materials

For farmers markets and festivals, staff/volunteers can use the following quick engagement materials:

- **Safety Quiz Spinner:** 5 questions on crosswalks, bike lights, sidewalk clearing, traffic circles, and speed limits.
- **Pledge Board:** Residents sign their name to commit to 'Yield at Every Crosswalk'.
- **Giveaway Tags:** Small cards attached to bike lights or bells with quick safety reminders.
- **Coloring Sheets for Kids:** Crosswalk safety and 'Be Bright @ Night' themed.



D

APPENDIX D GRANT & FUNDING INFORMATION

Federal Funding Opportunities

SAFE STREETS AND ROADS FOR ALL (SS4A) – USDOT

- **Good fit if:** Shorewood participates in a regional Safety Action Plan (e.g., through Milwaukee County).
- **Strategy:** Emphasize proactive safety (e.g., near schools, community gathering spaces), even if crash rates are low.
- **Tips:** Use “risk-based” approaches (e.g., potential conflict points, pedestrian exposure) to justify safety needs.

TRANSPORTATION ALTERNATIVES PROGRAM (TAP) – WISDOT

- **Eligible uses:** Sidewalks, bike paths, Safe Routes to School, traffic calming
- **Good fit for:** Smaller-scale pedestrian safety or multimodal access projects
- **Tip:** Include stakeholders such as school districts or county health departments for Safe Routes alignment. TADI completed a Bicycle and Pedestrian Safety Study for Whitefish Bay, funded 80% by the TAP program. [Link to resource:](https://wisconsin.gov/Pages/doing-bus/local-gov/astnce-pgms/aid/tap.aspx) <https://wisconsin.gov/Pages/doing-bus/local-gov/astnce-pgms/aid/tap.aspx>

REBUILDING AMERICAN INFRASTRUCTURE WITH SUSTAINABILITY AND EQUITY (RAISE)

- Competitive, but open to design/planning for Complete Streets
- **Approach:** Joint application with neighboring communities or MCDOT to show regional benefit
- **Whitefish Bay fit:** Emphasize Complete Streets or stormwater-safe infrastructure in project areas

State & Regional Programs

WISCONSIN LOCAL ROAD IMPROVEMENT PROGRAM (LRIP)

- **For:** Road reconstruction/rehabilitation
- **Includes:** Discretionary funds for safety improvements
- **Strategy:** Combine routine infrastructure upgrades with safety features (e.g., lane narrowing, improved crossings)

MILWAUKEE COUNTY – COMPLETE COMMUNITIES TRANSPORTATION PLANNING PROJECT

- **Tip:** Align project narratives with Phase Three efforts to show consistency with countywide safety strategies
- **Support:** May include technical assistance or pass-through funding for improvements

SEWRPC TECHNICAL ASSISTANCE OR COORDINATION

- **Use:** Planning help, GIS analysis, policy alignment
- **Tip:** Ask for help identifying areas of latent demand or equity-based risk (e.g., older adult populations, transit access)

Shorewood Transportation Safety & Active Mobility Grant Opportunities (2025–2027)

For implementation of multimodal safety and walkability strategies aligned with regional plans and local goals.

Federal & State Programs (Additional to SS4A, TAP, RAISE)

1. HIGHWAY SAFETY IMPROVEMENT PROGRAM (HSIP) – WISDOT

- **Use:** Data-driven safety projects (e.g., pedestrian signals, curb extensions, beacons).
- **Fit for Whitefish Bay:** Safety near high-risk crossings or school zones, even with low crash history, if supported by risk/exposure data.
- **Funding:** 90% federal / 10% local.
- **Next round:** Expected Q1–Q2 2025 (projects for 2028–2030).

CMAQ (CONGESTION MITIGATION AND AIR QUALITY) – WISDOT / SEWRPC

- **Use:** Projects that reduce auto trips and emissions (e.g., new sidewalks, trails, bike lanes).
- **Strategy:** Emphasize walk/bike options for short trips to schools, parks, or commercial areas.
- **Funding:** 80% federal / 20% local.
- **Next deadline:** Sept 2025 for FY2029–30 cycle.

ACTIVE TRANSPORTATION INFRASTRUCTURE INVESTMENT PROGRAM (ATIIP) – USDOT

- **Use:** Planning or building connected bike/pedestrian networks.
- **Approach:** Joint planning with Bayside, Glendale, or Milwaukee County to build a multi-community corridor.
- **Funding:** Up to 80% federal; grants up to \$20M.
- **Next round:** TBD – monitor FHWA (FY2025 funding uncertain).

Foundation / Private Grants

AARP COMMUNITY CHALLENGE (LIVABLE COMMUNITIES GRANTS)

- **Use:** Quick-build street safety or walkability improvements (e.g., signage, temporary curb extensions, crossings).
- **Fit:** Older adults, ADA access, and “8–80” inclusive design.
- **Funding:** \$1K–\$25K, no match.
- **Next deadline:** March 2026 (annual spring cycle).

PEOPLEFORBIKES COMMUNITY GRANTS

- **Use:** Bike racks, signage, paint, short trail segments, feasibility studies.
- **Strategy:** Use for gap-filling elements or matching larger grants.
- **Funding:** ~\$5K–\$15K.
- **Next cycle:** Expected late 2025.





VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO THE VILLAGE BOARD

Agenda Item: Assessment Roll Errors Identified After Tax Billing – Summary and Corrective Actions

Date: January 21, 2026

Presenter: Finance Director

Department: Finance Director

This memorandum is intended to inform the Village Board of assessment-related errors identified after the issuance of the 2025 property tax bills, the corrective actions taken to date, and the steps underway to prevent recurrence.

Summary of What Occurred

After tax bills were issued, staff identified that several parcels were overcharged due to errors in the assessment and billing inputs used to generate the bills. While the circumstances varied by parcel, all identified issues resulted in tax bills that exceeded the amounts that should have been levied.

The overcharges resulted from the following causes:

1. **Board of Review–Approved Assessment Reductions Not Reflected**

Multiple parcels received assessment reductions that were formally approved by the Shorewood Board of Review. These approved values were not fully reflected in the final assessment roll used for tax billing, resulting in taxes being calculated on higher-than-approved assessed values.

2. **Tax-Exempt Property Incorrectly Taxed**

One parcel owned by Milwaukee County was included on the taxable roll and assessed property taxes despite being exempt due to governmental ownership.

3. **State Charge Applied After Payment Was Made**

One parcel included a state-related charge that should not have appeared on the tax bill because the property owner had already reimbursed the State prior to completion of the tax roll. The amount of this overcharge was \$382.71.

Financial Impact

The total amount of overcharged taxes across all affected parcels was \$18,519.03. Individual parcel details are being maintained administratively; taxpayer names and addresses are omitted here for privacy.

Corrective Actions Taken

- Corrected tax bills and refunds have been issued to all affected taxpayers.
- The contracted assessor is completing required notifications and implementing corrective actions related to assessment roll procedures.
- County settlement adjustments related to the refunds have not yet been completed.

- The Wisconsin Department of Revenue (DOR) chargeback process has not yet been initiated and will be evaluated based on statutory thresholds and timing requirements.

Next Steps

1. Finalize Intergovernmental Settlements

Staff will complete required settlements with the County and other taxing jurisdictions consistent with Wisconsin statutes.

2. Evaluate and Initiate DOR Chargeback Process

Where applicable, staff will prepare and submit the necessary documentation to the Department of Revenue to recover refunded or rescinded taxes.

3. Complete Assessment Roll Documentation

The assessor will document confirmation that all Board of Review actions, exemptions, and statutory adjustments are fully incorporated into the assessment roll.

Forward Controls and Process Improvements

To reduce the risk of similar overcharges in future tax cycles, finance staff is implementing the following process improvements:

- **State Charge and Notice Tracking**
Centralized tracking and documented review of all state notices and charges affecting tax bills prior to issuance.

Closing

In summary, the assessor's errors resulted in certain parcels being overcharged and subsequently refunded or corrected in accordance with Wisconsin statutes. Although the tax levy itself did not change, the corrections reduced the **net tax revenue retained** by each taxing jurisdiction for the affected tax year, with each entity absorbing its proportional share of the refunded amounts.

State law does not permit these refunded amounts to be automatically recovered through a future Statement of Taxes or retroactively reallocated to other taxpayers. Any future levy adjustments would occur only through the normal budget and levy-setting process and would apply uniformly across all taxpayers.

The financial impact to the Village is a net reduction in property tax revenue of approximately \$5,753, representing the Village's proportional share of the total refunded taxes. This reduction will be absorbed within existing revenues and fund balance, consistent with standard municipal accounting and budgeting practices.

Distribution of Corrected Tax Amounts by Taxing Jurisdiction

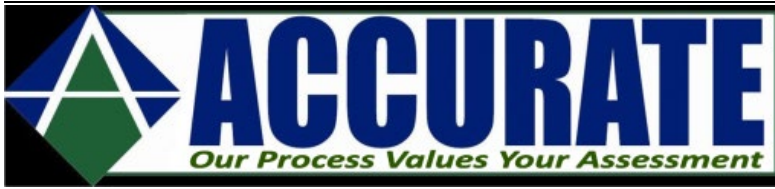
Taxing entity	Sum of Error Amount	Sum of Correct Amount	Variance (Refund / Reduction)
Milwaukee County	\$19,024	\$14,888	(\$4,135)
Village of Shorewood	\$26,465	\$20,713	(\$5,753)
Shorewood School Distr	\$39,986	\$31,294	(\$13,682)
MMSD	\$5,597	\$4,381	(\$1,217)
Sales Tax Credit	(\$4,759)	(\$3,725)	\$1,034
MATC	\$3,463	\$2,710	(\$753)
Grand Total	\$89,776	\$70,261	(\$24,505)

Financial Impact: (\$5,753)

Possible motion:

none

Attachments: Memo from Accurate Assessors



Memo for Shorewood Village Board Meeting

Good evening. My name is Brandon Rusch, and I am the newly appointed statutory assessor representing Accurate Appraisal for the Village of Shorewood. By way of background, I have worked in the real estate field for nine years and have held my assessor certification for seven. My role at Accurate includes working closely with the final review process, and I stay actively engaged with sales activity and market data across the state each year.

I'd like to begin by reviewing the 2025 assessment year and then outline what to expect for 2026.

In 2025, the Village of Shorewood completed an interim market update, or revaluation. This process involved revaluing all properties in the Village to reflect our best estimate of current market value based on the sales data available. We analyzed 2024 and 2025 sales. These years of sales occurred since the previous revaluation. The goal is to bring the assessed values as close as possible to 100% of true market value.

As is typical in a revaluation year, the appeals process was active. The Board of Review heard 36 cases. Of those, 12 resulted in a change of value, while 24 were sustained. After tax bills were issued, we identified six properties where the Board of Review had ordered changes that had not properly updated in our system. These six properties do qualify for what would be considered a correction of errors by the Assessor per Wis. Stats. Sec. 70.43. The list of Palpable errors are listed on Wis. Stats. 74.33(1). The specific error that these fall under is 74.33(1)(f) An arithmetic, transpositional or similar error has occurred. These have since been corrected, and all updated information has been provided to the Clerk's office.

The valuations cannot be corrected on the 2025 assessment roll however, they can and have been updated on the palpable errors for the 2026 assessment roll as listed in Wis. Stats 70.43. The next step will be referring the palpable errors list to the board of review after the 2026 Assessment Roll has been presented. While that is done, we as the assessor have issued the correction of errors to the clerk's office and those refunds will be handled on the Village side.

Looking ahead to 2026, the Village is scheduled for a maintenance year of assessment. This means we will not be conducting a full revaluation. Instead, we will maintain existing values while reviewing all sales, permits, and any updates to property data. Value changes will occur only when record data is corrected or when building permits or new construction warrant an adjustment.

PO Box 415 Menasha, WI 54952

Email: question@accurateassessor.com - Web: www.accurateassessor.com

As the newly assigned statutory assessor, my priority is ensuring a smooth and accurate process throughout the year. To reduce the risk of similar errors happening, myself as well as the Clerk's office will be completing process improvements. Post-board of review we will formally reconcile that all board of review changed are reflected on the final assessment roll prior to certification. We will also review and tax-exempt parcels, including governmental properties to ensure there is no value associated. I will have a written statement to the clerk that all of these tasks have been completed as well.

I look forward to serving the Village of Shorewood to the best of my abilities. I'm happy to answer any questions.

**VILLAGE OF SHOREWOOD, WISCONSIN
FINANCE OFFICE
MEMO**

DATE: December 15, 2025
TO: Budget and Finance Committee
FROM: Finance Office
COPY TO: Village Board
RE: Accounts Payable and Payroll Vouchers for Presentation and Approval

Presented for your approval are the following accounts payable vouchers: 11/24/2025 - 12/15/2025

100 - General Fund		404,292.72
200 - Library		11,751.26
210 - Senior Services		6,720.29
230 - Shorewood Today Magazine		-
300 - Debt Service Fund		-
400 - Capital Projects Fund		257,032.19
430 - TIF #3		-
440 - TIF #4		476,918.75
450 - TIF #5		2,257.18
600 - Parking Utility Fund		783.85
610 - Water Utility Fund		42,705.41
620 - Sewer Utility Fund		6,955.23
700 - CDA		-
800 - Property Tax Fund		-
900 - Cash Fund		-
	Subtotal:	<u>\$ 1,209,416.88</u>
PLUS: Payroll vouchers per payroll register dated:		
11/28/2025		226,976.00
12/12/2025		251,687.04
	 Grand Total	 <u>\$ 1,688,079.92</u>
	 Begin Ck #	 End Chk #
Accounts Payable Checks - North Shore Bank:	39955	39955
Accounts Payable Checks - Town Bank:	58084	58162
Accounts Payable Electronic Checks:	3339	3350
Payroll Checks:	2819	2819
Payroll Direct Deposits:	DD34050	DD34245
Payroll Electronic Check Remittances:	EFT2507	EFT2522

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 100 General Fund							
Dept 0000							
100-0000-15200	2026 Labor Relations memk	IN *WILLIG WILLIAMS DA	2026 Labor Relations membership	11/30/2025	12/22/25	175.00	3351
100-0000-15210	Prepaid Postage	US POSTMASTER	PREPAID POSTAGE ACCOUNT FILL	12052025	12/31/25	5,000.00	3356
100-0000-21520	GENERAL CLASS	WI DEPT OF EMPLOYEE TR	MONTHLY RETIREMENT PREMIUMS - NOVEM	112025	12/31/25	37,686.51	3358
100-0000-21520	PROTECTIVE SERVICE	WI DEPT OF EMPLOYEE TR	MONTHLY RETIREMENT PREMIUMS - NOVEM	112025	12/31/25	40,454.38	3358
100-0000-21520	ADDITIONAL CONTRIBUTIONS	WI DEPT OF EMPLOYEE TR	MONTHLY RETIREMENT PREMIUMS - NOVEM	112025	12/31/25	650.00	3358
100-0000-21530	Health Insurance Payable	WCA GROUP HEALTH TRUST	HEALTH INSURANCE PREMIUMS - DECEMBE	0018895891	12/31/25	124,191.43	3357
100-0000-21531	DENTAL VILLAGE PORTION	DELTA DENTAL PLAN OF W	DENTAL PREMIUMS - DECEMBER	2448584	12/31/25	5,246.96	3352
100-0000-21531	DENTAL VILLAGE PORTION	DELTA DENTAL PLAN OF W	DENTAL PREMIUMS-RETIREES-DECEMBER	2448585	12/31/25	787.74	3352
100-0000-24100	Due to MADACC	MILW AREA DOMESTIC ANI	DOG LICENSE REIMBURSEMENT OCT-DEC 20	12312025	01/14/26	1.80	58385
100-0000-24213	Sales Tax Due State	SAMMARTANO, JEREMIAH	REFUND DUP PARKING PERMIT	12082025	12/17/25	2.23	58234
100-0000-24213	Sales Tax Due State	WI DEPT OF REVENUE - S	SALES TAX - NOVEMBER	11302025	12/31/25	1,796.34	3359
100-0000-24213	Sales Tax Due State	ANTONNEAU, BENNETT	REFUND DUPL PARKING PERMIT	12152025	01/02/26	2.23	58261
Total For Dept 0000						215,994.62	
Dept 1100 Board							
100-1100-53140	Communications/Publicati	GANNETT WISCONSIN LOCA	PUBLIC NOTICES DECEMBER 2025	0007466868	01/14/26	458.20	58354
100-1100-53200	Memberships & Subscripti	ASCAP	2026 MUSIC LICENSING	100006747741-202	01/14/26	458.00	58323
100-1100-53990	Contingency / Other Activi	RUEKERT & MIELKE, INC	GIS PRO SERVICES 10/4 TO 10/31	160672	01/02/26	382.50	58301
Total For Dept 1100 Board						1,298.70	
Dept 1200 Court							
100-1200-45120	Court Fines - Current	MILW CNTY TREASURER	COURT FINES&FEES-COUNTY-NOVEMBER	11302025	12/17/25	408.80	58217
100-1200-45120	Court Fines - Current	STATE OF WISCONSIN	COURT FINES&FEES-STATE-NOVEMBER	11302025	12/17/25	1,049.94	58241
100-1200-45120	Court Fines - Current	HAMPTON, ARTHUR	CITATION OVERPAYMENT REFUND	8N8004X4GL	01/14/26	5.00	58360
100-1200-45120	RESTITUTION RECEIVED 12/04	HOKE, LAUREN	RESTITUTION RECEIVED	8N8114K156-8	01/14/26	11.02	58364
100-1200-45120	Court Fines - Current	MILW CNTY TREASURER	COURT FINES&FEES-COUNTY-DECEMBER	12312025	01/14/26	443.40	58386
100-1200-45120	Court Fines - Current	STATE OF WISCONSIN	COURT FINES&FEES-STATE-DECEMBER	12312025	01/14/26	878.93	58407
100-1200-45190	Court Fines - Aging	MILW CNTY TREASURER	COURT FINES&FEES-COUNTY-NOVEMBER	11302025	12/17/25	230.00	58217
100-1200-45190	Court Fines - Aging	STATE OF WISCONSIN	COURT FINES&FEES-STATE-NOVEMBER	11302025	12/17/25	590.00	58241
100-1200-45190	Court Fines - Aging	MILW CNTY TREASURER	COURT FINES&FEES-COUNTY-DECEMBER	12312025	01/14/26	613.00	58386
100-1200-45190	Court Fines - Aging	STATE OF WISCONSIN	COURT FINES&FEES-STATE-DECEMBER	12312025	01/14/26	1,212.00	58407
100-1200-45190	Court Fines - Aging	WI DEPT OF REVENUE - C	COLLECTIONS REDIRECT REQUEST	12042025	01/14/26	191.06	58418
100-1200-52910	Software Purch/Maint	LEXISNEXIS RISK DATA M	COURT ACCT BILLING ID 1753457 - NOV	1753457-11002302	12/17/25	64.59	58212
100-1200-52910	Software Purch/Maint	TITAN PUBLIC SAFETY SO	2026 TIPSS SUPPORT	6165	01/02/26	6,475.00	58307
100-1200-52910	Software Purch/Maint	LEXISNEXIS RISK DATA M	COURT ACCT BILLING ID 1753457 - DEC	1753457-11002444	01/14/26	200.00	58379
100-1200-52990	Other Service Contracts &	LANGUAGE LINE SERVICES	INTERPRETED PHONE CALL - COURT	11814155	01/14/26	15.60	58375
100-1200-52990	Other Service Contracts &	NICHOLAS GALLEGOS-ZAMA	COURT WITNESS REIMBURSEMENT	25-006416	01/14/26	7.20	58391
100-1200-53100	Office Supplies	SHOREWOOD PRESS	COURT STIPULATION & ORDER FORMS	11779	01/02/26	350.00	58302
100-1200-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	20.25	58398
Total For Dept 1200 Court						12,765.79	
Dept 1410 Manager							
100-1410-51900	hotel for WHEDA conf	THE SADDLERY MADISON	hotel for WHEDA conf	11/30/2025	12/22/25	229.85	3351
100-1410-53100	W-2 forms 2025	AMAZON MKTPL*N40B06Y50	W-2 forms 2025	11/30/2025	12/22/25	33.06	3351
100-1410-53100	W-2 envelopes	AMAZON MKTPL*N45CB5IJ0	W-2 envelopes	11/30/2025	12/22/25	132.80	3351
100-1410-53100	Nametag - Berzin	ZAZZLE INC	Nametag - Berzin	11/30/2025	12/22/25	13.83	3351
100-1410-53140	monthly service	CCI*CONSTANT-CONTACT	monthly service	11/30/2025	12/22/25	98.00	3351
100-1410-53200	Journal/Sentinel monthly s	GANNETT MEDIA CO	Journal/Sentinel monthly subscripti	11/30/2025	12/22/25	24.99	3351
100-1410-54130	Awards/Recog	EWALD, REBECCA	REIMBURSEMENT-CANDERSON GOODBYE	09122025	12/17/25	65.56	58191
100-1410-55100	Liability & Property Insur	R & R INSURANCE SERVIC	2026 CRIME POLICY	3320182	01/14/26	2,329.00	58398
100-1410-55100	Liability & Property Insur	R & R INSURANCE SERVIC	LIABILITY INS-2026 INSTALLMENT #1	3326809	01/14/26	13,138.67	58398
100-1410-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	129.59	58398
100-1410-56110	Computer/Printer Equip	ACP CREATIVIT, LLC	DESKTOP PC & MONITOR	INV357975	01/02/26	624.00	58257

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 100 General Fund							
Dept 1410 Manager							
100-1410-56110	Computer/Printer Equip	ACP CREATIVIT, LLC	LAPTOP & THINKPAD	INV359571	01/14/26	1,298.00	58317
						Total For Dept 1410 Manager	
						18,117.35	
Dept 1420 Clerk / Customer Service							
100-1420-51900	IIMC course registrations	CAPTUS PRESS INC	IIMC course registrations - Chang	11/30/2025	12/22/25	225.00	3351
100-1420-51900	WMCA conference - Harrell	COBBLESTONE NEENAH	WMCA conference - Harrell	11/30/2025	12/22/25	100.10	3351
100-1420-51900	transaction fee for IIMC	FRGN TRANS FEE-CAPTUS	transaction fee for IIMC registrati	11/30/2025	12/22/25	6.75	3351
100-1420-51900	hotel booking fee	HOTELBOOKING*SERV FEE	hotel booking fee	11/30/2025	12/22/25	17.99	3351
100-1420-51900	Badger Books training	HTL*COBBLESTONEHOT	Badger Books training	11/30/2025	12/22/25	242.88	3351
100-1420-51900	WMCA course registration - UW GREEN BAY CONT PROF	WMCA	WMCA course registration - Harrell	11/30/2025	12/22/25	100.00	3351
100-1420-51900	District 4 meeting - Harrell	WMCA	District 4 meeting - Harrell	11/30/2025	12/22/25	30.00	3351
100-1420-51900	Professional Education	IIMC REGION VI	IIMC REGION VI MID-YEAR REG - HARRE	2026	01/02/26	75.00	58280
100-1420-52930	Credit Card Fees	INVOICE CLOUD	CREDIT CARD FEES - NOVEMBER	2194-2025_11	12/31/25	267.18	3353
100-1420-52930	Credit Card Fees	PAYMENTECH-CHASE	CREDIT CARD FEES - NOVEMBER	11302025	12/31/25	151.46	3355
100-1420-53100	Office Supplies	WI DEPT OF JUSTICE	BACKGROUND CHECKS 11/01-11/30/25	11302025	12/17/25	7.00	58253
100-1420-53100	Office supplies	AMAZON MKTPL*N41396002	Office supplies	11/30/2025	12/22/25	34.88	3351
100-1420-53100	Treadmill	Amazon.com*B22W51LT1	Treadmill	11/30/2025	12/22/25	89.99	3351
100-1420-53100	Office Supplies	SHOREWOOD PRESS	HARRELL BUSINESS CARDS	11736	01/02/26	80.00	58302
100-1420-53100	Office Supplies	WI DEPT OF JUSTICE	BACKGROUND CHECKS 12/01-12/31/25	12312025	01/14/26	7.00	58417
100-1420-53200	Memberships & Subscriptions	METRO MUNICIPAL CLERK'	2026 MEMBER DUES - HARRELL	2026	01/02/26	30.00	58291
100-1420-54000	MADACC Programming	MILW AREA DOMESTIC ANI	OPERATING COSTS/CAPITAL Q1 2026	2371	01/14/26	2,420.06	58385
100-1420-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	72.89	58398
						Total For Dept 1420 Clerk / Customer Service	
						3,958.18	
Dept 1510 Finance							
100-1510-48900	Miscellaneous Revenue	WI DEPT OF REVENUE - S	SALES TAX - NOVEMBER	11302025	12/31/25	(17.25)	3359
100-1510-52130	Professional Fees Financial	LAUTERBACH & AMEN, LLP	FINANCE SERVICES - NOVEMBER 2025	112329	12/17/25	13,400.00	58211
100-1510-52130	Professional Fees Financial	LAUTERBACH & AMEN, LLP	FINANCE SERVICES - DECEMBER 2025	113420	01/14/26	13,400.00	58376
100-1510-52990	card membership fee	ANNUAL MEMBERSHIP FEE	card membership fee	11/30/2025	12/22/25	0.00	3351
100-1510-53100	1099 Forms & envelopes 202	AMAZON MKTPL*N40B06Y50	1099 Forms & envelopes 2025	11/30/2025	12/22/25	73.72	3351
100-1510-53130	Postage / Mailing	SHOREWOOD PRESS	TAX BILL MAILING - 2025	11698	12/17/25	925.00	58238
100-1510-53900	Miscellaneous Expenses	WI DEPT OF REVENUE - S	BUSINESS TAX REGISTRATION RENEWAL-2	1-121-179-360	12/31/25	10.00	3359
100-1510-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	64.79	58398
						Total For Dept 1510 Finance	
						27,856.26	
Dept 1900 Other General Admin							
100-1900-51325	Flexible Benefit Admin Fee	DIVERSIFIED BENEFIT SE	FSA ADMIN - DECEMBER	463067	12/17/25	137.81	58187
100-1900-52120	Professional Fees Legal	VON BRIESEN & ROPER	SC PROFESSIONAL SERVICES-LIBRARY-OCT	511542	12/17/25	146.00	58248
100-1900-52120	Professional Fees Legal	VON BRIESEN & ROPER	SC PROFESSIONAL SERVICES-PERSONNEL-OCT	511540	12/17/25	9,384.20	58248
100-1900-52120	Professional Fees Legal	CRIVELLO, NICHOLS & HA	GENERAL LEGAL SERVICES - NOVEMBER	1302-230427	01/14/26	5,620.00	58341
100-1900-52120	Professional Fees Legal	VON BRIESEN & ROPER	SC PROFESSIONAL SERVICES-PERSONNEL-NOV	514473	01/14/26	255.50	58413
100-1900-52125	Professional Fees Legal -	CRIVELLO, NICHOLS & HA	MUNICIPAL COURT - NOVEMBER	1302-230425	01/14/26	5,369.00	58341
100-1900-52140	Professional Fees - IT Cor	BAYSIDE, VILLAGE OF	IT SERVICES - DECEMBER	2500002460	12/17/25	8,374.27	58171
100-1900-52140	Professional Fees - IT Cor	BAYSIDE, VILLAGE OF	IT SERVICES - NOVEMBER	2500002447	12/17/25	8,374.27	58172
100-1900-52140	Professional Fees - IT Cor	BAYSIDE, VILLAGE OF	IT SERVICES - JANUARY	2600002594	01/14/26	8,374.27	58325
100-1900-52150	Professional Fees Assessme	ACCURATE APPRAISAL LLC	2026 ASSESSMENT - JANUARY	5875	01/14/26	4,300.00	58316
100-1900-52190	Professional Fees - Insura	R & R INSURANCE SERVIC	EMPLOYEE NAVIGATOR 2026	3320372	12/17/25	700.00	58229
100-1900-52190	Professional Fees - Insura	R & R INSURANCE SERVIC	EMPLOYEE FEES - JANUARY	3326598	01/02/26	2,331.50	58298
100-1900-52200.55-00	Electric - Village Hall	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	891.59	3361
100-1900-52200.77-00	Electric - Village Center	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	760.27	3361
100-1900-52210.55-00	Gas - Village Hall	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	1,117.94	3361
100-1900-52210.77-00	Gas - Village Center	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	530.62	3361
100-1900-52230.55-00	Phone / Internet - Village	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	399.00	58178

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 100 General Fund							
Dept 1900 Other General Admin							
100-1900-52230.55-00	Phone / Internet - Village	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	40.00	58178
100-1900-52230.55-00	Phone / Internet - Village	RINGCENTRAL INC.	PHONE SERVICES 12/28/25-01/27/26	CD_001312434	01/02/26	511.66	58299
100-1900-52230.77-00	Phone / Internet - Village	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	19.99	58178
100-1900-52230.77-00	Phone / Internet - Village	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	80.00	58178
100-1900-52230.77-00	Phone / Internet - Village	RINGCENTRAL INC.	PHONE SERVICES 12/28/25-01/27/26	CD_001312434	01/02/26	66.72	58299
100-1900-52330	Health Department - Abaten	AMERICAN ANIMAL CONTRO	ABATEMENT SERVICES - NOVEMBER	62696	12/17/25	200.00	58167
100-1900-52330	Health Department - Abaten	AMERICAN ANIMAL CONTRO	ABATEMENT SERVICES - DECEMBER	63119	01/14/26	200.00	58322
100-1900-52900.55-00	Cleaning and Pest Control	BATZNER PEST CONTROL	VILLAGE HALL EXTERMINATING	85578760	12/17/25	67.13	58170
100-1900-52900.55-00	Cleaning and Pest Control	GIBB BUILDING MAINTENA	JANITORIAL SERVICE - DECEMBER	20010	12/17/25	1,142.08	58195
100-1900-52900.55-00	Cleaning and Pest Control	BATZNER PEST CONTROL	VILLAGE HALL EXTERMINATING	89257992	01/02/26	67.13	58264
100-1900-52900.55-00	Cleaning and Pest Control	BATZNER PEST CONTROL	VILLAGE HALL EXTERMINATING	89257993	01/14/26	67.13	58324
100-1900-52900.55-00	Cleaning and Pest Control	GIBB BUILDING MAINTENA	JANITORIAL SERVICE - JANUARY	20058	01/14/26	1,142.08	58356
100-1900-52900.77-00	Cleaning and Pest Control	GIBB BUILDING MAINTENA	JANITORIAL SERVICE - DECEMBER	20010	12/17/25	527.72	58195
100-1900-52900.77-00	Cleaning and Pest Control	BATZNER PEST CONTROL	VILLAGE CENTER EXTERMINATING	89257646	01/02/26	126.82	58264
100-1900-52900.77-00	Cleaning and Pest Control	GIBB BUILDING MAINTENA	JANITORIAL SERVICE - JANUARY	20058	01/14/26	527.72	58356
100-1900-52990	Network Service Contract	CIVICPLUS, LLC	2026 SOCIAL MEDIA ARCHIVING FEES	356490	01/02/26	4,617.27	58270
100-1900-52990	Network Service Contract	CIVICPLUS, LLC	2026 WEB SUPPORT AND HOSTING FEES	354947	01/02/26	8,193.59	58270
100-1900-53100.55-00	Building Supplies - Villaç	GIBB BUILDING MAINTENA	SUPPLIES - NOVEMBER	20015	12/17/25	115.65	58195
100-1900-53100.55-00	Building Supplies - Villaç	GIBB BUILDING MAINTENA	SUPPLIES - DECEMBER	20064	01/14/26	39.75	58356
100-1900-53100.77-00	Building Supplies - Villaç	GIBB BUILDING MAINTENA	SUPPLIES - NOVEMBER	20015	12/17/25	67.45	58195
100-1900-53100.77-00	Building Supplies - Villaç	GIBB BUILDING MAINTENA	SUPPLIES - DECEMBER	20064	01/14/26	79.87	58356
100-1900-53120	Copier Costs - Village Hal	FORWARD TS, LTD.	TONER-VH 1ST FLOOR COPIER	AR270307	12/17/25	14.00	58193
100-1900-53120	Copier Costs - Village Hal	FORWARD TS, LTD.	TONER-VH 1ST FLOOR COPIER	AR270834	12/17/25	14.00	58193
100-1900-53120	Copier Costs - Village Hal	OFFICE 8	8-1/2 X 11 WHITE COPY PAPER	3001615	01/14/26	489.90	58394
100-1900-53130	Postage Meter Costs - VH	QUADIENT LEASING USA,	QTRLY LEASE 111225-021126 METER/FOL	Q2062226	01/02/26	1,661.46	58296
100-1900-53130	Postage Meter Costs - VH	QUADIENT LEASING USA,	16OZ SURE SEAL 4 PACK	17881410	01/02/26	46.55	58297
100-1900-55100	LIABILITY & PROPERTY INSUF	R & R INSURANCE SERVIC	LIABILITY INS-2026 INSTALLMENT #1	3326809	01/14/26	2,984.84	58398
Total For Dept 1900 Other General Admin						80,176.75	
Dept 2100 Police							
100-2100-46210	Warrant Fees	CLERK OF COURT	BJ SMALL WARRANT	2000PA007382	01/14/26	600.00	58337
100-2100-46336	On-Street Parking	SAMMARTANO, JEREMIAH	REFUND DUP PARKING PERMIT	12082025	12/17/25	37.77	58234
100-2100-46336	On-Street Parking	ANTONNEAU, BENNETT	REFUND DUPL PARKING PERMIT	12152025	01/02/26	37.77	58261
100-2100-48900	Miscellaneous Revenue	CLERK OF COURT	BJ SMALL WARRANT	2000PA007382	01/14/26	25.00	58337
100-2100-51330	Uniform Expense	RAY O'HERRON CO. INC.	KIEV VEST & CARRIER	2447859	12/17/25	400.75	58230
100-2100-51900	Professional Education	NICHOLAS MUELLER	MUELLER WCTC MILEAGE REIMBURSEMENT	NM-WCTC-DEC2025	12/17/25	128.80	58224
100-2100-51900	kerr wellness symposium me	KALAHARI RESTAURANT-WI	kerr wellness symposium meal	11/30/2025	12/22/25	80.05	3351
100-2100-51900	kerr wellness symposium me	KALAHARI RESTAURANT-WI	kerr wellness symposium meal	11/30/2025	12/22/25	32.69	3351
100-2100-51900	kerr wellness symposium me	KALAHARI RESTAURANT-WI	kerr wellness symposium meal	11/30/2025	12/22/25	32.62	3351
100-2100-51900	TacMobility refund	TACMOB* ERICA@TACMOBIL	TacMobility refund	11/30/2025	12/22/25	(174.30)	3351
100-2100-51900	Professional Education	WAUKESHA CNTY TECHNICA	NM, AR WCTC IN-SERVICE	S0883218	01/02/26	316.71	58311
100-2100-51900	Professional Education	NICHOLAS MUELLER	MUELLER DEFENSIVE TACTICS INSTR MIL	NMWCTC0126	01/14/26	133.40	58392
100-2100-52200	WILSON DRIVE	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	2,444.75	3361
100-2100-52210	WILSON DR - GAS	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	865.18	3361
100-2100-52230	Phone and Internet	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	219.46	58178
100-2100-52230	Phone and Internet	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	499.00	58178
100-2100-52230	screen protectors	AMAZON MARK* B21IB2ZS2	screen protectors	11/30/2025	12/22/25	26.97	3351
100-2100-52230	cellphone case	AMAZON MARK* B89PA5160	cellphone case	11/30/2025	12/22/25	36.96	3351
100-2100-52230	screen protectors	AMAZON MKTPL*B082O58Z0	screen protectors	11/30/2025	12/22/25	509.60	3351
100-2100-52230	cellphones	AMAZON MKTPL*BT0PT82Y2	cellphones	11/30/2025	12/22/25	897.00	3351
100-2100-52230	cellphones	AMAZON MKTPL*N42JM8MI1	cellphones	11/30/2025	12/22/25	109.41	3351
100-2100-52230	Phone and Internet	RINGCENTRAL INC.	PHONE SERVICES 12/28/25-01/27/26	CD_001312434	01/02/26	571.68	58299
100-2100-52230	Phone and Internet	T-MOBILE, INC. USA	11/09-12/08 CRADLEPOINT CHARGES	978927717-NOV 20	01/02/26	225.54	58305

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 100 General Fund							
Dept 2100 Police							
100-2100-52300	OTHER INTERGOV'TAL PYMTS	WI DEPT OF TRANS TV &	DEC 2025 PARKING SUSPENSIONS PROCES	12172025	12/31/25	126.00	3360
100-2100-52300	OTHER INTERGOV'TAL PYMTS	WI DEPT OF TRANS TV &	DEC 2025 PARKING SUSPENSIONS PROCES	12172025	12/31/25	69.00	3360
100-2100-52900	Cleaning and Pest Control	BATZNER PEST CONTROL	10/29/25 PEST CONTROL SERVICE	INV84182502	12/17/25	149.28	58170
100-2100-52900	Cleaning and Pest Control	GIBB BUILDING MAINTENA	JANITORIAL SERVICE - DECEMBER	20010	12/17/25	1,148.73	58195
100-2100-52900	Cleaning and Pest Control	CINTAS CORP	12/22/2025 MAT REPLACEMENT	4253857427	01/02/26	253.08	58269
100-2100-52900	Cleaning and Pest Control	GIBB BUILDING MAINTENA	JANITORIAL SERVICE - JANUARY	20058	01/14/26	1,148.73	58356
100-2100-52910	Software Purch/Maint	PACE SYSTEMS, INC.	2026 PACE SCHEDULING SOFTWARE	IN00073047	12/17/25	2,710.00	58227
100-2100-52910	Software Purch/Maint	ID NETWORKS	2026 LIVESCAN MAINTENANCE FEE	285198	01/14/26	3,495.00	58366
100-2100-52930	Credit Card Fees	MERCHANT SERVICES	ONLINE PARKING PAY PROCESSING-NOV 2	11302025	12/31/25	3,259.00	3354
100-2100-52930	BLUEFIN GATEWAY FEES - NOV	ELECTRONIC DATA COLLEC	BLUEFIN GATEWAY/RO PLATE LOOKUPS-NO	1617783	01/02/26	274.80	58272
100-2100-52990	AIMS Contracts & Fees	FIRST RESPONDERS PSYCH	NOV WELLNESS SESSIONS	1125SPD	12/17/25	1,187.50	58192
100-2100-52990	RO PLATE LOOKUPS - NOV 202	ELECTRONIC DATA COLLEC	BLUEFIN GATEWAY/RO PLATE LOOKUPS-NO	1617783	01/02/26	98.75	58272
100-2100-52990	AIMS Contracts & Fees	FIRST RESPONDERS PSYCH	DECEMBER WELLNESS SESSIONS	12255SPD	01/14/26	1,312.50	58349
100-2100-53100	Office Supplies	GIBB BUILDING MAINTENA	SUPPLIES - NOVEMBER	20015	12/17/25	188.89	58195
100-2100-53100	office supplies	AMAZON MARK* B83QP11R1	office supplies	11/30/2025	12/22/25	121.84	3351
100-2100-53100	cash register ribbon	AMAZON MKTPL*NK4XL40G0	cash register ribbon	11/30/2025	12/22/25	15.36	3351
100-2100-53100	office supplies	AMAZON RETA* N43HM7U62	office supplies	11/30/2025	12/22/25	38.88	3351
100-2100-53100	Office Supplies	GIBB BUILDING MAINTENA	SUPPLIES - DECEMBER	20064	01/14/26	112.22	58356
100-2100-53120	Copy & Print Costs	FORWARD TS, LTD.	YELLOW TONER- PATROL	AR270305	12/17/25	14.00	58193
100-2100-53120	Copy & Print Costs	GREATAMERICA FINANCIAL	11/15-12/14 COPY LEASE AGREEMENT	40842945	01/02/26	248.82	58278
100-2100-53200	Memberships & Subscriptior	WI CHIEFS OF POLICE AS	2026 MEMBERSHIP RENEWAL + WPLF	15008	12/17/25	150.00	58252
100-2100-53400	Vehicle Maintenance	GENERAL COMMUNICATIONS	SQ#904 SIREN CONTROLL REPLACEMENT	352244	12/17/25	262.00	58194
100-2100-53500	Dept/Program Supplies	EVAN LASERSTEIN	JOB POSTING POSTERS	000027	12/17/25	180.00	58190
100-2100-53500	Dept/Program Supplies	WILL ENTERPRISE	COMMUNITY OUTREACH SUPPLIES	420511	12/17/25	745.73	58256
100-2100-53500	evidence supplies	AMAZON MARK* B074Z7MA2	evidence supplies	11/30/2025	12/22/25	50.49	3351
100-2100-53500	evidence labels	AMAZON MKTPL*B85P56AM0	evidence labels	11/30/2025	12/22/25	97.69	3351
100-2100-53500	Northshore chiefs supplies	METRO MARKET #893	Northshore chiefs supplies	11/30/2025	12/22/25	31.98	3351
100-2100-53500	Dept/Program Supplies	STREICHERS	POLICE TAPE	I1799946	01/02/26	200.00	58304
100-2100-53500	Dept/Program Supplies	GALLS	ACKLEY'S BADGE	033495355	01/14/26	224.20	58353
100-2100-55100	Liability & Property Insur	R & R INSURANCE SERVIC	LIABILITY INS-2026 INSTALLMENT #1	3326809	01/14/26	11,648.49	58398
100-2100-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	18,028.82	58398
100-2100-56130	Furniture / Office equipme	JL BUSINESS INTERIORS,	OFFICE CHAIRS	39241	01/02/26	2,291.00	58282
100-2100-56140	Officer Equipment / repair	RAY O'HERRON CO. INC.	KIEV VEST & CARRIER	2447859	12/17/25	800.00	58230
100-2100-56140	Officer Equipment / repair	STREICHERS	TACTICAL POUCH	I1799949	01/02/26	80.50	58304
100-2100-56140	Officer Equipment / repair	TKK ELECTRONICS, LLC	SQUAD COMPUTER	142281	01/02/26	2,635.57	58308
100-2100-56140	Officer Equipment / repair	TKK ELECTRONICS, LLC	DOCKING STATION	142280	01/02/26	749.73	58308
100-2100-56140	Officer Equipment / repair	MARK WROBLEWSKI	WROBLEWSKI REMIBURSEMENT FOR VEST P.	MW VEST2025	01/14/26	150.00	58383
Total For Dept 2100 Police						62,355.39	
Dept 2400 Planning and Development							
100-2400-44310	Building Permits	WOOD, STEVEN	REFUND BUILDING PERMIT FEE	12292025	01/02/26	75.00	58313
100-2400-51120	Contracted Inspectors	KWK ELECTRIC INC	COMMERCIAL ELECT INSP JUL-DEC 2025	51128	01/02/26	1,375.00	58288
100-2400-52930	Credit Card Fees	INVOICE CLOUD	CREDIT CARD FEES - NOVEMBER	2194-2025_11	12/31/25	301.65	3353
100-2400-52930	Credit Card Fees	PAYMENTECH-CHASE	CREDIT CARD FEES - NOVEMBER	11302025	12/31/25	135.02	3355
100-2400-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	2,000.50	58398
Total For Dept 2400 Planning and Development						3,887.17	
Dept 2900 Other Public Safety							
100-2900-52300	DISPATCH-OPERATIONS	BAYSIDE, VILLAGE OF	Q1 DISPATCH OPERATIONS & CAPITAL	2500002568	01/02/26	114,071.25	58265
100-2900-52300	DISPATCH-CAPITAL	BAYSIDE, VILLAGE OF	Q1 DISPATCH OPERATIONS & CAPITAL	2500002568	01/02/26	31,683.00	58265
100-2900-52990	Crossing Guards	ALL CITY MANAGEMENT SE	11/16-11/29 CROSSING GUARDS	105313	12/17/25	5,585.03	58165
100-2900-52990	Crossing Guards	ALL CITY MANAGEMENT SE	11/30/25-12/13/25	105751	01/02/26	7,905.05	58259
100-2900-52990	Crossing Guards	ALL CITY MANAGEMENT SE	12/14/25-12/27/25 CROSSING GUARDS	106081	01/14/26	3,972.67	58320

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Fund 100 General Fund							
Dept 2900 Other Public Safety							
Total For Dept 2900 Other Public Safety						163,217.00	
Dept 3100 Public Works Admin.							
100-3100-51330	Uniform Expense	ERIC ANDERSON	REIMBURSEMENT FOR UNIFORM	ANDERSON_DEC2025	12/17/25	163.80	58188
100-3100-51330	Uniform Expense	ERIC BUTLER	REIMBURSEMENT FOR UNIFORM	BUTLER_DEC2025	12/17/25	421.95	58189
100-3100-51330	Uniform Expense	JOHN MALLUM	REIMBURSEMENT FOR UNIFORM	MALLUM_DEC25	12/17/25	217.16	58203
100-3100-51330	Uniform Expense	JUSTIN OBERLE	REIMBURSEMENT FOR UNIFORM	OBERLE_DEC2025	12/17/25	425.00	58207
100-3100-51330	Uniform Expense	STEVE WEST	REIMBURSEMENT FOR UNIFORM	WEST_DEC2025	12/17/25	66.07	58242
100-3100-51330	Uniform Expense	BEN HABANEK	REIMBURSEMENT FOR UNIFORM	HABANEK_JAN26	01/14/26	425.00	58326
100-3100-51330	Uniform Expense	MIGUEL GONZALEZ	REIMBURSEMENT FOR UNIFORM	GONZALEZ_DEC2025	01/14/26	421.57	58384
100-3100-51330	Uniform Expense	ROB YENTER	REIMBURSEMENT FOR UNIFORM	YENTER_JAN26	01/14/26	425.00	58400
100-3100-52110	Professional Fees Engineer	STRAND ASSOCIATES INC	GENERAL ENGINEERING 11/1 TO 11/30	0232597	01/02/26	315.00	58303
100-3100-52230	Phone and Internet	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	160.00	58178
100-3100-52230	Phone and Internet	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	249.00	58178
100-3100-52230	Phone and Internet	RINGCENTRAL INC.	PHONE SERVICES 12/28/25-01/27/26	CD_001312434	01/02/26	181.29	58299
100-3100-52230	Phone and Internet	US CELLULAR	CELL SERVICE 12/12/2025 TO 1/11/202	0775725819	01/14/26	120.59	58410
100-3100-52910	Software Purch/Maint	RUEKERT & MIELKE, INC	GIS PRO SERVICES 10/4 TO 10/31	160672	01/02/26	510.00	58301
100-3100-53100	tablet case and charger ac	AMAZON MKTPL*N46YO4WS1	tablet case and charger adapters	11/30/2025	12/22/25	53.98	3351
100-3100-53100	charger blocks	AMAZON MKTPL*NK69E4Z90	charger blocks	11/30/2025	12/22/25	29.64	3351
100-3100-53100	badges	SP BADGESMITH.COM	badges	11/30/2025	12/22/25	16.95	3351
100-3100-53100	Phase I streetlight notice	USPS PO 5675860211	Phase I streetlight notice of defau	11/30/2025	12/22/25	14.90	3351
100-3100-53100	Office Supplies	STAPLES CONTRACT & COM	BINDERS	6048676791	01/14/26	23.59	58405
100-3100-53100	Office Supplies	STAPLES CONTRACT & COM	PAPER AND CORK BOARD	6052282899	01/14/26	81.60	58405
100-3100-53120	Copy & Print Costs	GREATAMERICA FINANCIAL	PRINTER 10/28 TO 11/27	40733898	12/17/25	58.06	58198
100-3100-53120	Copy & Print Costs	GREATAMERICA FINANCIAL	PRINTER 11/28 TO 12/27	40948163	01/14/26	53.03	58359
100-3100-53200	Memberships & Subscriber	APWA	MEMBERSHIP 2026	000907513	12/17/25	500.00	58169
100-3100-54150	Safety Expenses	CINTAS	AED MAINTENANCE	9348822361	12/17/25	51.33	58179
100-3100-54150	Safety Expenses	ROB YENTER	REIMBURSEMENT FOR SAFETY GLASSES	YENTER_JUNE25	12/17/25	175.00	58232
100-3100-54150	Safety Expenses	CINTAS	MEDICAL CABINET SUPPLIES	5307848205	01/02/26	45.43	58268
100-3100-54150	Safety Expenses	CINTAS	AED MAINTENANCE	9353443968	01/14/26	51.33	58334
100-3100-54150	Safety Expenses	DASH MEDICAL GLOVES IN	GLOVES	INV1344206	01/14/26	158.00	58342
100-3100-54150	Safety Expenses	FEHR-GRAHAM & ASSOCIAT	2025 SAFETY SERVICES	137018	01/14/26	400.00	58348
100-3100-54450	Property Damage - reimburs	ULINE, INC.	STORAGE CABINET	200741989	12/17/25	1,877.98	58245
100-3100-54450	helical cutterhead planer	GRIZZLY INDUSTRIAL PHO	helical cutterhead planer (flood re)	11/30/2025	12/22/25	4,578.95	3351
100-3100-54450	disc combo sander	GRIZZLY INDUSTRIAL PHO	disc combo sander	11/30/2025	12/22/25	1,299.00	3351
100-3100-54450	Property Damage - reimburs	GRAYBAR ELECTRIC CO.,	REIMBURSABLE STREETLIGHT	9351357963	01/02/26	677.07	58277
100-3100-54450	Property Damage - reimburs	TAPCO	ANTENNA CABLE REIMBURSABLE	1815186	01/02/26	245.00	58306
100-3100-55100	Liability & Property Insur	R & R INSURANCE SERVIC	LIABILITY INS-2026 INSTALLMENT #1	3326809	01/14/26	5,692.23	58398
100-3100-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	12,740.04	58398
100-3100-55110	Workers Comp / Unemploymer	WI DEPT OF WORKFORCE D	UNEMPLOYMENT INS CLAIM DEC 2025	000014241828	01/14/26	297.00	58420
100-3100-56130	Small Tools / Equipment	STAPLES CONTRACT & COM	OFFICE DESK CHAIRS	6050120388	01/14/26	680.57	58405
100-3100-56130	Small Tools / Equipment	STAPLES CONTRACT & COM	OFFICE DESK CHAIRS	6050120386	01/14/26	457.58	58405
Total For Dept 3100 Public Works Admin.						34,359.69	
Dept 3230 Bldg Maint - Public Works							
100-3230-53350	Outsourced Repairs	DESIGN BUILD FIRE PROT	SERVICE WORK AT DPW	5937	12/17/25	2,115.00	58185
100-3230-53350	Outsourced Repairs	GIBB BUILDING MAINTENA	DPW JANITORIAL SERVICE - DEC	20011	12/17/25	373.74	58195
100-3230-53350	Outsourced Repairs	J.M. BRENNAN, INC.	V H BOILER FILL TANK RIB	11030819	12/17/25	599.08	58201
100-3230-53350	Outsourced Repairs	OTIS ELEVATOR CO.	104 ELEVATOR MAINTENANCE 12/1/2025 T	100402129983	12/17/25	397.88	58226
100-3230-53350	carpet cleaning	SHABAHANG & SONS	carpet cleaning	11/30/2025	12/22/25	566.48	3351
100-3230-53350	Outsourced Repairs	ORKIN COMMERCIAL SERVI	DPW EXTERMINATING	290421274	01/02/26	121.00	58294
100-3230-53350	Outsourced Repairs	PIEPER ELECTRIC	PD SERVICE CALL	PJ99045091	01/02/26	718.96	58295
100-3230-53350	Outsourced Repairs	DESIGN BUILD FIRE PROT	QUARTERLY SPRINKLER INSPECTION PD	6129	01/14/26	225.00	58345

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 100 General Fund							
Dept 3230 Bldg Maint - Public Works							
100-3230-53350	Outsourced Repairs	GIBB BUILDING MAINTENA	JAN DPW CLEANING	20059	01/14/26	373.74	58356
100-3230-53500	Dept/Program Supplies	ALSCO, INC.	SHOP TOWELS	IML2177161	12/17/25	70.89	58166
100-3230-53500	Dept/Program Supplies	BLIFFERT LUMBER	HILLMAN FASTENERS	2511-565792	12/17/25	6.00	58175
100-3230-53500	Dept/Program Supplies	BONAFIDE SAFE & LOCK I	DPW DUPLICATE KEYS	25167	12/17/25	21.44	58177
100-3230-53500	Dept/Program Supplies	CTC SUPPLIES	CLEANING RAGS	0076711	12/17/25	65.00	58182
100-3230-53500	Dept/Program Supplies	GRAINGER W W INC	COGGED V-BELT	9716360178	12/17/25	11.67	58196
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	DPW SHOP SUPPLIES	8020771	12/17/25	352.87	58199
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	ROUTER AND IMPACT DRILL	7020925	12/17/25	446.25	58199
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	HATCHET PRUNER, TOTE, AND OUTLETS	2190295	12/17/25	360.74	58199
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	HAMMER, CHAIN, AND OIL	5534011	12/17/25	367.83	58199
100-3230-53500	Dept/Program Supplies	KROGER COMPANY, THE	DPW SUPPLIES	033780	12/17/25	69.91	58209
100-3230-53500	transformer gasket kit	AMAZON MKTPL*B845L0LJ2	transformer gasket kit	11/30/2025	12/22/25	18.35	3351
100-3230-53500	gear oil	AMAZON MKTPL*BT7WN8ZL1	gear oil	11/30/2025	12/22/25	48.28	3351
100-3230-53500	paper towels	AMAZON MKTPL*BT9T15FT0	paper towels	11/30/2025	12/22/25	41.24	3351
100-3230-53500	blue paper towels	AMAZON MKTPL*NK1FE2QW2	blue paper towels	11/30/2025	12/22/25	89.50	3351
100-3230-53500	toilet paper	AMAZON MKTPL*NK27065F2	toilet paper	11/30/2025	12/22/25	62.55	3351
100-3230-53500	boot dryer and blade set	AMAZON MKTPL*NU1R84IF2	boot dryer and blade set	11/30/2025	12/22/25	326.64	3351
100-3230-53500	nitrile gloves, Large	AMAZON MKTPL*NU2464W61	nitrile gloves, Large	11/30/2025	12/22/25	114.74	3351
100-3230-53500	nitrile gloves, X-Large	AMAZON MKTPL*NU7ES8WK1	nitrile gloves, X-Large	11/30/2025	12/22/25	114.74	3351
100-3230-53500	dust collection hose and adaptor	Amazon.com*B09DP4AQ2	dust collection hose and adaptor	11/30/2025	12/22/25	51.97	3351
100-3230-53500	coffee cups	Amazon.com*NK8UQ8WJ1	coffee cups	11/30/2025	12/22/25	144.90	3351
100-3230-53500	LED tube lights	LED LIGHTIN	LED tube lights	11/30/2025	12/22/25	457.70	3351
100-3230-53500	PD led tube light	LED LIGHTIN	PD led tube light	11/30/2025	12/22/25	457.70	3351
100-3230-53500	Dept/Program Supplies	GRAINGER W W INC	VC ROUND SWITCH	9743811581	01/02/26	108.02	58276
100-3230-53500	Dept/Program Supplies	GRAINGER W W INC	VC SENSOR	9733018049	01/02/26	307.89	58276
100-3230-53500	Dept/Program Supplies	GRAINGER W W INC	VILLAGE HALL VALVE	9734163190	01/02/26	226.99	58276
100-3230-53500	Dept/Program Supplies	GRAINGER W W INC	VILLAGE HALL PNEUMATIC ACTUATOR	9733334768	01/02/26	155.60	58276
100-3230-53500	Dept/Program Supplies	BLIFFERT LUMBER	M18 TELESCOPE POLE SAW	2511-454728	01/14/26	587.99	58329
100-3230-53500	Dept/Program Supplies	BONAFIDE SAFE & LOCK I	W0 #26465 LOCKS	INV-25947	01/14/26	144.35	58330
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	DPW SCREWS, RATCHET, TAPE, ETC	9521554	01/14/26	543.56	58365
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	DECK BOARDS	6011640	01/14/26	41.96	58365
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	SHOP STOCK	2012047	01/14/26	40.83	58365
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	DRILL, SANDER, AND MORE FOR DPW	1532129	01/14/26	881.85	58365
100-3230-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	DPW DRYWALL SUPPLIES	5532711	01/14/26	50.52	58365
100-3230-53500	Dept/Program Supplies	KROGER COMPANY, THE	DPW SUPPLIES	58800	01/14/26	43.47	58374
100-3230-54160	Hubbard Lodge/ River Club	JOHNSTONE SUPPLY	DRAFT INDUCER FOR RIVER CLUB	3248336	12/17/25	597.54	58206
100-3230-54160	Hubbard Lodge/ River Club	ORKIN COMMERCIAL SERVI	BANQUET HALL EXTERMINATING	290423146	01/02/26	95.00	58294
100-3230-54160	Hubbard Lodge/ River Club	ORKIN COMMERCIAL SERVI	HUBBARD LODGE EXTERMINATING	290421431	01/02/26	136.00	58294
Total For Dept 3230 Bldg Maint - Public Works						13,153.36	
Dept 3300 Municipal Garage							
100-3300-52200	DPW GARGAGE	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	276.29	3361
100-3300-52200	COMPACTOR	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	2,081.83	3361
100-3300-52210	DPW GAS	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	1,676.76	3361
100-3300-53350	Outsourced Repairs	JFTCO, INC.	VEHICLE 93	SIMK0085325	12/17/25	3,353.28	58202
100-3300-53350	Outsourced Repairs	WASTEBUILT ENVIRONMENT	VEHICLE 74	I20-808170	12/17/25	6,735.25	58250
100-3300-53350	Outsourced Repairs	KRIETE LEASING & RENTA	VEHICLE 71	R101020895:01	01/02/26	6,924.96	58287
100-3300-53350	Outsourced Repairs	KRIETE LEASING & RENTA	VEHICLE 72	R101021391:01	01/02/26	1,059.65	58287
100-3300-53400	Vehicle Maintenance	HEISER FORD INC	VEHICLE 37	05-57937	12/17/25	64.67	14
100-3300-53400	Vehicle Maintenance	HEISER FORD INC	VEHICLE 37	05-57938	12/17/25	42.08	14
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 34	885839	12/17/25	22.80	58163
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	SHOP STOCK	885834	12/17/25	38.81	58163
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 35	886663	12/17/25	190.83	58163

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 100 General Fund							
Dept 3300 Municipal Garage							
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	CREDIT FOR INVOICE 886663	886765	12/17/25	(22.00)	58163
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 37	886866	12/17/25	172.34	58163
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 35	886867	12/17/25	55.92	58163
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 35	886877	12/17/25	61.99	58163
100-3300-53400	Vehicle Maintenance	AIRGAS USA, LLC	CYLINDER RENTAL 11/1 TO 11/30	5520780854	12/17/25	366.00	58164
100-3300-53400	Vehicle Maintenance	ALSCO, INC.	SHOP TOWELS	IMIL2173421	12/17/25	46.64	58166
100-3300-53400	Vehicle Maintenance	GRAINGER W W INC	TRUCK VALVE EXTENSION	9715633237	12/17/25	58.51	58196
100-3300-53400	Vehicle Maintenance	HOME DEPOT CREDIT SERV	SHOP CLEANER	4161569	12/17/25	39.46	58199
100-3300-53400	Vehicle Maintenance	MOTION & CONTROL ENTER	VEHICLE 54	F92182-002	12/17/25	13.78	58222
100-3300-53400	Vehicle Maintenance	MOTION & CONTROL ENTER	VEHICLE 54	F92182-001	12/17/25	194.69	58222
100-3300-53400	Vehicle Maintenance	NAPA AUTO PARTS	SHOP STOCK	852547	12/17/25	42.38	58223
100-3300-53400	Vehicle Maintenance	BROOKS TRACTOR INC	RETURN FROM INVOICE M89286	M89403	12/17/25	(55.84)	58332
100-3300-53400	handheld scale for shop	AMAZON MARK* NK6I14731	handheld scale for shop	11/30/2025	12/22/25	37.38	3351
100-3300-53400	shop stock of windshield w	MENARDS WEST MILWAUKEE	shop stock of windshield washer flu	11/30/2025	12/22/25	199.20	3351
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 201	887432	01/02/26	33.10	58258
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	201 - PLANNING	887425	01/02/26	86.14	58258
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	CREDIT FOR RETURN FROM INVOICE 8868	886934	01/02/26	(172.34)	58258
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	SHOP SUPPLIES	887426	01/02/26	116.88	58258
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	RETURN FROM INVOICE 887425	887504	01/02/26	(86.14)	58258
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	201 - PLANNING	887516	01/02/26	28.59	58258
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 38	887913	01/02/26	59.12	58258
100-3300-53400	Vehicle Maintenance	ENVIROTECH EQUIPMENT C	PRESSURE WASHER	25-0026686	01/02/26	1,280.14	58273
100-3300-53400	Vehicle Maintenance	EWALD AUTOMOTIVE GROUP	SQUAD 4	99708	01/02/26	439.98	58274
100-3300-53400	Vehicle Maintenance	EWALD AUTOMOTIVE GROUP	SQUAD 7	99727	01/02/26	484.11	58274
100-3300-53400	Vehicle Maintenance	FILTRATION CONCEPTS IN	FILTERS-PLEATED	85816	01/02/26	322.32	58275
100-3300-53400	Vehicle Maintenance	GRAINGER W W INC	SHOP STOCK	9743811573	01/02/26	67.10	58276
100-3300-53400	Vehicle Maintenance	GRAINGER W W INC	VEHICLE 90	9733764931	01/02/26	31.28	58276
100-3300-53400	Vehicle Maintenance	JX ENTERPRISES INC	SHOP STOCK	12328761P	01/02/26	109.96	58283
100-3300-53400	Vehicle Maintenance	US CELLULAR	GPS 12/9 TO 1/8	0774887765	01/02/26	21.28	58309
100-3300-53400	Vehicle Maintenance	WI STEAM CLEANER SALES	SHOP STOCK	69187	01/02/26	191.54	58312
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	SHOP STOCK	888534	01/14/26	42.34	58318
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	STOCK	888680	01/14/26	17.32	58318
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 47	888324	01/14/26	63.74	58318
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	SHOP STOCK	888294	01/14/26	73.92	58318
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	SHOP STOCK	888292	01/14/26	144.88	58318
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	VEHICLE 47	888540	01/14/26	12.80	58318
100-3300-53400	Vehicle Maintenance	ADVANCE AUTO PARTS	STOCK	888037	01/14/26	178.12	58318
100-3300-53400	Vehicle Maintenance	ALSCO, INC.	SHOP TOWELS	IMIL2180999	01/14/26	87.47	58321
100-3300-53400	Vehicle Maintenance	BROOKS TRACTOR INC	VEHICLE 85	M90158	01/14/26	305.10	58332
100-3300-53400	Vehicle Maintenance	KRIETE LEASING & RENTA	SHOP STOCK	X101127572:01	01/14/26	300.64	58373
100-3300-53400	Vehicle Maintenance	MACQUEEN EQUIPMENT, LL	YARD CLAMP	P40892	01/14/26	163.48	58380
100-3300-53400	Vehicle Maintenance	MOTION & CONTROL ENTER	CRIMP HOSE STOCK	G02493-001	01/14/26	82.80	58390
100-3300-53400	Vehicle Maintenance	WASTEBUILT ENVIRONMENT	VEHICLE 71	4164419	01/14/26	397.53	58416
100-3300-53410	Fuel and Oil	ROTE OIL - CEDARBURG	DIESEL FUEL	15341	12/17/25	4,525.26	58233
100-3300-53410	Fuel and Oil	ROTE OIL - CEDARBURG	UNLEADED FUEL	15342	12/17/25	1,381.36	58233
100-3300-53410	Fuel and Oil	ROTE OIL - CEDARBURG	UNLEADED FUEL	16649	01/02/26	1,935.70	58300
100-3300-53410	Fuel and Oil	ROTE OIL - CEDARBURG	DIESEL FUEL	16650	01/02/26	2,914.00	58300
100-3300-53410	Fuel and Oil	HARTLAND LUBRICANTS AN	DRUMS	1018130-00	01/14/26	370.30	58361
100-3300-53410	Fuel and Oil	ROTE OIL - CEDARBURG	DIESEL FUEL	17765	01/14/26	2,011.97	58401
100-3300-53410	Fuel and Oil	ROTE OIL - CEDARBURG	UNLEADED FUEL	17764	01/14/26	1,022.75	58401

Total For Dept 3300 Municipal Garage

42,722.20

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 100 General Fund							
Dept 3410 Street and Alley							
100-3410-53510	Supplies - Signage	HOME DEPOT CREDIT SERV	HOLIDAY LIGHTS	2300002	12/17/25	199.92	58199
Total For Dept 3410 Street and Alley						199.92	
Dept 3430 Street Lights							
100-3430-52200.01-00	Electric - Street Lightinç	WE ENERGIES - CONSOLID	ALLEY LIGHT 4305 N MARLBOROUGH	5735339544	12/17/25	835.11	58251
100-3430-52200.01-00	Electric - Street Lightinç	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	7,812.98	3361
100-3430-52200.02-00	Electric - Traffic Devices	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	1,006.57	3361
100-3430-53500	Supplies - Street Lightinç	DIGGERS HOTLINE INC	DIGGER TICKETS - NOV	251155101	12/17/25	11.34	58186
100-3430-53500	Supplies - Street Lightinç	GRAYBAR ELECTRIC CO.,	FUSES AND WIRENUTS	9351055133	12/17/25	474.60	58197
100-3430-53500	Supplies - Street Lightinç	GRAYBAR ELECTRIC CO.,	LED BULB REPLACEMENT	9351285399	01/02/26	498.72	58277
100-3430-53500	Supplies - Street Lightinç	GRAYBAR ELECTRIC CO.,	LED BULB REPLACEMENT	9351303932	01/02/26	801.24	58277
100-3430-53500	Supplies - Street Lightinç	GRAYBAR ELECTRIC CO.,	STREETLIGHTING SUPPLIES	9351423108	01/14/26	481.50	58358
100-3430-53500	Supplies - Street Lightinç	GRAYBAR ELECTRIC CO.,	STREETLIGHT SUPPLIES	9351517075	01/14/26	288.90	58358
Total For Dept 3430 Street Lights						12,210.96	
Dept 3460 Winter							
100-3460-53500	Dept/Program Supplies	COMPLETE LAWN AND LAND ICE	BURNER PURPLE	100407	12/17/25	343.00	58181
100-3460-53500	Dept/Program Supplies	MILW TRACTOR & EQUIPME	SNOW OPS-BUCKET	EM01108	12/17/25	2,800.00	58219
100-3460-53500	Dept/Program Supplies	PIRTEK MONOMONEE FALLS	PLOWS 56 & 54	296-T0001020	12/17/25	1,971.82	58228
100-3460-53500	Dept/Program Supplies	SITEONE LANDSCAPE SUPP	WINTER OPS EQUIPMENT	161223727-001	12/17/25	43.28	58239
100-3460-53500	Dept/Program Supplies	STATE INDUSTRIAL PRODU	POLARPRO AND SUPERHOT	904020546	12/17/25	709.29	58240
100-3460-53500	Dept/Program Supplies	STATE INDUSTRIAL PRODU	POLARPRO AEROSOL	904020547	12/17/25	222.00	58240
100-3460-53500	Dept/Program Supplies	COMMERCE INDUSTRIAL CH	LIQUIDOW	2025-66094-00	01/02/26	766.37	58271
100-3460-53500	Dept/Program Supplies	HOME DEPOT CREDIT SERV	WINTER OPS EQUIPMENT	8030824	01/14/26	98.82	58365
100-3460-53500	Dept/Program Supplies	WINTER EQUIPMENT CO	WINTER CARBIDE RAZOR CURB CAST	IV66196	01/14/26	1,800.48	58421
Total For Dept 3460 Winter						8,755.06	
Dept 3510 Refuse Disposal							
100-3510-52950.03-00	Disposal Contracts - Refus	WASTE MANAGEMENT OF WI	11/1 TO 11/30 SCHOOLS/VILLAGE BLDGS	7206794-2275-1	12/17/25	1,428.06	58249
100-3510-52950.03-00	Disposal Contracts - Refus	WASTE MANAGEMENT OF WI	11/1 TO 11/30 SOLID, YARD	0129979-2808-5	01/02/26	26,273.84	58310
100-3510-52950.03-00	Disposal Contracts - Refus	COMPOST CRUSADER LLC	RESIDENT COMPOSTING 10/1 TO 12/31	12338	01/14/26	1,260.00	58339
100-3510-52950.03-00	Disposal Contracts - Refus	WASTE MANAGEMENT OF WI	12/1 TO 12/31 SCHOOLS/VILLAGE BLDGS	7219978-2275-5	01/14/26	1,428.06	58415
100-3510-52950.04-00	Disposal Contracts - Recyc	WASTE MANAGEMENT OF WI	11/1 TO 11/30 DPW RECYCLE FEES	7206694-2275-3	12/17/25	463.50	58249
100-3510-52950.04-00	Disposal Contracts - Recyc	WASTE MANAGEMENT OF WI	11/1 TO 11/30 CURBSIDE	7206695-2275-0	12/17/25	16,723.20	58249
100-3510-52950.04-00	Disposal Contracts - Recyc	WASTE MANAGEMENT OF WI	12/1 TO 12/31 OAKLAND AVE	7209135-2275-4	12/17/25	152.00	58249
100-3510-52950.04-00	Disposal Contracts - Recyc	WASTE MANAGEMENT OF WI	11/1 TO 11/30 SCHOOLS/VILLAGE BLDGS	7206794-2275-1	12/17/25	775.50	58249
100-3510-52950.04-00	Disposal Contracts - Recyc	WASTE MANAGEMENT OF WI	12/1 TO 12/31 DPW RECYCLE FEES	7219880-2275-3	01/14/26	463.50	58415
100-3510-52950.04-00	Disposal Contracts - Recyc	WASTE MANAGEMENT OF WI	12/1 TO 12/31 CURBSIDE	7219881-2275-1	01/14/26	16,723.20	58415
100-3510-52950.04-00	Disposal Contracts - Recyc	WASTE MANAGEMENT OF WI	12/1 TO 12/31 SCHOOLS/VILLAGE BLDGS	7219978-2275-5	01/14/26	781.50	58415
100-3510-53510	Supplies - Recycling	HOME DEPOT CREDIT SERV	PALLET WRAP	1127014	12/17/25	73.39	58199
Total For Dept 3510 Refuse Disposal						66,545.75	
Dept 3530 Yard Waste / Leaf							
100-3530-52950.05-00	Disposal Contracts - Yard	WASTE MANAGEMENT OF WI	11/1 TO 11/30 SOLID, YARD	0129979-2808-5	01/02/26	9,951.82	58310
Total For Dept 3530 Yard Waste / Leaf						9,951.82	
Dept 3610 Forestry							
100-3610-53510	EAB Treatment Supplies	WASTE MANAGEMENT OF WI	EBA DRUMS DISPOSAL	0006231-2394-0	01/14/26	459.67	58415
Total For Dept 3610 Forestry						459.67	
Dept 3620 Parks and Beautification							
100-3620-52200	GHOST TRAIN	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	158.90	3361
100-3620-52200	HUBBARD PARK	WE ENERGIES - CONSOLID	GAS/ELECTRIC USAGE - NOVEMBER	5744509903	01/07/26	222.29	3361

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Fund 100 General Fund							
Dept 3620 Parks and Beautification							
100-3620-52200	HUMBLE PARK	WE ENERGIES - CONSOLID GAS/ELECTRIC USAGE - NOVEMBER		5744509903	01/07/26	35.00	3361
100-3620-52200	ATWATER BEACH	WE ENERGIES - CONSOLID GAS/ELECTRIC USAGE - NOVEMBER		5744509903	01/07/26	137.06	3361
100-3620-52210	RIVER CLUB GAS	WE ENERGIES - CONSOLID GAS/ELECTRIC USAGE - NOVEMBER		5744509903	01/07/26	17.94	3361
Total For Dept 3620 Parks and Beautification						571.19	
Total For Fund 100 General Fund						778,556.83	
Fund 200 Library							
Dept 0000							
200-0000-24213	Sales Tax Due State	WI DEPT OF REVENUE - S SALES TAX - NOVEMBER		11302025	12/31/25	57.56	3359
Total For Dept 0000						57.56	
Dept 5110 Library							
200-5110-52200	ELECTRIC-LIBRARY	WE ENERGIES - CONSOLID GAS/ELECTRIC USAGE - NOVEMBER		5744509903	01/07/26	2,280.82	3361
200-5110-52210	LIBRARY GAS	WE ENERGIES - CONSOLID GAS/ELECTRIC USAGE - NOVEMBER		5744509903	01/07/26	1,591.86	3361
200-5110-52230	Phone and Internet (village)	CHARTER COMMUNICATIONS SPECTRUM SERVICES - DECEMBER		152669501120725	12/17/25	20.00	58178
200-5110-52230	Phone and Internet (village)	AT&T WISCONSIN LIBRARY ALARM LINES 12/22/25-01/21		41496724051225	01/02/26	168.74	58262
200-5110-52230	Phone and Internet (village)	RINGCENTRAL INC. PHONE SERVICES 12/28/25-01/27/26		CD 001312434	01/02/26	430.55	58299
200-5110-52900	Cleaning and Pest Control	GIBB BUILDING MAINTENA JANITORIAL SERVICE - DECEMBER		20010	12/17/25	280.00	58195
200-5110-52900	Cleaning and Pest Control	GIBB BUILDING MAINTENA JANITORIAL SERVICE - DECEMBER		20010	12/17/25	1,583.15	58195
200-5110-52900	Cleaning and Pest Control	GIBB BUILDING MAINTENA JANITORIAL SERVICE - JANUARY		20058	01/14/26	350.00	58356
200-5110-52900	Cleaning and Pest Control	GIBB BUILDING MAINTENA JANITORIAL SERVICE - JANUARY		20058	01/14/26	1,583.15	58356
200-5110-52910	Email distribution software	CCI*CONSTANT-CONTACT Email distribution software		11/30/2025	12/22/25	185.33	3351
200-5110-52910	Software Purch/Maint	BYTE STUDIOS, INC. HOSTING & SUPPORT 7-12 2025		1890	01/02/26	270.00	58267
200-5110-53100	plastic storage box	AMAZON RETA* B060Q8YH2 plastic storage box		11/30/2025	12/22/25	24.99	3351
200-5110-53100	Office Supplies	QUILL CORPORATION PENS & CLOROX WIPES		47136169	01/14/26	15.46	58397
200-5110-53100	Office Supplies	QUILL CORPORATION CALENDAR		47143274	01/14/26	12.98	58397
200-5110-53101	Building supplies	GIBB BUILDING MAINTENA SUPPLIES - NOVEMBER		20015	12/17/25	202.34	58195
200-5110-53101	Building supplies	GIBB BUILDING MAINTENA SUPPLIES - DECEMBER		20064	01/14/26	239.62	58356
200-5110-53120	Copy & Print Costs	GREATAMERICA FINANCIAL PRINTER LEASE		40733899	12/17/25	341.33	58198
200-5110-53120	Copy & Print Costs	FORWARD TS, LTD. COPIER PRINTER CONTRACT		AR271837	01/14/26	89.50	58350
200-5110-53120	Copy & Print Costs	GREATAMERICA FINANCIAL LEASE OF PRINTER/COPIERS		40948164	01/14/26	275.45	58359
200-5110-53120	Copy & Print Costs	QUILL CORPORATION COPY PAPER		47205329	01/14/26	159.96	58397
200-5110-53200	Memberships & Subscription	WI LIBRARY ASSOCIATION N. WECKWERTH MEMBER RENEW		23587	12/17/25	204.00	58255
200-5110-53200	H. Johnson ALA membership	AMERICAN LIBRARY ASSOC H. Johnson ALA membership		11/30/2025	12/22/25	215.00	3351
200-5110-53500	Processing Supplies	DEMCO BOOK COVER, EASY BIND		7734697	12/17/25	140.87	58184
200-5110-53720	Barrons monthly charge	D J*BARRONS Barrons monthly charge		11/30/2025	12/22/25	31.76	3351
200-5110-53720	Wall Street Journal	D J*WSJ Wall Street Journal		11/30/2025	12/22/25	206.47	3351
200-5110-53720	Business Journal subscription	THE BUSINESS JOURNALS Business Journal subscription		11/30/2025	12/22/25	200.00	3351
200-5110-54000	ELC Rules poster	IN *SHOREWOOD PRESS IN ELC Rules poster		11/30/2025	12/22/25	45.00	3351
200-5110-54000	snacks for Teen Book Club	METRO MARKET #893 snacks for Teen Book Club		11/30/2025	12/22/25	15.76	3351
200-5110-54000	snacks for Teen Advisory board	METRO MARKET #893 snacks for Teen Advisory board		11/30/2025	12/22/25	17.99	3351
200-5110-54000	Gift card - Pumpkin hunt	SQ *STONE CREEK COFFEE Gift card - Pumpkin hunt		11/30/2025	12/22/25	25.00	3351
200-5110-54000	Programming	KARRI L FRTIZ-KLAUS HISTORY LECTURE		VAN GOGH 010526	01/02/26	305.00	58284
200-5110-54000	Programming	KARRI L FRTIZ-KLAUS DALI ART HISTORY LECTURE		DALI 020226	01/14/26	305.00	58372
200-5110-55100	Liability & Property Insurance	R & R INSURANCE SERVICE LIABILITY INS-2026 INSTALLMENT #1		3326809	01/14/26	613.08	58398
200-5110-55110	Workers Comp	R & R INSURANCE SERVICE WORKERS COMPENSATION 2026 - INSTALL		3326790	01/14/26	307.77	58398
Total For Dept 5110 Library						12,737.93	
Dept 5111 Adult Materials							
200-5111-53730	Materials	INGRAM LIBRARY SERVICE ADULT NON FICTION GRAPHIC NOVEL		92606569	12/17/25	23.74	58200
200-5111-53730	Materials	INGRAM LIBRARY SERVICE ADULT NON FICTION		92570737	12/17/25	18.94	58200
200-5111-53730	Materials	INGRAM LIBRARY SERVICE ADULT FICTION		92570738	12/17/25	99.35	58200

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Fund 200 Library							
Dept 5111 Adult Materials							
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION - ROMANCE	92570739	12/17/25	16.86	58200
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION	92300653	12/17/25	20.60	58200
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION	92358839	12/17/25	23.22	58200
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION - MYSTERY	92358840	12/17/25	104.67	58200
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION	92754167	01/02/26	16.02	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE LARGE PRINT	92754174	01/02/26	37.01	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT NON FICTION - GRAPHIC	92754177	01/02/26	68.68	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION - MYSTERY	92754178	01/02/26	73.07	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT NON FICTION	92754173	01/02/26	16.58	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION - MYSTERY	93028521	01/02/26	15.48	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION	93028523	01/02/26	16.59	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICITON	93028524	01/02/26	27.54	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT NON FICTION	93028528	01/02/26	72.19	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION - ROMANCE	93028529	01/02/26	11.45	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT NON FICTION	93028530	01/02/26	165.56	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT NON FICTION	93054844	01/02/26	16.70	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT NON FICTION	93054847	01/02/26	12.10	58281
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION - GRAPHIC	93126388	01/14/26	43.62	58367
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION	93201257	01/14/26	18.40	58367
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION - GRAPHIC	93303279	01/14/26	12.98	58367
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE AF - LARGE PRINT	93303281	01/14/26	20.47	58367
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION	93303283	01/14/26	648.56	58367
200-5111-53730	Materials	INGRAM LIBRARY	SERVICE ADULT FICTION - ROMANCE	93303284	01/14/26	45.14	58367
200-5111-53740	DVD's	MIDWEST TAPE LLC	DVDS	508111873	12/17/25	74.96	58215
200-5111-53740	DVD's	MIDWEST TAPE LLC	ADVD	508161454	01/02/26	34.48	58292
200-5111-53750	Audiobooks	INGRAM LIBRARY	SERVICE ABKCD	92570740	12/17/25	19.81	58200
200-5111-53750	Audiobooks	INGRAM LIBRARY	SERVICE ABKCD	92606570	12/17/25	79.95	58200
200-5111-53750	Audiobooks	INGRAM LIBRARY	SERVICE ABKCD	92606571	12/17/25	49.62	58200
200-5111-53750	Audiobooks	INGRAM LIBRARY	SERVICE ABKCD	93054848	01/02/26	68.87	58281
200-5111-53770	Music	MIDWEST TAPE LLC	MUSIC CD	508111871	12/17/25	11.24	58215
200-5111-53770	Music	MIDWEST TAPE LLC	MUSIC CD	508144449	12/17/25	11.04	58215
200-5111-53770	Music	MIDWEST TAPE LLC	508161451	508161451	01/02/26	16.99	58292
200-5111-53770	Music	MIDWEST TAPE LLC	MUSIC CDS	508161453	01/02/26	26.23	58292
200-5111-53770	Music	MIDWEST TAPE LLC	ACD	508208298	01/02/26	373.45	58292
Total For Dept 5111 Adult Materials						2,412.16	
Dept 5112 Childrens Materials							
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV	92494578	12/17/25	13.44	58200
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV	92754166	01/02/26	61.31	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV NON FICTION	92754169	01/02/26	30.96	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV	92754170	01/02/26	36.88	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV - GRAPHIC	92754171	01/02/26	64.41	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV - PICTURE	92754172	01/02/26	21.00	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV - NON FICTION	92754176	01/02/26	14.88	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV - PICTURE	92807584	01/02/26	10.49	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV	93028522	01/02/26	9.97	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV - NON-FICTION	93028525	01/02/26	12.33	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV - GRAPHIC	93028526	01/02/26	22.94	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV - PICTURE	93028527	01/02/26	10.53	58281
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV	93303278	01/14/26	21.53	58367
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV	93303277	01/14/26	10.83	58367
200-5112-53730	Materials	INGRAM LIBRARY	SERVICE JUV	93303282	01/14/26	10.49	58367

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Fund 200 Library							
Dept 5112 Childrens Materials							
Total For Dept 5112 Childrens Materials						351.99	
Dept 5113 Young Adult Materials							
200-5113-53730	Materials	INGRAM LIBRARY	SERVICE YOUNG ADULT	92754165	01/02/26	53.23	58281
200-5113-53730	Materials	INGRAM LIBRARY	SERVICE YOUNG ADULT	92754175	01/02/26	50.86	58281
200-5113-53730	Materials	INGRAM LIBRARY	SERVICE YOUNG ADULT	93303276	01/14/26	11.04	58367
200-5113-53730	Materials	INGRAM LIBRARY	SERVICE YOUNG ADULT	93303280	01/14/26	11.04	58367
Total For Dept 5113 Young Adult Materials						126.17	
Dept 5120 Library - enhanced							
200-5120-48610	Book Sales	FRIENDS OF SHOREWOOD P	BK SALES REIMBURSEMENT Q4	Q4-2025	01/14/26	2,106.25	58351
Total For Dept 5120 Library - enhanced						2,106.25	
Dept 5121 GMF - enhanced							
200-5121-52180	Professional Services	MARTINA MATHISEN	STAFF DEVELOPMENT SPEAKER	MATHISEN 121225	12/17/25	700.00	58214
200-5121-52180	H. johnson lodging - prof.	MARRIOTT MADISON WEST	H. johnson lodging - prof. ed.	11/30/2025	12/22/25	104.00	3351
200-5121-53700	Collection Enhancements	T-MOBILE, INC. USA	3 MONTHS HOT SPOTS	972157758 DEC25	12/17/25	773.24	58243
200-5121-53700	Collection Enhancements	MANGO LANGUAGES	CONVERSATIONS SUBSCRIPTION	017778	01/14/26	1,305.80	58382
200-5121-56140	Menstruation products	SP AUNT FLOW	Menstruation products	11/30/2025	12/22/25	145.80	3351
Total For Dept 5121 GMF - enhanced						3,028.84	
Dept 5122 Friends - enhanced							
200-5122-53700	Collection Enhancements	INGRAM LIBRARY	SERVICE FRIENDS - NON-FICTION	92606572	12/17/25	35.44	58200
200-5122-53700	Collection Enhancements	INGRAM LIBRARY	SERVICE FRIENDS WORLD LANG	92770632	01/02/26	19.77	58281
200-5122-53700	Collection Enhancements	INGRAM LIBRARY	SERVICE FRIENDS - REPLACEMENTS	93054843	01/02/26	226.43	58281
200-5122-53700	Collection Enhancements	INGRAM LIBRARY	SERVICE FRIENDS - REPLACEMENTS	93054845	01/02/26	13.16	58281
200-5122-53700	Collection Enhancements	INGRAM LIBRARY	SERVICE FRIENDS - WORLD LANG	93054846	01/02/26	29.69	58281
200-5122-53700	Collection Enhancements	INGRAM LIBRARY	SERVICE FRIENDS WRLD LANG	93126389	01/14/26	12.76	58367
200-5122-53760	Lucky Day	INGRAM LIBRARY	SERVICE FRIENDS LUCKY DAY	92754168	01/02/26	46.40	58281
200-5122-53760	Lucky Day	INGRAM LIBRARY	SERVICE FRIENDS LUCKY DAY	93303285	01/14/26	82.79	58367
Total For Dept 5122 Friends - enhanced						466.44	
Dept 5123 Other - enhanced							
200-5123-54010	mistaken payment- AA	SP+AFF* ARBOR MADE	mistaken payment- AA	11/30/2025	12/22/25	19.78	3351
Total For Dept 5123 Other - enhanced						19.78	
Total For Fund 200 Library						21,307.12	
Fund 210 Senior Services							
Dept 4600 Senior Services							
210-4600-54140	Shorewood Connects	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS	OCT2025	12/17/25	500.00	58213
210-4600-54140	Shorewood Connects	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS FACILITATION	NOV2025	12/17/25	199.83	58213
210-4600-54140	Shorewood Connects	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS	FEB2025	12/17/25	453.64	58213
210-4600-54140	Shorewood Connects	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS	MARCH2025	12/17/25	425.00	58213
210-4600-54140	Shorewood Connects	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS	APRIL 2025	12/17/25	425.00	58213
210-4600-55100	Liability & Property Insur	R & R INSURANCE SERVIC	LIABILITY INS-2026 INSTALLMENT #1	3326809	01/14/26	102.93	58398
210-4600-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	44.54	58398
Total For Dept 4600 Senior Services						2,150.94	
Dept 4650 SRC Benjamin Services							
210-4650-52100	Professional Fees	CURRAN, CAROLYN MASSIE	Y@H ARTISTIC DIRECTION	FALL 2025	12/17/25	850.00	58183
210-4650-52100	Professional Fees	MILEWSKI, SHERROD	QIGONG	DEC2025	12/17/25	240.00	58216
210-4650-52100	Professional Fees	SCHAFFER, KARINA	TECH HELP FACILITATION	10045	12/17/25	960.00	58235
210-4650-52100	Professional Fees	SERVING OLDER ADULTS O	SEPT, OCT, NOV TECH CONNECT PROGRAM	2911	12/17/25	450.00	58236

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 210 Senior Services							
Dept 4650 SRC Benjamin Services							
210-4650-52100	Professional Fees	OLGA VOLODARSKAYA	MUSICAL DIRECTION Y@H	DEC 2025	01/14/26	850.00	58395
210-4650-52180	Consultant Services	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS FACILITATION	DEC 2025	12/17/25	1,000.00	58213
210-4650-52180	Consultant Services	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS	OCT2025	12/17/25	500.00	58213
210-4650-52180	Consultant Services	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS FACILITATION	NOV2025	12/17/25	800.17	58213
210-4650-52180	Consultant Services	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS	FEB2025	12/17/25	453.64	58213
210-4650-52180	Consultant Services	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS	MARCH2025	12/17/25	425.00	58213
210-4650-52180	Consultant Services	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS	APRIL 2025	12/17/25	425.00	58213
210-4650-52990	Food & Beverage	LOZIER, VASHTI	MCCOLLU SHOREWOOD CONNECTS FACILITATION	DEC 2025	12/17/25	133.50	58213
210-4650-52990	Turkey dinner Box lunch	IRENES CATERING SERVIC	Turkey dinner Box lunch	11/30/2025	12/22/25	1,584.13	3351
210-4650-52990	Ice	METRO MARKET #893	Ice	11/30/2025	12/22/25	11.17	3351
210-4650-52990	On-site box lunch treat	SQ *CLASSY GIRL CUPCAK	On-site box lunch treat	11/30/2025	12/22/25	255.00	3351
210-4650-52990	On-site box lunch dessert	SQ *CLASSY GIRL CUPCAK	On-site box lunch dessert	11/30/2025	12/22/25	154.00	3351
210-4650-53500	Dept/Program Supplies	CURRAN, CAROLYN	MASSIE Y@H ARTISTIC DIRECTION	FALL 2025	12/17/25	127.00	58183
210-4650-53500	Box lunch paper bags	AMAZON MKTPL*BT9KS9UY2	Box lunch paper bags	11/30/2025	12/22/25	152.00	3351
210-4650-53500	paper bags returned	AMAZON MKTPLACE PMTS	paper bags returned	11/30/2025	12/22/25	(61.98)	3351
210-4650-53500	Visa Gift Cards for reside	METRO MARKET #893	Visa Gift Cards for residents	11/30/2025	12/22/25	697.28	3351
210-4650-53500	Metro Gift cards for reside	METRO MARKET #893	Metro Gift cards for residents	11/30/2025	12/22/25	434.66	3351
210-4650-54000	SRC Programming	KOPCZYNSKI, ANTHONY	MUSIC PERFORMANCE 11/19	TAXMEN11925	12/17/25	100.00	58208
210-4650-54000	SRC Programming	KOPCZYNSKI, ANTHONY	MUSIC PERFORMANCE 12/10	TAXMEN121025	12/17/25	100.00	58208
210-4650-54000	Cuppa Joe program	EINSTEIN BROS BAGELS14	Cuppa Joe program	11/30/2025	12/22/25	23.26	3351
Total For Dept 4650 SRC Benjamin Services						10,663.83	
Total For Fund 210 Senior Services						12,814.77	
Fund 230 Shorewood Today							
Dept 1910 Shorewood Today							
230-1910-52100	Professional Fees	BOEHM, MICHELLE	WINTER 2025 SHOREWOOD TODAY	11252025	12/17/25	14,500.00	58176
230-1910-52100	Shorewood Today software	BC.*BASECAMP 2 2870262	Shorewood Today software	11/30/2025	12/22/25	35.00	3351
230-1910-52100	Shorewood Today software	BC.*BASECAMP 2 2870262	Shorewood Today software	11/30/2025	12/22/25	35.00	3351
230-1910-53120	SHOREWOOD TODAY COPY & PR	BOEHM, MICHELLE	WINTER 2025 SHOREWOOD TODAY	11252025	12/17/25	74.13	58176
230-1910-53120	Copy & Print Costs	THE FOX COMPANY INC	SHOREWOOD TODAY - WINTER 2025	39136	12/17/25	7,945.00	58244
230-1910-53130	Postage/Mailings	THE FOX COMPANY INC	SHOREWOOD TODAY - WINTER 2025	39136	12/17/25	820.00	58244
Total For Dept 1910 Shorewood Today						23,409.13	
Total For Fund 230 Shorewood Today						23,409.13	
Fund 400 General Capital Projects							
Dept 3100 Public Works Admin.							
400-3100-56400	Vehicles	LYNCH TRUCK CENTER	PURCHASE TRUCK 24	01072026 #24	01/13/26	59,996.00	58423
Total For Dept 3100 Public Works Admin.						59,996.00	
Dept 3240 Bldg Maint - Village Center							
400-3240-56200	VC Building Improvements	JOHNSON CONTROLS FIRE	LIBRARY WORK	41866674	12/17/25	16,385.65	58205
Total For Dept 3240 Bldg Maint - Village Center						16,385.65	
Dept 3410 Street and Alley							
400-3410-56320.24-01	Streetlights Ph 1 Construc	ALLCON	STREETLIGHT REPLACE PHASE 1 THOUGH	PAYMENT 14	01/02/26	295,568.04	58260
400-3410-56320.25-05	Lake Drive 2025	WI DEPT OF TRANSPORTAT	LAKE DR RECONSTRUCTION 11/21 TO 11/	395-0000420953	12/17/25	280,763.00	58254
400-3410-56320.25-05	Lake Drive 2025	GRAYBAR ELECTRIC CO.,	HOUSESIDE SHIELDS	9351231184	01/02/26	386.13	58277
400-3410-56320.25-05	Lake Drive 2025	WI DEPT OF TRANSPORTAT	LAKE DRIVE PROJECT 12/10 TO 12/31	395-0000425700	01/14/26	232,903.51	58419
400-3410-56320.25-06	Streetlight Ph 2 Construct	BRIDGE TOWER MEDIA	STREETLIGHT BID NOTICE	745833203	01/02/26	340.20	58266
400-3410-56321.24-01	Streetlights Ph 1 Professi	KL ENGINEERING, INC.	STREETLIGHT REPLACMENT PH 1&2 9/28-	20251451R	01/02/26	37,022.00	58285
400-3410-56321.24-01	STREETLIGHTS PH 1 PRO FEES	KL ENGINEERING, INC.	STREETLIGHT REPLACMENT PH 1&2 9/28-	20251451R	01/02/26	(24,300.00)	58285

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Fund 400 General Capital Projects							
Dept 3410 Street and Alley							
400-3410-56321.25-01	Lake Drive Design	WI DEPT OF TRANSPORTAT	LAKE DR DESIGN 6/30 TO 11/30	395-0000420952	12/17/25	123.95	58254
400-3410-56321.25-06	Streetlights Ph 2 Professi	KL ENGINEERING, INC.	STREETLIGHT REPLACEMENT PH 2&3 11/2-	20251448	01/02/26	1,823.00	58285
400-3410-56321.25-06	Streetlights Ph 2 Professi	KL ENGINEERING, INC.	STREETLIGHT REPLACEMENT PH 1&2 9/28-	20251451R	01/02/26	18,913.00	58285
Total For Dept 3410 Street and Alley						843,542.83	
Dept 3620 Parks and Beautification							
400-3620-56320.26-01	Atwater Bluff Vegetation	FMAREK LANDSCAPING	ATWATER MAINTENANCE PLAN	6141	01/02/26	9,122.00	58290
Total For Dept 3620 Parks and Beautification						9,122.00	
Dept 3650 ARPA Projects							
400-3650-56370	ARPA projects	STRAND ASSOCIATES INC	GENERAL ENGINEERING 11/1 TO 11/30	0232597	01/02/26	3,075.00	58303
Total For Dept 3650 ARPA Projects						3,075.00	
Total For Fund 400 General Capital Projects						932,121.48	
Fund 430 TID No. 3 Capital							
Dept 6650 TID Projects							
430-6650-56500	Land Improvements	MAREK LANDSCAPING	EAST BANK MAINTENANCE	6140	01/02/26	1,247.97	58290
Total For Dept 6650 TID Projects						1,247.97	
Total For Fund 430 TID No. 3 Capital						1,247.97	
Fund 450 TID No. 5 Capital							
Dept 6650 TID Projects							
450-6650-52110	Professional Fees Engineer	BENESCH	OAKLAND RECONSTRUCTION 11/3 TO 11/3	344421	12/17/25	1,256.04	58173
450-6650-52110	Professional Fees Engineer	BENESCH	OAKLAND RECONSTRUCTION 10/6 TO 11/2	341640	12/17/25	5,782.13	58173
450-6650-52110	Professional Fees Engineer	BENESCH	OAKLAND AVE RECONSTRUCTION 12/1 TO	347803	01/14/26	1,166.13	58327
Total For Dept 6650 TID Projects						8,204.30	
Total For Fund 450 TID No. 5 Capital						8,204.30	
Fund 600 Parking Utility							
Dept 0000							
600-0000-24213	Sales Tax Due State	WI DEPT OF REVENUE - S	SALES TAX - NOVEMBER	11302025	12/31/25	403.57	3359
Total For Dept 0000						403.57	
Dept 3900 Parking							
600-3900-52930	Credit Card Fees	MERCHANT SERVICES	ONLINE PARKING PAY PROCESSING-NOV 2	11302025	12/31/25	362.71	3354
600-3900-55100	Liability & Property Insur	R & R INSURANCE SERVIC	LIABILITY INS-2026 INSTALLMENT #1	3326809	01/14/26	53.70	58398
600-3900-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	4.07	58398
Total For Dept 3900 Parking						420.48	
Total For Fund 600 Parking Utility						824.05	
Fund 610 Water Utility							
Dept 3710 Water Administration							
610-3710-51330	Uniform Expense	JOHN SOCHA	REIMBURSEMENT FOR UNIFORM	SOCHA DEC2025	12/17/25	425.00	58204
610-3710-52100	Professional Fees	CITY WATER LLC	LSLR ASSISTANCE	1299	12/17/25	650.00	58180
610-3710-52100	Professional Fees	CITY WATER LLC	SERVICE LINE INVENTORY	1312	01/14/26	780.00	58335
610-3710-52140	Bayside IT Only	BAYSIDE, VILLAGE OF	IT SERVICES - DECEMBER	2500002460	12/17/25	465.00	58171
610-3710-52140	Bayside IT Only	BAYSIDE, VILLAGE OF	IT SERVICES - NOVEMBER	2500002447	12/17/25	465.00	58172
610-3710-52140	Bayside IT Only	BAYSIDE, VILLAGE OF	IT SERVICES - JANUARY	2600002594	01/14/26	465.00	58325
610-3710-52230	Phone and Internet	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	80.00	58178
610-3710-52230	Phone and Internet	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	125.00	58178

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 610 Water Utility							
Dept 3710 Water Administration							
610-3710-52230	Phone and Internet	RINGCENTRAL INC.	PHONE SERVICES 12/28/25-01/27/26	CD_001312434	01/02/26	90.50	58299
610-3710-52230	Phone and Internet	US CELLULAR	CELL SERVICE 12/12/2025 TO 1/11/202	0775725819	01/14/26	71.58	58410
610-3710-52300	WATER SERVICE CHARGE	MILW WATER WORKS	WATER 32,000 CCF-NOVEMBER 2025	11302025	12/17/25	39,680.00	58220
610-3710-52300	WATER USAGE CHARGE CCF	MILW WATER WORKS	WATER 32,000 CCF-NOVEMBER 2025	11302025	12/17/25	731.04	58220
610-3710-52300	WATER SERVICE CHARGE	MILW WATER WORKS	WATER 40,530 CCF-DECEMBER 2025	12312025	01/14/26	50,257.20	58387
610-3710-52300	WATER USAGE CHARGE CCF	MILW WATER WORKS	WATER 40,530 CCF-DECEMBER 2025	12312025	01/14/26	731.04	58387
610-3710-52910	BSA / GIS / Starnet	RUEKERT & MIELKE, INC	GIS PRO SERVICES 10/4 TO 10/31	160672	01/02/26	1,317.50	58301
610-3710-52930	Credit Card Fees	INVOICE CLOUD	CREDIT CARD FEES - NOVEMBER	2194-2025 11	12/31/25	1,443.64	3353
610-3710-52930	Credit Card Fees	PAYMENTECH-CHASE	CREDIT CARD FEES - NOVEMBER	11302025	12/31/25	1,342.18	3355
610-3710-53100	tablet cases	AMAZON MKTPL*NK92E3CN1	tablet cases	11/30/2025	12/22/25	28.58	3351
610-3710-53120	Copy & Print Costs	GREATAMERICA FINANCIAL	PRINTER 10/28 TO 11/27	40733898	12/17/25	58.07	58198
610-3710-53120	Copy & Print Costs	GREATAMERICA FINANCIAL	PRINTER 11/28 TO 12/27	40948163	01/14/26	53.04	58359
610-3710-54150	Safety Expenses	CINTAS	AED MAINTENANCE	9348822361	12/17/25	51.33	58179
610-3710-54150	Safety Expenses	CINTAS	MEDICAL CABINET SUPPLIES	5307848205	01/02/26	45.44	58268
610-3710-54150	Safety Expenses	CINTAS	AED MAINTENANCE	9353443968	01/14/26	51.34	58334
610-3710-54150	Safety Expenses	DASH MEDICAL GLOVES IN	GLOVES	INV1344206	01/14/26	158.00	58342
610-3710-54150	Safety Expenses	FEHR-GRAHAM & ASSOCIAT	2025 SAFETY SERVICES	137018	01/14/26	400.00	58348
610-3710-54720	PSC assessment	HALMA REPORTING GROUP,	PSC RATE HEARING RECORDING	143559	01/02/26	942.50	58279
610-3710-55100	Liability & Property Insur	R & R INSURANCE SERVIC	LIABILITY INS-2026 INSTALLMENT #1	3326809	01/14/26	2,165.91	58398
610-3710-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	3,891.66	58398
Total For Dept 3710 Water Administration						106,965.55	
Dept 3730 Maint Mains							
610-3730-53500	Dept/Program Supplies	AMERICAN LEAK DETECTIO	MAIN BREAK 1020 E GLENDALE	00505640	12/17/25	545.00	58168
610-3730-53500	Dept/Program Supplies	AMERICAN LEAK DETECTIO	WATER LEAK ALPINE AND LAKE BLUFF	00525336	12/17/25	545.00	58168
610-3730-53500	Dept/Program Supplies	DIGGERS HOTLINE INC	DIGGER TICKETS - NOV	251155101	12/17/25	11.33	58186
610-3730-53500	Dept/Program Supplies	MJ CONSTRUCTION INC.	WMB REPAIR 4115 WOODBURN	2601-03	12/17/25	8,902.88	58221
610-3730-53500	Dept/Program Supplies	RCM	CLEAN FILL AND SLURRY	252201	12/17/25	345.00	58231
610-3730-53500	Dept/Program Supplies	SHERWIN INDUSTRIES INC	SHER PATCH	SC054872	12/17/25	1,383.80	58237
610-3730-53500	Dept/Program Supplies	KOHLER PIT INC	RECYCLED CONCRETE	197072	01/02/26	90.00	58286
610-3730-53500	Dept/Program Supplies	KOHLER PIT INC	RECYCLED CONCRETE	197052	01/02/26	90.00	58286
610-3730-53500	Dept/Program Supplies	LANNON STONE PRODUCTS	STONE	1469245	01/02/26	1,306.51	58289
Total For Dept 3730 Maint Mains						13,219.52	
Dept 3740 Maint Services							
610-3740-53500	Dept/Program Supplies	RCM	SLURRY	252310	12/17/25	125.00	58231
610-3740-53500	Dept/Program Supplies	RCM	SLURRY	252256	12/17/25	125.00	58231
610-3740-53500	Dept/Program Supplies	SHERWIN INDUSTRIES INC	SHER PATCH	SC054852	12/17/25	1,320.90	58237
610-3740-53500	Dept/Program Supplies	BADGER UNDERGROUND, IN	LSLR 4375 N ALPINE PUBLIC SIDE ONLY	25-200	01/02/26	6,290.00	58263
610-3740-53500	Dept/Program Supplies	MILWAUKEE PLUMBING	LSLR 4115 WOODBURN PRIVATE AND PUBL	58988	01/14/26	6,160.00	58388
Total For Dept 3740 Maint Services						14,020.90	
Dept 3775 Lead Service Line Replacement							
610-3775-54750	Private Lateral Grant Expe	BADGER UNDERGROUND, IN	LSLR 3564 N MURRAY PRIVATE SIDE ONL	25-190	01/02/26	3,000.00	58263
610-3775-54750	Private Lateral Grant Expe	BADGER UNDERGROUND, IN	LSLR 3800 N MURRAY PRIVATE SIDE ONL	25-201	01/02/26	3,250.00	58263
610-3775-54750	Private Lateral Grant Expe	MILWAUKEE PLUMBING	LSLR 4115 WOODBURN PRIVATE AND PUBL	58988	01/14/26	2,910.00	58388
610-3775-54750.25-62	SW Area Private Lateral Gr	STRAND ASSOCIATES INC	SW AREA LSLR 11/1 TO 11/30	0232484	01/02/26	142.50	58303
610-3775-54755	Homeowner Account	BADGER UNDERGROUND, IN	LSLR 3564 N MURRAY PRIVATE SIDE ONL	25-190	01/02/26	3,000.00	58263
610-3775-54755	Homeowner Account	BADGER UNDERGROUND, IN	LSLR 3800 N MURRAY PRIVATE SIDE ONL	25-201	01/02/26	3,250.00	58263
610-3775-54755	Homeowner Account	MILWAUKEE PLUMBING	LSLR 4115 WOODBURN PRIVATE AND PUBL	58988	01/14/26	2,910.00	58388
610-3775-54755.25-62	SW AREA-Homeowner Account	STRAND ASSOCIATES INC	SW AREA LSLR 11/1 TO 11/30	0232484	01/02/26	142.50	58303
Total For Dept 3775 Lead Service Line Replacement						18,605.00	

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Fund 610 Water Utility							
Dept 3780 Customer Accounts							
610-3780-53130	Postage/Mailings	SHOREWOOD PRESS	WATER RATE NOTICE POSTCARD	11703	01/02/26	1,140.00	58302
610-3780-53130	Postage/Mailings	SHOREWOOD PRESS	LEAD LINE ANNUAL LETTERS	11775	01/02/26	2,850.00	58302
Total For Dept 3780 Customer Accounts						3,990.00	
Dept 3790 Other Water							
610-3790-54740	Water Testing	NORTHERN LAKE SERVICE	BACTERIA TESTING	2521785	12/17/25	232.00	58225
610-3790-54740	Water Testing	NORTHERN LAKE SERVICE	QUARTERLY WATER TESTING	2522296	01/02/26	737.00	58293
610-3790-54740	Water Testing	NORTHERN LAKE SERVICE	BACTERIA TESTING	2522401	01/02/26	203.00	58293
610-3790-54740	Water Testing	NORTHERN LAKE SERVICE	BACTERIA TESTING JAN	2600224	01/14/26	248.00	58393
Total For Dept 3790 Other Water						1,420.00	
Total For Fund 610 Water Utility						158,220.97	
Fund 620 Sewer Utility							
Dept 3810 Sewer Administration							
620-3810-51330	Uniform Expense	BILL NOWAK	REIMBURSEMENT FOR UNIFORM	NOWAK DEC25	12/17/25	90.41	58174
620-3810-51330	Uniform Expense	KYLE PINZER	REIMBURSEMENT FOR UNIFORM	PINZER DEC2025	12/17/25	425.00	58210
620-3810-51330	Uniform Expense	ALEX BOWLING	REIMURSEMENT FOR UNIFORM	BOWLING JAN2026	01/14/26	423.59	58319
620-3810-51900	hotel conference	BEST WESTERN HOTELS	hotel conference	11/30/2025	12/22/25	142.19	3351
620-3810-51900	parking	PMUSA 103068 U OF WISC	parking	11/30/2025	12/22/25	6.35	3351
620-3810-52100	Professional Fees	STRAND ASSOCIATES INC	GENERAL ENGINEERING 11/1 TO 11/30	0232597	01/02/26	550.00	58303
620-3810-52140	Bayside IT only	BAYSIDE, VILLAGE OF	IT SERVICES - DECEMBER	2500002460	12/17/25	465.00	58171
620-3810-52140	Bayside IT only	BAYSIDE, VILLAGE OF	IT SERVICES - NOVEMBER	2500002447	12/17/25	465.00	58172
620-3810-52140	Bayside IT only	BAYSIDE, VILLAGE OF	IT SERVICES - JANUARY	2600002594	01/14/26	465.00	58325
620-3810-52230	Phone and Internet	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	80.00	58178
620-3810-52230	Phone and Internet	CHARTER COMMUNICATIONS	SPECTRUM SERVICES - DECEMBER	152669501120725	12/17/25	125.00	58178
620-3810-52230	Phone and Internet	RINGCENTRAL INC.	PHONE SERVICES 12/28/25-01/27/26	CD_001312434	01/02/26	90.50	58299
620-3810-52230	Phone and Internet	US CELLULAR	CELL SERVICE 12/12/2025 TO 1/11/202	0775725819	01/14/26	113.62	58410
620-3810-52320	MMSD Sewer	MILW METRO SEWERAGE DI	USAGE CHARGE 09/01/2025 - 10/30/202	264-25	12/17/25	260,443.34	58218
620-3810-52910	BSA / GIS	RUEKERT & MIELKE, INC	GIS PRO SERVICES 10/4 TO 10/31	160672	01/02/26	850.00	58301
620-3810-52930	Credit Card Fees	INVOICE CLOUD	CREDIT CARD FEES - NOVEMBER	2194-2025_11	12/31/25	1,443.64	3353
620-3810-52930	Credit Card Fees	PAYMENTECH-CHASE	CREDIT CARD FEES - NOVEMBER	11302025	12/31/25	1,342.18	3355
620-3810-53100	tablet cases	AMAZON MKTPL*NK92E3CN1	tablet cases	11/30/2025	12/22/25	85.74	3351
620-3810-53120	Copy & Print Costs	GREATAMERICA FINANCIAL	PRINTER 10/28 TO 11/27	40733898	12/17/25	58.06	58198
620-3810-53120	Copy & Print Costs	GREATAMERICA FINANCIAL	PRINTER 11/28 TO 12/27	40948163	01/14/26	53.04	58359
620-3810-53200	Memberships & Subscriber	APWA	MEMBERSHIP 2026	000907513	12/17/25	404.00	58169
620-3810-54150	Safety Expenses	CINTAS	AED MAINTENANCE	9348822361	12/17/25	51.34	58179
620-3810-54150	Safety Expenses	CINTAS	MEDICAL CABINET SUPPLIES	5307848205	01/02/26	45.43	58268
620-3810-54150	Safety Expenses	CINTAS	AED MAINTENANCE	9353443968	01/14/26	51.33	58334
620-3810-54150	Safety Expenses	DASH MEDICAL GLOVES IN	GLOVES	INV1344206	01/14/26	158.00	58342
620-3810-54150	Safety Expenses	FEHR-GRAHAM & ASSOCIAT	2025 SAFETY SERVICES	137018	01/14/26	400.00	58348
620-3810-54150	Safety Expenses	JOHN SOCHA	REIMBURSEMENT FOR WMB FOOD	SOCHA JAN25	01/14/26	41.77	58371
620-3810-55100	Liability & Property Insur	R & R INSURANCE SERVIC	LIABILITY INS-2026 INSTALLMENT #1	3326809	01/14/26	8,350.40	58398
620-3810-55110	Workers Comp	R & R INSURANCE SERVIC	WORKERS COMPENSATION 2026 - INSTALL	3326790	01/14/26	3,191.08	58398
Total For Dept 3810 Sewer Administration						280,411.01	
Dept 3820 Sewer Maintenance							
620-3820-53500	Dept/Program Supplies	DIGGERS HOTLINE INC	DIGGER TICKETS - NOV	251155101	12/17/25	11.33	58186
620-3820-53500	liquid transfer pump	HOMEDEPOT.COM	liquid transfer pump	11/30/2025	12/22/25	249.00	3351
620-3820-53500	manhole lubricant and seal	WWW.AFSUPPLY.COM	manhole lubricant and sealant	11/30/2025	12/22/25	80.64	3351
620-3820-53500	Dept/Program Supplies	WI STEAM CLEANER SALES	SEWER DEPT	68778	01/02/26	96.34	58312
620-3820-53500	Dept/Program Supplies	DONLEVY, KAE M	SWP 12/1 TO 12/31	SWP 1 11 2026	01/14/26	2,798.70	58346
Total For Dept 3820 Sewer Maintenance						3,236.01	

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund 620 Sewer Utility							
Dept 3830 Storm Maintenance							
620-3830-53500	Dept/Program Supplies	USA BLUE BOOK	MANHOLE LIFTERS AND CLAW GRABBERS	00902029	12/17/25	1,498.42	58246
620-3830-53500	SWP kayak trip	IN *FORWARD OUTDOOR	SWP kayak trip	11/30/2025	12/22/25	500.00	3351
620-3830-53500	Dept/Program Supplies	BADGER UNDERGROUND, IN	LSLR 4375 N ALPINE PUBLIC SIDE ONLY	25-200	01/02/26	120.00	58263
620-3830-53500	Dept/Program Supplies	COFFARO, ANNAMARIE R.	ART FELLOW 11/16 TO 12/15	AFP 12/31/2025	01/14/26	300.00	58338
Total For Dept 3830 Storm Maintenance						2,418.42	
Dept 3890 Other Sewer							
620-3890-56600.24-02	SEASCI Phase II Sewer	STRAND ASSOCIATES INC	SEASCI PHASE 2 11/1 TO 11/30	0232483	01/02/26	1,679.25	58303
Total For Dept 3890 Other Sewer						1,679.25	
Total For Fund 620 Sewer Utility						287,744.69	
Fund 800 Tax Agency Fund							
Dept 0000							
800-0000-21200	Over Payments	1720 E NEWTON LLC	2025 TAX OVERPAYMENT REFUND	2751001000-2025	01/14/26	1,038.38	58314
800-0000-21200	Over Payments	3610 N OAKLAND LLC	2025 TAX OVERPAYMENT REFUND	2760186000-2025	01/14/26	810.89	58315
800-0000-21200	Over Payments	BERGMAN, HEATHER	2025 TAX OVERPAYMENT REFUND	2390401000-2025	01/14/26	711.47	58328
800-0000-21200	Over Payments	BORTNER, REBECCA	2025 TAX OVERPAYMENT REFUND	2390496000-2025	01/14/26	1,692.71	58331
800-0000-21200	Over Payments	BRUSNAHAN, TIMOTHY	2025 TAX OVERPAYMENT REFUND	2379994000-2025	01/14/26	2,025.00	58333
800-0000-21200	Over Payments	CLARK, DAVID	2025 TAX OVERPAYMENT REFUND	2380034001-2025	01/14/26	203.15	58336
800-0000-21200	Over Payments	CONLON, JAMES	2025 TAX OVERPAYMENT REFUND	2400105000-2025	01/14/26	223.38	58340
800-0000-21200	Over Payments	DELLUTRI, JEFFREY	2025 TAX OVERPAYMENT REFUND	2390414000-2025	01/14/26	405.74	58343
800-0000-21200	Over Payments	DEPREY, PHILLIP	2025 TAX OVERPAYMENT REFUND	2360565000-2025	01/14/26	10,376.08	58344
800-0000-21200	Over Payments	DRUMMOND, BEVERLEY	2025 TAX OVERPAYMENT REFUND	2350057000-2025	01/14/26	461.32	58347
800-0000-21200	Over Payments	FURTSCH, KENNETH	2025 TAX OVERPAYMENT REFUND	2360356000-2025	01/14/26	1,049.03	58352
800-0000-21200	Over Payments	GG 3939, LLC	2025 TAX OVERPAYMENT REFUND	2760715000-2025	01/14/26	4,580.05	58355
800-0000-21200	Over Payments	GOLDIN, GIDEON	2025 TAX OVERPAYMENT REFUND	2390012000-2025	01/14/26	1,283.20	58357
800-0000-21200	Over Payments	HERMES, JACQUELYN	2025 TAX OVERPAYMENT REFUND	2370170000-2025	01/14/26	906.49	58362
800-0000-21200	Over Payments	HERNANDEZ, ZINA	2025 TAX OVERPAYMENT REFUND	2400361000-2025	01/14/26	462.00	58363
800-0000-21200	Over Payments	JACOBSON, MICHAEL	2025 TAX OVERPAYMENT REFUND	2360527000-2025	01/14/26	348.81	58368
800-0000-21200	Over Payments	JANDEGIAN, SANDRA S	2025 TAX OVERPAYMENT REFUND	2360582000-2025	01/14/26	1,567.80	58369
800-0000-21200	Over Payments	JAYNES, JIMMIE J	2025 TAX OVERPAYMENT REFUND	2400169000-2025	01/14/26	263.00	58370
800-0000-21200	Over Payments	LAZOVIK, GINGER	2025 TAX OVERPAYMENT REFUND	2390238002-2025	01/14/26	1,035.67	58377
800-0000-21200	Over Payments	LEVERAULT, PHILIP	2025 TAX OVERPAYMENT REFUND	2350009000-2025	01/14/26	729.61	58378
800-0000-21200	Over Payments	MALIK, RAEVA	2025 TAX OVERPAYMENT REFUND	2770135000-2025	01/14/26	442.75	58381
800-0000-21200	Over Payments	MONTROSE APARTMENTS IN	2025 TAX OVERPAYMENT REFUND	2400012000-2025	01/14/26	2,544.06	58389
800-0000-21200	Over Payments	OLSON, FRANK T	2025 TAX OVERPAYMENT REFUND	2350101000-2025	01/14/26	470.03	58396
800-0000-21200	Over Payments	RASCH, TERESA M	2025 TAX OVERPAYMENT REFUND	2760212000-2025	01/14/26	159.65	58399
800-0000-21200	Over Payments	SHOREWOOD RESIDENTIAL	2025 TAX OVERPAYMENT REFUND	2400411000-2025	01/14/26	46.06	58403
800-0000-21200	Over Payments	SPARKS, CHARLES B	2025 TAX OVERPAYMENT REFUND	2390256000-2025	01/14/26	352.97	58404
800-0000-21200	Over Payments	STARK INDUSTRIES, LLC	2025 TAX OVERPAYMENT REFUND	2760107000-2025	01/14/26	7,636.95	58406
800-0000-21200	Over Payments	TEGLIA, JOSEPH D	2025 TAX OVERPAYMENT REFUND	2360435000-2025	01/14/26	245.97	58408
800-0000-21200	Over Payments	TWIST, MARY ANN	2025 TAX OVERPAYMENT REFUND	2360246000-2025	01/14/26	7,599.88	58409
800-0000-21200	Over Payments	VALENTINE, DESIREE	2025 TAX OVERPAYMENT REFUND	2760581000-2025	01/14/26	124.57	58411
800-0000-21200	Over Payments	VASHTI MCCOLLUM LOZIER	2025 TAX OVERPAYMENT REFUND	2370158003	01/14/26	2,000.00	58412
800-0000-21200	Over Payments	VONDERBERG, RUTH A	2025 TAX OVERPAYMENT REFUND-LC	2360588000-2025	01/14/26	297.08	58414
800-0000-21200	Over Payments	YANISCH, GAIL	2025 TAX OVERPAYMENT REFUND	2760422066-2025	01/14/26	50.66	58422
800-0000-24700	Due to BID	SHOREWOOD BUSINESS IMP	TAX SETTLEMENT-JAN 2026	JAN 2026	01/14/26	89,261.47	58402
Total For Dept 0000						141,405.88	
Total For Fund 800 Tax Agency Fund						141,405.88	

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
Fund Totals:							
			Fund 100 General Fund			778,556.83	
			Fund 200 Library			21,307.12	
			Fund 210 Senior Services			12,814.77	
			Fund 230 Shorewood Today			23,409.13	
			Fund 400 General Capital Projects			932,121.48	
			Fund 430 TID No. 3 Capital			1,247.97	
			Fund 450 TID No. 5 Capital			8,204.30	
			Fund 600 Parking Utility			824.05	
			Fund 610 Water Utility			158,220.97	
			Fund 620 Sewer Utility			287,744.69	
			Fund 800 Tax Agency Fund			141,405.88	
Total For All Funds:						<u>2,365,857.19</u>	
--- TOTALS BY GL DISTRIBUTION ---							
	100-0000-15200		2026 Labor Relations membership			175.00	
	100-0000-15210		Prepaid Postage			5,000.00	
	100-0000-21520		GENERAL CLASS			78,790.89	
	100-0000-21530		Health Insurance Payable			124,191.43	
	100-0000-21531		DENTAL VILLAGE PORTION			6,034.70	
	100-0000-24100		Due to MADACC			1.80	
	100-0000-24213		Sales Tax Due State			1,800.80	
	100-1100-53140		Communications/Publications			458.20	
	100-1100-53200		Memberships & Subscriptions			458.00	
	100-1100-53990		Contingency / Other Activities			382.50	
	100-1200-45120		Court Fines - Current			2,797.09	
	100-1200-45190		Court Fines - Aging			2,836.06	
	100-1200-52910		Software Purch/Maint			6,739.59	
	100-1200-52990		Other Service Contracts & Fees			22.80	
	100-1200-53100		Office Supplies			350.00	
	100-1200-55110		Workers Comp			20.25	
	100-1410-51900		hotel for WHEDA conf			229.85	
	100-1410-53100		W-2 forms 2025			179.69	
	100-1410-53140		monthly service			98.00	
	100-1410-53200		Journal/Sentinel monthly subscription			24.99	
	100-1410-54130		Awards/Recog			65.56	
	100-1410-55100		Liability & Property Insurance			15,467.67	
	100-1410-55110		Workers Comp			129.59	
	100-1410-56110		Computer/Printer Equip			1,922.00	
	100-1420-51900		IIMC course registrations - Chang			797.72	
	100-1420-52930		Credit Card Fees			418.64	
	100-1420-53100		Office supplies			218.87	
	100-1420-53200		Memberships & Subscriptions			30.00	
	100-1420-54000		MADACC Programming			2,420.06	
	100-1420-55110		Workers Comp			72.89	
	100-1510-48900		Miscellaneous Revenue			(17.25)	
	100-1510-52130		Professional Fees Financial			26,800.00	
	100-1510-53100		1099 Forms & envelopes 2025			73.72	
	100-1510-53130		Postage / Mailing			925.00	
	100-1510-53900		Miscellaneous Expenses			10.00	
	100-1510-55110		Workers Comp			64.79	
	100-1900-51325		Flexible Benefit Admin Fees			137.81	
	100-1900-52120		Professional Fees Legal			15,405.70	
	100-1900-52125		Professional Fees Legal - Court			5,369.00	
	100-1900-52140		Professional Fees - IT Contract			25,122.81	
	100-1900-52150		Professional Fees Assessment			4,300.00	
	100-1900-52190		Professional Fees - Insurance			3,031.50	
	100-1900-52200.55-00		Electric - Village Hall			891.59	

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
		100-1900-52200.77-00	Electric - Village Center			760.27	
		100-1900-52210.55-00	Gas - Village Hall			1,117.94	
		100-1900-52210.77-00	Gas - Village Center			530.62	
		100-1900-52230.55-00	Phone / Internet - Village Hall			950.66	
		100-1900-52230.77-00	Phone / Internet - Village Center			166.71	
		100-1900-52330	Health Department - Abatement			400.00	
		100-1900-52900.55-00	Cleaning and Pest Control - VH			2,485.55	
		100-1900-52900.77-00	Cleaning and Pest Control - VC			1,182.26	
		100-1900-52990	Network Service Contract Fees			12,810.86	
		100-1900-53100.55-00	Building Supplies - Village Hall			155.40	
		100-1900-53100.77-00	Building Supplies - Village Center			147.32	
		100-1900-53120	Copier Costs - Village Hall			517.90	
		100-1900-53130	Postage Meter Costs - VH			1,708.01	
		100-1900-55100	LIABILITY & PROPERTY INSURANCE			2,984.84	
		100-2100-46210	Warrant Fees			600.00	
		100-2100-46336	On-Street Parking			75.54	
		100-2100-48900	Miscellaneous Revenue			25.00	
		100-2100-51330	Uniform Expense			400.75	
		100-2100-51900	kerr wellness symposium meal			549.97	
		100-2100-52200	WILSON DRIVE			2,444.75	
		100-2100-52210	WILSON DR - GAS			865.18	
		100-2100-52230	screen protectors			3,095.62	
		100-2100-52300	OTHER INTERGOV'TAL PYMTS 12/04			195.00	
		100-2100-52900	Cleaning and Pest Control			2,699.82	
		100-2100-52910	Software Purch/Maint			6,205.00	
		100-2100-52930	BLUEFIN GATEWAY FEES - NOV 2025			3,533.80	
		100-2100-52990	RO PLATE LOOKUPS - NOV 2025			2,598.75	
		100-2100-53100	office supplies			477.19	
		100-2100-53120	Copy & Print Costs			262.82	
		100-2100-53200	Memberships & Subscriptions			150.00	
		100-2100-53400	Vehicle Maintenance			262.00	
		100-2100-53500	evidence supplies			1,530.09	
		100-2100-55100	Liability & Property Insurance			11,648.49	
		100-2100-55110	Workers Comp			18,028.82	
		100-2100-56130	Furniture / Office equipment			2,291.00	
		100-2100-56140	Officer Equipment / repairs			4,415.80	
		100-2400-44310	Building Permits			75.00	
		100-2400-51120	Contracted Inspectors			1,375.00	
		100-2400-52930	Credit Card Fees			436.67	
		100-2400-55110	Workers Comp			2,000.50	
		100-2900-52300	DISPATCH-OPERATIONS			145,754.25	
		100-2900-52990	Crossing Guards			17,462.75	
		100-3100-51330	Uniform Expense			2,565.55	
		100-3100-52110	Professional Fees Engineering - MISC			315.00	
		100-3100-52230	Phone and Internet			710.88	
		100-3100-52910	Software Purch/Maint			510.00	
		100-3100-53100	tablet case and charger adapters			220.66	
		100-3100-53120	Copy & Print Costs			111.09	
		100-3100-53200	Memberships & Subscriptions			500.00	
		100-3100-54150	Safety Expenses			881.09	
		100-3100-54450	Property Damage - reimbursable			8,678.00	
		100-3100-55100	Liability & Property Insurance			5,692.23	
		100-3100-55110	Workers Comp			13,037.04	
		100-3100-56130	Small Tools / Equipment			1,138.15	
		100-3230-53350	Outsourced Repairs			5,490.88	
		100-3230-53500	Dept/Program Supplies			6,833.94	
		100-3230-54160	Hubbard Lodge/ River Club			828.54	
		100-3300-52200	DPW GARGAGE			2,358.12	
		100-3300-52210	DPW GAS			1,676.76	

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
		100-3300-53350	Outsourced Repairs			18,073.14	
		100-3300-53400	Vehicle Maintenance			6,452.84	
		100-3300-53410	Fuel and Oil			14,161.34	
		100-3410-53510	Supplies - Signage			199.92	
		100-3430-52200.01-00	Electric - Street Lighting			8,648.09	
		100-3430-52200.02-00	Electric - Traffic Devices			1,006.57	
		100-3430-53500	Supplies - Street Lighting			2,556.30	
		100-3460-53500	Dept/Program Supplies			8,755.06	
		100-3510-52950.03-00	Disposal Contracts - Refuse			30,389.96	
		100-3510-52950.04-00	Disposal Contracts - Recycling			36,082.40	
		100-3510-53510	Supplies - Recycling			73.39	
		100-3530-52950.05-00	Disposal Contracts - Yard Waste / Lea			9,951.82	
		100-3610-53510	EAB Treatment Supplies			459.67	
		100-3620-52200	GHOST TRAIN			553.25	
		100-3620-52210	RIVER CLUB GAS			17.94	
		200-0000-24213	Sales Tax Due State			57.56	
		200-5110-52200	ELECTRIC-LIBRARY			2,280.82	
		200-5110-52210	LIBRARY GAS			1,591.86	
		200-5110-52230	Phone and Internet (village)			619.29	
		200-5110-52900	Cleaning and Pest Control			3,796.30	
		200-5110-52910	Software Purch/Maint			455.33	
		200-5110-53100	plastic storage box			53.43	
		200-5110-53101	Building supplies			441.96	
		200-5110-53120	Copy & Print Costs			866.24	
		200-5110-53200	H. Johnson ALA membership			419.00	
		200-5110-53500	Processing Supplies			140.87	
		200-5110-53720	Barrons monthly charge			438.23	
		200-5110-54000	ELC Rules poster			713.75	
		200-5110-55100	Liability & Property Insurance			613.08	
		200-5110-55110	Workers Comp			307.77	
		200-5111-53730	Materials			1,645.52	
		200-5111-53740	DVD's			109.44	
		200-5111-53750	Audiobooks			218.25	
		200-5111-53770	Music			438.95	
		200-5112-53730	Materials			351.99	
		200-5113-53730	Materials			126.17	
		200-5120-48610	Book Sales			2,106.25	
		200-5121-52180	H. johnson lodging - prof. ed.			804.00	
		200-5121-53700	Collection Enhancements			2,079.04	
		200-5121-56140	Menstruation products			145.80	
		200-5122-53700	Collection Enhancements			337.25	
		200-5122-53760	Lucky Day			129.19	
		200-5123-54010	mistaken payment- AA			19.78	
		210-4600-54140	Shorewood Connects			2,003.47	
		210-4600-55100	Liability & Property Insurance			102.93	
		210-4600-55110	Workers Comp			44.54	
		210-4650-52100	Professional Fees			3,350.00	
		210-4650-52180	Consultant Services			3,603.81	
		210-4650-52990	Turkey dinner Box lunch			2,137.80	
		210-4650-53500	Box lunch paper bags			1,348.96	
		210-4650-54000	Cuppa Joe program			223.26	
		230-1910-52100	Shorewood Today software			14,570.00	
		230-1910-53120	SHOREWOOD TODAY COPY & PRINT			8,019.13	
		230-1910-53130	Postage/Mailings			820.00	
		400-3100-56400	Vehicles			59,996.00	
		400-3240-56200	VC Building Improvements			16,385.65	
		400-3410-56320.24-01	Streetlights Ph 1 Construction			295,568.04	
		400-3410-56320.25-05	Lake Drive 2025			514,052.64	
		400-3410-56320.25-06	Streetlight Ph 2 Construction			340.20	

GL Number	Inv. Line Desc	Vendor	Invoice Desc.	Invoice	Due Date	Amount	check #
		400-3410-56321.24-01	Streetlights Ph 1 Professional Fees			12,722.00	
		400-3410-56321.25-01	Lake Drive Design			123.95	
		400-3410-56321.25-06	Streetlights Ph 2 Professional Fees			20,736.00	
		400-3620-56320.26-01	Atwater Bluff Vegetation Restoration			9,122.00	
		400-3650-56370	ARPA projects			3,075.00	
		430-6650-56500	Land Improvements			1,247.97	
		450-6650-52110	Professional Fees Engineering			8,204.30	
		600-0000-24213	Sales Tax Due State			403.57	
		600-3900-52930	Credit Card Fees			362.71	
		600-3900-55100	Liability & Property Insurance			53.70	
		600-3900-55110	Workers Comp			4.07	
		610-3710-51330	Uniform Expense			425.00	
		610-3710-52100	Professional Fees			1,430.00	
		610-3710-52140	Bayside IT Only			1,395.00	
		610-3710-52230	Phone and Internet			367.08	
		610-3710-52300	WATER SERVICE CHARGE			91,399.28	
		610-3710-52910	BSA / GIS / Starnet			1,317.50	
		610-3710-52930	Credit Card Fees			2,785.82	
		610-3710-53100	tablet cases			28.58	
		610-3710-53120	Copy & Print Costs			111.11	
		610-3710-54150	Safety Expenses			706.11	
		610-3710-54720	PSC assessment			942.50	
		610-3710-55100	Liability & Property Insurance			2,165.91	
		610-3710-55110	Workers Comp			3,891.66	
		610-3730-53500	Dept/Program Supplies			13,219.52	
		610-3740-53500	Dept/Program Supplies			14,020.90	
		610-3775-54750	Private Lateral Grant Expense			9,160.00	
		610-3775-54750.25-62	SW Area Private Lateral Grant			142.50	
		610-3775-54755	Homeowner Account			9,160.00	
		610-3775-54755.25-62	SW AREA-Homeowner Account			142.50	
		610-3780-53130	Postage/Mailings			3,990.00	
		610-3790-54740	Water Testing			1,420.00	
		620-3810-51330	Uniform Expense			939.00	
		620-3810-51900	hotel conference			148.54	
		620-3810-52100	Professional Fees			550.00	
		620-3810-52140	Bayside IT only			1,395.00	
		620-3810-52230	Phone and Internet			409.12	
		620-3810-52320	MMSD Sewer			260,443.34	
		620-3810-52910	BSA / GIS			850.00	
		620-3810-52930	Credit Card Fees			2,785.82	
		620-3810-53100	tablet cases			85.74	
		620-3810-53120	Copy & Print Costs			111.10	
		620-3810-53200	Memberships & Subscriptions			404.00	
		620-3810-54150	Safety Expenses			747.87	
		620-3810-55100	Liability & Property Insurance			8,350.40	
		620-3810-55110	Workers Comp			3,191.08	
		620-3820-53500	Dept/Program Supplies			3,236.01	
		620-3830-53500	Dept/Program Supplies			2,418.42	
		620-3890-56600.24-02	SEASCI Phase II Sewer			1,679.25	
		800-0000-21200	Over Payments			52,144.41	
		800-0000-24700	Due to BID			89,261.47	

VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO VILLAGE BOARD



Agenda Item: Voucher Report

Presenter: Paul Eilbes

Department: Finance

Overview – Consistent with the Village’s Policy #21, Purchasing and Accounts Payable, the attached reports have been prepared by the Finance Department for presentation to the Village Board.

In addition to providing the information required for the Village Board to maintain the general oversight of expenditures, these reports also serve to enhance the transparency of the Village’s expenditures of public funds by making these reports part of the public record.

Please feel free to contact me if there are any questions on specific items.

Vision 2025 Plan – Financial Responsibility

Sustainability – N/A

Recommended motion – Move to accept the attached presentation of accounts reports.

Fiscal Note / Budget Impact – To the best of our knowledge, these items have been processed in accordance with the Village’s purchasing policies as administered by the applicable department heads.

Attachments: - Accounts Payable and Payroll Vouchers Summary
Detailed Presentation of Accounts

Committee of the Whole
Meeting Minutes
December 15, 2025
DRAFT

President McKaig called the meeting to order at 6:45 p.m. All members were present with Trustee Ircink appearing virtually.

1. Discussion on Dark-Sky streetlight fixtures and brightness.

DPW has received several complaints regarding the brightness of the newly installed streetlights in the Phase I project area. Based upon the feedback received, it appears that the response is related to both the perceived difference in light output (new vs. aged) and the Dark-Sky compliant features of the new lights.

- Consider changing the lights on Lake Dr. so the lights can be turned down like the side streets.
- Consider installing shields on lights at intersections/adjusting the light head at residents' request.
- Consider not installing DarkSky fixtures in futures streetlight phases and replace all DarkSky fixtures that are currently installed with non DarkSky fixtures.

DPW would like to receive direction on these topics to create a policy that will be brought back to the Village Board in January.

Public Comment:

- Adam and Taylor Bauer, residents on N. Lake Drive, spoke regarding the lighting being excessively bright and off-putting from the newly installed streetlights and noted the shield would help.
- Mark Keane, resident on N. Lake Drive, presented a handout noting the national complaints of the LED streetlight fixtures.
- Trustee Stokebrand read comments from residents.

All members of the board were in favor or the DarkSky fixtures and would like to explore modification options to the existing fixtures.

Replacing the Lake drive fixtures:

Yes = Warren, McGovern, Stokebrand

No = Couto, Ircink, Arndorfer, McKaig

Trustee Warren moved to adjourn, and it was seconded by Trustee McGovern. The meeting was adjourned at 7:30pm.

Village of Shorewood
Meeting Minutes
December 15, 2025
DRAFT

1. Call to Order

President McKaig called the meeting to order at 7:30 p.m.

2. Roll Call

All members were present with Trustee Ircink appearing virtually.

3. Statement of Public Notice

Clerk Harrell stated the meeting was properly noticed and posted according to law.

4. Special Order of Business- (7:31 pm)

- a. **Update on Shorewood School District Planning - Superintendent Laurie Burgos.** No action taken

5. Consent Agenda Items (7:46 pm)

Trustee Couto moved to approve the consent agenda, and it was seconded by Trustee Warren. Motion carried by a unanimous vote of 7-0.

6. Items Removed from the Consent Agenda

7. Public Hearing

8. Citizens to be Heard

9. New Business

- a. **Consider award of contract for 2026 N Oakland Avenue reconstruction. (7:47 pm)**

Option a – eliminates the stormwater trees:

Trustee Stokebrand moved to award a line-item contract with Zignego Company, Inc. for the 2026 N Oakland Avenue Reconstruction eliminating the tree well item in the amount of four million eight hundred fifty-six thousand one hundred seven dollars and ninety cents (\$4,856,107.90). It was seconded by Trustee Warren.

After discussion by members of the board and Director Butschlick, Trustee Stokebrand moved to withdraw the current motion. Motion carried by a unanimous vote of 7-0.

Trustee Couto moved to award a line-item contract with Zignego Company, Inc. for the 2026 N. Oakland Avenue Reconstruction in the amount of five million forty-five thousand three hundred and forty-seven dollars and ninety cents (\$5,045,347.90). It was seconded by Trustee Arndorfer. Motion carried by a unanimous vote of 7-0.

- b. **Consider Cancellation of January 5, 2026 Village Board Meeting. (8:04 pm).** Trustee Couto moved to cancel the January 5, 2026 meeting and it was seconded by Trustee McGovern. Motion carried by a unanimous vote of 7-0.

10. Report of village Officials (8:05 pm)

a. Village President

i. **ICC Meeting- December 9**

ii. **North Shore Fire Department Board Meeting - December 10**

iii. **County Supervisor Anne O'Connor**

b. Village Trustees

Trustee McGovern attended a meeting at the library organized by residents who want to keep the Oakland parking lot available for monthly parking permits.

Trustee Stokebrand announced she will be seeking re-election in the spring 2026 election.

c. Village Manager (8:08 pm)

i. **2026 meeting dates**

ii. **PSC Public Hearing on water rate case - December 16, 2025 @ 11 a.m.**

11. Future items of Consideration

12. Adjournment

Moved by Trustee Warren, seconded by Trustee Couto. The meeting adjourned at 8:13pm.

Respectfully submitted,



Toya Harrell, MMC, WCPC
Village Clerk

President McKaig

1. P3 of the memo includes a line to the effect of- Staff has observed the level 1 setting and it is too dim. Changing the level on residential blocks is not within the points we are asked to consider. Is that an oversight?

You are correct, but I left that in the history section just as a reminder of what we have already discussed. We are not discussing changing the setting on residential blocks off of setting 1.

2. Rebecca- Procedurally, since this is not an ordinance, I want this to be addressed. Being one who voted no to the 8-4-1 policy.

The item listed on the agenda is “Discussion on Dark-Sky streetlight fixtures and brightness”. No motion is requested of the Village Board; however, Village Board direction is requested so that staff can draft a policy for the Village Board’s consideration in January. Should a majority of the Village Board agree to direct staff to modify the policy, that is a policy decision of the Village Board and we will take the direction provided.

From: [Kathy Stokebrand](#)
To: [Rebecca Ewald](#)
Subject: Fw: street lights, meeting tomorrow Dec. 15 at 6:45pm in village hall second floor
Date: Monday, December 15, 2025 9:07:56 AM

Rebecca,

Pls include this email from Brian and Heather in public materials for the meeting tonight.

Thank you,
Kathy

Get [Outlook for iOS](#)

From: Brian Elliott <brian.e@threesonswi.com>
Sent: Monday, December 15, 2025 6:52:45 AM
To: Kathy Stokebrand <TrusteeStokebrand@shorewoodwi.gov>
Cc: Brian Elliott <brian.threesons@gmail.com>; Heather Cook Elliott <hcookelliott@gmail.com>
Subject: Re: street lights, meeting tomorrow Dec. 15 at 6:45pm in village hall second floor

You don't often get email from brian.e@threesonswi.com. [Learn why this is important](#)

Kathy,

Unfortunately, Heather and I will be at our kids band concert tomorrow night at the time of the board meeting, but if we could be at this meeting, we certainly would. Please mark us down as in favor of adding shields to the lights or making them adjustable at a lower light level. If you could possibly just read this email to the board during the meeting for us that would be greatly appreciated.

Brian Elliott & Heather Cook Elliott
4154 N Lake Drive
Shorewood

On Sun, Dec 14, 2025 at 7:48 PM Kathy Stokebrand
<TrusteeStokebrand@shorewoodwi.gov> wrote:

Brian and Heather,

Please see this [link](#) to the village board meeting tomorrow night. If you want the new street lights to be adjustable and/or possibly add shields on lake dr, it would be helpful to speak to the board about this.

The committee of the whole will take this up at 6:45pm in the second floor meeting room of village hall. It will cost less than staff originally told us, now \$48,000 as opposed to more than \$50,000, not including staff time.

The memo about this may be duplicated in the packer, just FYI.

Please let others who feel strongly about this know about the meeting tomorrow.

Thank you,

Kathy

Three Sons Home Improvements, LLC
11303 W Theo Trecker Way
West Allis, WI 53214
(414) 921-1996

CAUTION: This email originated from outside of the North Shore Consolidated O365 Email System (Bayside, Glendale, Shorewood, Brown Deer, and North Shore Fire & Rescue). Do not click links or open attachments unless you recognize the sender and know the content is safe.



VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO VILLAGE BOARD

Agenda Item: Consider Shorewood Today printing and mailing service agreement.

Date: January 21, 2025

Presenter: Nicole Berzin, Assistant Village Manager **Department:** Village Manager's Office

Agenda Item Discussion – *Please provide a summary of the agenda item along with bullet points highlighting the main items and key issues to be discussed.*

The proposed service agreement with the Fox Company includes a not to exceed amount of \$36,595 for printing the Shorewood Today magazine. In addition to printing, the Fox Company also serves as the mailing house for the Shorewood Today magazine for an annual cost of \$10,500.

Community and Business Outreach – *If applicable, did you notify the community groups and businesses that are directly impacted by this agenda item. Please specify in attached communication plan how community groups and businesses will be informed of action after Village Board consideration.*

Yes No

Fiscal Note – *Please include comments on the fiscal impact of this action.*

On November 17, 2025, the Village board passed a budget allocating \$38,200 for copy and print costs for the Shorewood Today magazine (Acct. # 230-1910-53120) and \$12,000 for postage/mailings (Acct. # 230-1910-53130). The not to exceed amounts listed in the following agreement for magazine printing and mailing costs are within this threshold.

Action Required / Recommended – *Please include the recommended motion or possible actions for this agenda item.*

Recommend motion: "I move to authorize staff to enter into a service agreement with the Fox Company for printing, postage, and mailing of the Shorewood Today magazine for 2026."

Attachments – *Please list the following attachments and supporting documents for this agenda item. Some attachments may be hyperlinked. Include Fiscal notes, if applicable, as the first attachment following this memorandum. Attachments may include: agreements/contracts, presentation materials, letters, service proposals, etc.*

1. Shorewood Today Printing and Mailing Service Agreement

SERVICE AGREEMENT

This Agreement is between the Village of Shorewood, Milwaukee County, WI (hereinafter referred to as “Village”) and The Fox Company, 11000 W. Becher St., Milwaukee, WI (hereinafter referred to as “Service Provider”) for printing and mailing of the Shorewood Today magazine (hereinafter referred to as the “Project”) for 2026.

In consideration of the mutual agreements contained herein, the Village and Service Provider agree as follows:

1. The Village will:

The Village will pay the Service Provider up to \$36,595 in 2026 for printing and \$10,500 for mailing services for Shorewood Today as described within this Agreement in 4 quarterly payments for services as provided based on time and materials (i.e. quantity of paper, photo treatments, proof layouts, number of edits, delivery, etc.). Such payment shall be full compensation for all services rendered and for all supervision, labor, supplies, materials, equipment, and any other incidental costs. Invoices for payments should be completed on a quarterly basis directly after the printing of a Shorewood Today issue. To expedite payment of invoices under this Agreement, the invoices should be sent to the following:

Nicole Berzin, Assistant Village Manager
Shorewood Village Hall
3930 N. Murray Avenue
Shorewood, WI 53211

2. The Service Provider will:

- a. The Service Provider will provide the following services:
 1. Print a magazine quarterly up to 8,100 copies that focuses on news, people, and issues in the Shorewood community.
 2. Collaborate with MB Marketing Solutions to finalize a well-designed Shorewood Today product.
 3. Review and edit photographs with MB Marketing Solutions to assure the quality of the photos is adequate and meet the expectations of the MB Marketing Solutions team. This includes cover treatment and two proof sheets. The number of treated photos should not exceed 15 per issue. The number of on-press edits should not exceed 5 per issue.
 4. The paper to be used for the printing shall be 80# silk text paper unless directed otherwise by the community partners (Village of Shorewood, Shorewood School District, Shorewood Business Improvement District, Shorewood Community Development Authority, Shorewood Foundation) consistent with the quality of previous Shorewood Today magazines.
 5. Collaborate with MB Marketing Solutions to make sure all copies of magazine are mailed in a timely manner.

b. The Service Provider will submit an invoice quarterly for the amount due to the Village for services upon completion.

c. The Service Provider will provide all materials, equipment and supplies necessary to perform or provide the services described.

d. The Service Provider will be obligated to perform the services described in accordance with the standards of care, skill and judgment which may be expected of professional who performs similar work.

e. The Service Provider will provide their services in a manner and time so as to not interfere with any of the operations of any Village facility. In the event of a conflict between the schedules of the Service Provider and contractors and employees of the Village, the conflict may be resolved at the discretion of the Village.

3. Duration

This Agreement will become effective upon signature and all work to be completed by December 31, 2026. This Agreement may be cancelled on thirty (30) days written notice of either party. The Agreement may be cancelled by the Village on 60 days written notice for “good cause,” which may include, but is not limited to, failure to meet deadline, failure to perform services in accordance with the standard of care, skill, and judgment which may be expected of a professional who performs similar work, and the like.

4. Use of Village Name

It is understood and agreed that the name of the Village and the municipal location may not be used by the Service Provider or its agents in any promotional materials without prior approval of the Village.

5. Independent Contractor

It is understood and agreed that the Service Provider is an independent contractor for the performance of all services described within this Agreement.

6. Assignment

This Agreement and interests hereunder are not to be assigned.

7. Liability

The Village represents that it does not carry any insurance covering liability of its independent contractors, including the Service Provider. Service Provider is solely responsible for obtaining any insurance coverage that may be necessary to carry out its business, including workers compensation coverage and/or liability coverage as dictated by state statute. Nothing in this agreement is intended to abrogate the immunities or limitations of liability as enumerated in Wis. Stat. § 893.80 that may be asserted by either the Village or the Service Provider.

8. Wisconsin Law

This Agreement shall be governed by and construed with the laws of the State of Wisconsin.

9. Complete Agreement

This Agreement represents the entire of listing of the terms between the parties. This Agreement may be modified only in writing by an amendment signed by both parties.

10. Endorsement

By endorsing this Agreement both the Service Provider and the Village indicate that each has the authority to bind to the terms of this Contract.

Dated: _____

VILLAGE OF SHOREWOOD

BY: _____
Rebecca Ewald, Village Manager

Dated: _____

THE FOX COMPANY

BY: _____
Matt Fox, The Fox Company

DRAFT



VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO VILLAGE BOARD

Agenda Item: Consider award of contract for Streetlight Replacement Program Phase 2

Date: January 21, 2026

Presenter: Leeann Butschlick, Director of Public Works

Department: Public Works

History – Please include a timeline of historical relevant events related to this agenda item. This may include previous Village Board action, policies, planning documents, etc. If able, hyperlink to previous agenda packets (include page number) to reference information. If there is no relevant history, N/A should be entered in this space.

6/6/2022	Village Board approves utilization of ARPA funds for development of streetlight replacement plan by Village Engineer (Strand)
3/6/2023	Strand presents overview of existing system and outlines planning study
5/1/2023	Strand presents Street Lighting System Replacement Plan
7/3/2023	Village Board approves LRP inclusion of streetlight replacement plan on five-year schedule
8/7/2023	Village Board approves Streetlight Replacement Program RFP
10/16/2023	Village Board approves professional services agreement with KL Engineering for Streetlight Replacement Program engineering design, management and inspection
6/3/2024	Street Lighting Replacement Preliminary Study presentation
1/6/2025	Phase 1 Streetlight Replacement Program awarded to Allcon Corporation

Agenda Item Discussion – Please provide a summary of the agenda item along with bullet points highlighting the main items and key issues to be discussed.

Below, please find a summary of the bids received for the Village’s Phase 2 Streetlight Replacement Program:

Contractor	Bid Amount
Engineer’s Estimate	2,494,359.00
MP Systems	1,742,957.13
Foremost Electric	1,794,319.60
Outdoor Lighting Construction Company, Inc.	2,103,184.60
Pro Electric, Inc.	2,246,377.06

The Village’s consulting engineer, KL Engineering, has reviewed the bids and recommended the project award to MP Systems.

Fiscal Note – Please include the budget impact for this agenda item.

The LRP identifies costs of 2,966,000.

Community and Business Outreach – If applicable, did you notify the community groups and businesses that are directly impacted by this agenda item. Please specify in attached communication plan how community groups and businesses will be informed of action after Village Board consideration.

Yes No

If Yes, identify how and what community groups and businesses were notified.

A Public Information meeting has been scheduled for Thursday, March 5 at 6:00 p.m. in the Village Center. All residents in the Phase 2 area and impacted residents on adjacent block faces will be mailed notification of the meeting and project in mid- late February.

Action Required / Recommended – *Please include the recommended motion or possible actions for this agenda item.*

Suggested motion: I move the award of a contract for the Phase 2 Street Lighting Replacement to MP Systems, Inc. in the amount of one million seven hundred forty-two thousand nine hundred fifty-seven dollars and thirteen cents (\$1,742,957.13).

Attachments – *Please list the following attachments and supporting documents for this agenda item. Some attachments may be hyperlinked. Include Fiscal notes, if applicable, as the first attachment following this memorandum. Attachments may include agreements/contracts, presentation materials, letters, service proposals, etc.*

Project bid tabulation

VILLAGE OF SHOREWOOD STREET LIGHTING REPLACEMENT

PROJECT ID #: 9973409
 PHASE 2
 MILWAUKEE COUNTY
 1/7/2026
BID TABULATIONS

ITEM #	DESCRIPTION	QUANTITY	UNIT	ENGINEERS ESTIMATE		BIDDER #1 MP SYSTEMS		BIDDER #2 FOREMOST ELECTRIC		BIDDER #3 OUTDOOR LIGHTING		BIDDER #4 PRO ELECTRIC	
				PRICE	AMOUNT	PRICE	AMOUNT	PRICE	AMOUNT	PRICE	AMOUNT	PRICE	AMOUNT
100.001	RESTORATION IN CONCRETE	75	SY	\$300.00	\$22,500.00	\$212.26	\$15,919.50	\$300.00	\$22,500.00	\$487.80	\$36,585.00	\$1,250.00	\$93,750.00
100.002	RESTORATION IN ASPHALT	50	SY	\$300.00	\$15,000.00	\$225.52	\$11,276.00	\$300.00	\$15,000.00	\$355.60	\$17,780.00	\$1,185.00	\$59,250.00
100.003	RESTORATION IN SOIL	1,154	SY	\$50.00	\$57,700.00	\$53.02	\$61,185.08	\$52.00	\$60,008.00	\$84.90	\$97,974.60	\$58.64	\$67,670.56
100.004	MOBILIZATION, TRAFFIC CONTROL, SIGNAGE, ACCESS, STAKING	1	LS	\$50,000.00	\$50,000.00	\$51,199.19	\$51,199.19	\$150,000.00	\$150,000.00	\$142,230.10	\$142,230.10	\$139,313.05	\$139,313.05
101.001	REMOVING PULL BOXES	20	EACH	\$500.00	\$10,000.00	\$153.26	\$3,065.20	\$100.00	\$2,000.00	\$215.00	\$4,300.00	\$116.26	\$2,325.20
101.002	REMOVING RESIDENTIAL DIRECT BURY POLES	120	EACH	\$1,000.00	\$120,000.00	\$599.79	\$71,974.80	\$410.00	\$49,200.00	\$509.20	\$61,104.00	\$420.45	\$50,454.00
101.003	REMOVING LUMINAIRES	200	EACH	\$500.00	\$100,000.00	\$133.38	\$26,676.00	\$85.00	\$17,000.00	\$85.50	\$17,100.00	\$102.55	\$20,510.00
102.001	CONDUIT BORED HDPE 2-INCH	46,860	LF	\$20.00	\$937,200.00	\$11.78	\$552,010.80	\$14.60	\$684,156.00	\$14.73	\$690,247.80	\$17.07	\$799,900.20
102.003	LIQUIDTIGHT FLEXIBLE CONDUIT 0.75-INCH	1,005	LF	\$18.00	\$18,090.00	\$15.19	\$15,265.95	\$14.00	\$14,070.00	\$62.45	\$62,762.25	\$14.14	\$14,210.70
103.001	ELECTRICAL WIRE LIGHTING 12 AWG	25,837	LF	\$1.00	\$25,837.00	\$1.00	\$25,837.00	\$0.80	\$20,669.60	\$0.97	\$25,061.89	\$0.75	\$19,377.75
103.002	ELECTRICAL WIRE LIGHTING 6 AWG	151,116	LF	\$2.00	\$302,232.00	\$2.10	\$317,343.60	\$1.50	\$226,674.00	\$1.91	\$288,631.56	\$1.69	\$255,386.04
103.003	FURNISH & INSTALL SUBMERSIBLE MULTITAP 3-PORT PRE-INSULATED CONNECTOR	501	EACH	\$250.00	\$125,250.00	\$66.44	\$33,286.44	\$80.00	\$40,080.00	\$86.50	\$43,336.50	\$78.77	\$39,463.77
103.004	FURNISH & INSTALL SUBMERSIBLE MULTITAP 4-PORT PRE-INSULATED CONNECTOR	63	EACH	\$300.00	\$18,900.00	\$75.76	\$4,772.88	\$83.00	\$5,229.00	\$107.00	\$6,741.00	\$83.24	\$5,244.12
103.005	FURNISH & INSTALL SUBMERSIBLE MULTITAP 6-PORT PRE-INSULATED CONNECTOR	42	EACH	\$325.00	\$13,650.00	\$106.29	\$4,464.18	\$99.00	\$4,158.00	\$137.50	\$5,775.00	\$95.75	\$4,021.50
104.001	PULL BOXES QUAZITE 12X12X24-INCH	278	EACH	\$1,000.00	\$278,000.00	\$376.16	\$104,572.48	\$500.00	\$139,000.00	\$638.60	\$177,530.80	\$868.14	\$241,342.92
107.001	FURNISH & INSTALL RESIDENTIAL LUMINAIRE - TYPE A	183	EACH	\$800.00	\$146,400.00	\$1,048.80	\$191,930.40	\$825.00	\$150,975.00	\$1,049.40	\$192,040.20	\$1,079.56	\$197,559.48
107.002	FURNISH & INSTALL RESIDENTIAL LUMINAIRE - TYPE B	17	EACH	\$800.00	\$13,600.00	\$962.19	\$16,357.23	\$800.00	\$13,600.00	\$976.70	\$16,603.90	\$1,003.61	\$17,061.37
107.003	FURNISH & INSTALL RESIDENTIAL DIRECT BURY LIGHT POLE	120	EACH	\$2,000.00	\$240,000.00	\$1,965.17	\$235,820.40	\$1,500.00	\$180,000.00	\$1,811.50	\$217,380.00	\$1,829.47	\$219,536.40
				PHASE 2 TOTAL	\$2,494,359.00		\$1,742,957.13		\$1,794,319.60		\$2,103,184.60		\$2,246,377.06

VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO THE BUDGET & FINANCE COMMITTEE



Agenda Item: Consider Proposals for a Parking and Citation Management System.

Date: January 21, 2026

Presenter: Fernando Santiago, Police Captain

Department: Police Department

History

The Village of Shorewood's five-year service agreement for its Parking and Citation Management System with AIMS/EDC Corporation expires in April 2026. At the direction of the Village Board, Staff prepared a formal Request for Proposal (RFP) for these services.

[November 17, 2025](#) – the Village Board approved issuance of an [RFP for Parking and Citation Management System](#).

November 18, 2025 – The RFP was issued with a return date of December 5, 2025, to any interested respondents. The Village received eight (8) responses to the RFP.

December 10, 2025 – Manager Ewald and Tr. Stokebrand met with members of the PD to discuss and review the Parking and Citation Management proposals.

Staff rated each proposal based on the content of the proposal; each system's capability related to the various needs identified in the RFP; past record of performance, ease-of-use by Village staff and customers, the general experience, ability to complete the project on time, added value features, an understanding of the village's needs, and cost.

December 16, 2025 – Manager Ewald, Chief Wurth, Captain Santiago, PSC Pfeil and Mr. Hickey conducted interviews and product demonstrations with four (4) vendors that best fulfilled the needs of the Village and the parameters of the request.

Most vendors provided a solution that could meet the essential needs of the village, but there were some significant areas of distinction between the products related to the customer and staff interfaces, ease of use, cost, and the extent to which each product satisfied the RFP requirements. Staff identified two (2) vendors that are better positioned to meet the needs of the Village based on these factors.

January 13, 2025 – Captain Santiago submitted a financial analysis to the Budget and Finance Committee for review. The summary included a recommendation for consideration of two vendors whose proposals better aligned with the Village's RFP. The two (2) recommended vendors are T2 Systems and Concourse Tech Inc.

Based on all the factors involved in this proposal, Staff recommends that the Village Board moves forward with the solution provided by T2 Systems.

Overview

Attached is the request for a Parking and Citation Management System and corresponding vendor proposals. Contract with the Village's current parking software provider AIMS concludes in April 2026. This RFP seeks to replace our current vendor with a solution that better aligns with our evolving parking and citation management needs as well as the ability to implement a mobile-parking payment curb management ("meters") system in the future.

If the Village decides to implement the curb management solution, Staff will work with the vendor to implement the changes, conduct public education, determine implementation locations and deployment of signage and pay station

kiosks (optional).

Financial Impact:

Funding for our current parking solution (AIMS) has been allocated in the 2026 budget. There will be an additional fiscal impact of approximately \$35,000.00 dollars for the purchase of new equipment that would be offset by the additional expected revenue generated from collections and convenience fees. Staff also estimate approximately \$50,000 to \$75,000 in cost savings for the duration of the contract.

Initial implementation will address the parking and citation management section of the proposal. If the Village decides to move forward with the curb management (“metered parking”) solution, vendors estimate a four-six-week implementation timeline. The fiscal impact for implementing the curb management section of the proposal depends on the type of solution that the Village chooses to pursue. Costs would include signage, optional kiosks (pay stations), public education campaign, at a cost of \$25,000 to \$40,000 based on the above options. There is no additional software or licensing fee associated with the curb management solution. Revenue estimates for curb management are approximately ~\$800,000.00.

Possible motions:

I move to recommend the approval of a new Parking and Citation Management System solution provided by T2 Systems for implementation in April 2026 with the option for including a curb management solution (“metered parking”) in the future.

Attachments:

1. RFP for Parking and Citation Management System
2. Vendor Proposals
3. Financial Analysis

VILLAGE OF SHOREWOOD

PARKING RFP FINANCIAL FACT SHEET



The Village of Shorewood received eight proposals as a result of the Parking and Citation Management RFP. After review, four of the proposals were identified as being better aligned with the requirements of the RFP and members of the review committee participated in vendor demos to further evaluate the different solutions. Two of the solutions, Concourse Inc. and T2 Systems, were chosen after careful consideration.

	Concourse	T2 Systems
Year 1 Fee	~ \$81,700.00	~ \$78,695.00
Total Revenue Year 1	~ \$867,810.00	~ \$874,815.00
Increased Revenue Yr 1	~\$14,860	~\$21,865
Year 2-5 Fees/yr	~ \$45,000/yr	~ \$28,000/yr
Years 2-5 Total Revenue	~ \$913,510.00/yr	~ \$938,510.00
Increased Revenue Est.	~ \$ 60K	~ \$84K

Below is a breakdown of the financial aspects of both proposals:

- Year 1 fees include the software fees, new LPR system, collection services, mailings, and full dashboard for both solutions.
- The current actual revenue estimate for 2025 minus the AIMS and credit card fees is \$852,950.00.
- The total revenue projections consider the total revenue collected (fines & on-street parking) plus the estimated amount of revenue from collection services, minus all the fees for each vendor.
 - Concourse assumes a revenue collection volume of ~30 % based on prior figures from their current contractor (~\$18K/year).
 - T2 Systems assumes a revenue collection volume of ~60% based on figures from their in-house collection services (~\$26K/year).
 - T2 Systems has its own in-house collection services department. Their “soft collection model” follows the Fair Debt Collection Practices Act. T2 Citation Collection Services performs outbound collection calls following all state and federal laws. Citation Services’ experienced agents provide excellent customer service to clients and parkers. The team takes a non-confrontational, professional approach that reflects positively on a customer’s organization. T2 Citation

Collection Services' systematic, consistent, and efficient processes allow for a collection rate significantly higher than industry average (p. 40 – T2 Systems proposal).

- T2 Systems collection revenue estimates, if accurate, would almost match the cost of their services.
- None of these estimates include the revenue projections of implementing the curbside management paid parking (“meters”) within the Village. Most vendors estimated the revenue from curbside paid parking to be an additional ~ \$800,000.00/year.
 - Implementation of the curbside management module is estimated to be two to three months. The fiscal impact for implementing the curbside management section of the proposal depends on the type of solution that the Village chooses to pursue. Costs would include signage, optional kiosks (pay stations), public education campaign, at a cost of \$25,000 to \$40,000 based on the above options. There is no additional software or licensing fee associated with the curbside management solution.
- The revenue numbers consider the current credit card transaction fees being paid by the Village (~\$44,000/year).
 - Both of these vendors assess a convenience fee to the customer and do not charge a processing fee to the Village. The convenience fee is clearly communicated to the customer prior to completing any purchases.
- Both vendors can readily implement the curbside management solution (“metered parking”) if the Village decides to move forward with it in the future. Concourse has its own in-house solution while T2 Systems can partner with several vendors for implementation of curbside management.

Other Considerations

Concourse

- 12-week implementation estimate
- Single in-house solution for future implementation of curbside paid parking
- Highly user-friendly mobile app for users
- 5-year total costs: \$247,600 (including first year implementation, hardware, and mailer costs)
 - For comparison: *AIMS: \$264,000 (to continue current contract)
- Support: 8AM-6PM Mon-Fri

- DMV Integration ready (currently communicates with WI DMV to share registered owner information used to update suspensions for drivers with excessive fines)
- 10 licenses included in the cost (the Village currently has 3 licenses that are shared between all system users)

T2 Systems

- 10-week implementation estimate
- Partners with ParkMobile for curbed paid parking
- User-friendly app
- 5-year total: \$188,142 (including first year implementation, hardware, LPR cameras, and mailer costs)
- Support: 24/7 in-house help desk
- DMV Integration capable (currently does not have a contract with WI DMV to share registered owner information used to update suspensions for drivers with excessive fines but has the capabilities to support this option)
- 4 licenses included in the cost (the Village currently has 3 licenses that are shared between all system users)



Parking and Citation Management System

Prepared for Village of Shorewood

Submitted by T2 Systems
December 8, 2025



December 8th, 2025

Dear Village of Shorewood Team,

Thank you for the opportunity to submit our UPSafety® Permits & Enforcement (PE) Solution with citation processing and collections to the Village of Shorewood.

The UPSafety PE Solution, formerly called CityCite®, was first developed in 2012 by United Public Safety, Inc., to create an intuitive and simple parking management solution that met all the requirements and disparate needs of municipal parking operations. Today, as part of T2's broad line of Permit and Parking Enforcement solutions that allow customers to find just the right set up for their operations, the UPSafety PE Solution continues to evolve into an even more robust and streamlined platform.

For more than ten years, this solution has been adopted by more than 330 customers and we are proud to have a 99.9% customer retention rate which we attribute to how user friendly the solution is and our dedication to customer service. Our customers have been our partners in the growth and development of the solution since its inception. We eagerly welcome feedback from our customers on functionality that would improve our solution and our development team releases new functionality quarterly so do not be surprised if one of your suggestions becomes a new feature of the solution. Our cloud based SaaS model ensures that you are never just paying to license the same static piece of software year-over-year.

You're paying for us to provide the infrastructure expertise, software engineering, consulting and support necessary to keep you at the cutting edge of technology for the entire term of your contract. In other words, the software we will be licensing to the city in 2026 will be the same software we are selling as brand new to clients in that same year. You will never be locked into an outdated enforcement solution.

With this in mind, our solution meets and exceeds all specified requirements to the component we are responding to, including exceeding them in key areas, such as:

- **Improving your collections** through new payment options, integrated payment plans, notifications of missed payments, smart boot integrations and a top to bottom collections practices review from our expert partners.
- **Improving your department's efficiency** by allowing realtime data integrations for permits, Mobile LPR hits, and existing integrations for future paid parking potential in the palm of your officers' hands. Back-office efficiency is driven by a customized real-time dashboard, route optimization, and a reporting engine that allows administrators to create custom reports in minutes. Our reporting module gives you the tools to build your own reports and schedule them to generate and email to recipients of your choosing easily.
- **Improving the customer experience** through a Patron Portal customized for the Village of Shorewood. Allow your customers to see all outstanding violations, dispute violations directly online, tokenize their payment methods to save time, and announce department updates which publish directly to the site in real-time.



- **Future proofing the city's technology** through a continuous delivery business model, wherein all upgrades are released to current subscribers. A robust and always evolving API furthers this goal, by allowing low-code integrations to the best-in-class partners that best fulfill your mission.
- **Improving efficiency of your residential permitting program** which is included with our citation software at no extra cost to be used by the city if and when they determine a use case for issuing permits.

On behalf of my company, I am extremely pleased to submit the following response to the city's RFP for a parking citation processing system. Please note that we contract Lob to provide our letter/notice mailing services and we contract with Duncan to provide out of state look ups for our customers. We have included our pricing under separate cover per the RFP directive and that pricing will remain valid for a period of 120 days from the submission of this RFP response. I have received all addenda I am authorized to bind and negotiate for the organization and will serve as the direct contact for the administration of a contract for this project.

Thank you sincerely for your consideration. We look forward to the possibility of building a mutually rewarding partnership with the Village of Shorewood.

Respectfully,

Nate Wagner

Nate Wagner

Regional Sales Manager

nate.wagner@t2systems.com

317-676-2023



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1. Transmittal Information

a. Company Overview

Identify the Point of Contact for the Proposal and information about the Company's legal structure, offices, and number of employees. List any litigation pending or settled in the past 5 years.

Contact:

Nate Wagner

Regional Sales Manager
nate.wagner@t2systems.com
317-676-2023

T2 Systems

8900 Keystone Crossing
Indianapolis, IN, 46240

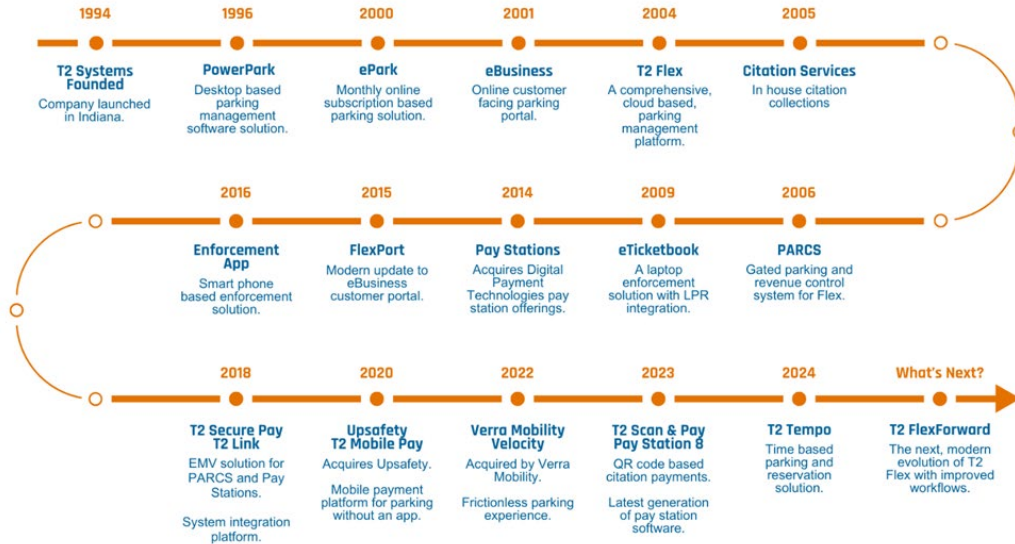
T2 Systems is a C-Corp and is a wholly owned subsidiary of Verra Mobility (NASDAQ:VRRM) and employs around 300 people. T2 has not had any litigation pending or settled in the past 5 years.

b. Company History and Experience

Brief description of the company's history and experience.

T2 Systems was founded in 1994 with one simple goal: make parking better. We recognized that emerging technologies were ready to revolutionize parking, making it easier for parkers and parking administration alike. Since then, we've been a leader in the parking industry and continue to pave the way with new technologies that help you seamlessly manage parking, mobility, and transportation services.

Today, we provide comprehensive solutions to process transactions and leverage data to help our customers make informed decisions about their operations. Our unified parking management platform puts all the tools you need to be efficient and effective at your fingertips, with one turnkey suite of solutions to manage Permits, Enforcement, PARCS, Pay Stations, Mobile Payments, and more. With a strong track record of delivering projects that generate real return for our customers, and by delivering a quality experience for parking patrons, T2 continues to focus on helping our customers move their operations forward.



T2 is owned and financially backed by publicly-listed Verra Mobility (NASDAQ:VRRM), who provides us the resources to innovate and support our customers. Verra is an established leader in developing and implementing intelligent traffic management products and services. Verra develops and operates a wide range of platform-based solutions. These include red light camera, speed camera, automated license plate recognition (ALPR) and school bus stop arm camera systems, all which use advanced sensor and image capture technologies that enable the active management of state and local motorways. Through T2 Systems, Verra will also offer leading parking management and payment technologies to support additional smart technology objectives.

Manage Your Parking Operation on One Platform

T2 provides customers with a comprehensive portfolio of integrated parking solutions. Choose the services that meet your current scope and be sure that you can expand your parking program with future-proof solutions simply, with a provider that you trust.

Permits and Enforcement

Our municipal customers rely on our UPSafety suite of user-friendly administrative and customer-facing permit management software, while enforcement officers in the field trust intuitive handhelds and integrated LPR technology to easily and efficiently find those in violation.

Customers in education and those requiring more complex permit parameters rely on Flex, which allows complete customization of your permitting and enforcement. Flex also powers T2 PARCS operations.

PARCS

The T2 PARCS solution is not a one-size-fits-all access and revenue product. It is a reliable, comprehensive solution created and designed specifically for your operation, and it empowers you with



the right software, hardware, and analytics capabilities to effectively manage permit parking access and ensure the accurate capture and reporting of revenue.

Multi-Space Pay Stations and Mobile Payments

T2 Luke® Multi-Space Pay Stations are user-friendly and versatile, ideal for both on- and off-street environments. Luke Pay Stations are engineered for long life and can be deployed in any climate. The back end is powered by the highly configurable and data-driven Iris™ software, which puts you in total control of your parking operation. With Iris, you can manage Pay Stations and all integrated systems that support them: enforcement, mobile payments, LPR, accounting solutions, and more.

Citation Services

Our Citation Services solution provides full citation and payment processing, as well as delinquent citation collections, by customer service agents who understand parking operations and provide excellent customer service to you and your parkers while increasing the parking operation's revenue.

c. Project Understanding and commitment

c. Firm's confirmation of understanding of the project and commitment to provide the appropriate personnel, equipment and training to perform the scope of services as defined in this document.

We will provide a cutting edge, real-time digital permitting & enforcement platform to the Village of Shorewood, including two (2) handhelds with Android software for Infraction Validation and Citation Issuance, and three (3) Site Licenses to our Microsoft Azure cloud-hosted Management Portal for the processing and analysis of Citation, Permit and Integrated App activity, and a fully branded and customized patron portal for self-service violation & permit management, disputes and more.

As more fully described in our technical response, all three systems work together in real-time to ensure that updates in any one facet propagate to the others immediately.

This includes virtual permits being available for sale through the patron portal from the moment they are created by Administrators; that same permit being enforced by Handheld or Vehicle Mounted ALPR from the moment the permit is sold, and for an officer on the street to be guided to chalks generated by an ALPR car, or another officer, minutes before they expire. Real-time integration to all major PayByCell providers, Kiosk Providers and ALPR providers, as well as over 30 other partner integrations come standard.

Notable technical differentiators between our system and other leading products include:

- **Mobile ALPR puts the functionality of a full car-mounted ALPR system in the palm of your officer's hand**, allowing the Android device to check payment, scofflaw, permit and overtime status as soon as a license plate comes into view of the camera - no stopping required.
- **Our Patron Portal allows each customer full visibility into their parking account**, with comprehensive self-service permit management including the ability to add, modify and remove



vehicles, recurrently renew permits through a tokenized Credit Card, view the history and disposition of all disputes and outstanding citations, as well as the ability for city Administrators to modify the site for alerts and updates at any time.

- **Our analytics suite, dashboard, and fully customizable reporting allow you to report on any metric, at any time.** This means you will never have to ask for a custom report again, while facilitating new and deeper insight into your enforcement practices, collection rates, payment channels, officer productivity, citation issuance equitability and more.

Our solution meets the project requirements by providing:

- **A scalable solution** that accommodates future growth in the city's technology and data needs.
- **An automated notification system**, which can send out notifications via mail and/or email to remind patrons of hearing date, failed payment attempts and ticket payment.
- **Nationwide owner lookups**, augmented by Duncan Solutions proprietary retrieval services. They maintain direct integrations to all 51 DMVs and 5 Canadian provinces, in addition to NLETs and an in-house team dedicated to registered owner determination. Their out-of-state hit rates near 90%.
- **Payment terminals available** for debit and credit card transaction for more efficient, touchless, in-person interactions.
- **Automatic flat file export to your hearing entity and ERP** are available entirely out-of-the-box. Access to our API for real-time integrations to other potential systems is fully included.
- **More efficient communication, coordination, scheduling**, allowing unlimited system access to the city's hearing entity, Police Officers and other entities such as local hospitals, colleges, and other entities who are authorized to issue.
- **Comprehensive integration to and utilization of Citation Collection Services, LLC**, who can provide collections services and support under this solicitation, will allow collection information to be viewed directly through the UPSafety Solution's Management Portal. As more fully described in their own section, Citation Collection Services' collection rates on turned-over citations near an industry leading 60%.
- **Integration to our portfolio of six (6) payment and reservation apps, with a contract-long commitment to integrate to new additions chosen as the city's needs evolve**, with the ability to offer all six in tandem at the city's discretion. This allows customers the freedom to use multiple apps when traveling between localities, and materially increases app-based payment rates.
- **Full integration with vehicle mounted mobile LPR** is available if the city would like to implement that technology and use it in combination with our **handheld ALPR** functionality.

Beyond software features, we fully understand that implementation, training and support for the life of the project are equally critical. That's why, if selected, our customizations start with fully understanding what makes the Village of Shorewood's parking operation unique. In line with what we discover, our team begins the customization process. This includes:



- Mapping the currently utilized parking ticket to a format that is user friendly to constituents, fast to issue for officers, and fully acceptable by local ordinance;
- Customizing the functionality of the application, by mapping street names to GPS locations, customizing your Chalking, Meter Monitoring, and Booting functionality and formalizing your citations escalation path;
- Working with disparate vendors to seamlessly integrate the flow of the data in the way the city prefers.

Once this customization is complete, your dedicated project manager and training team will conduct an in-depth training. Afterwards, you will have direct access to your project manager as well as our in-house support team, who have been trained on your unique installation, and are available 24/7/365, with a one-hour SLA.

In conclusion, we believe we have a firm grasp of the requirements of this project and understand how our solution can meet and exceed the Shorewood’s functional requirements for a best-in-class parking management system that does more for Administrators, Officers, Residents and Visitors.

d. Implementation Team

d. Outline your implementation team members and assignments.



Kristina Morris – Project Manager

Role for Village of Shorewood: Implementation & Training

With over 14 years of experience working for and with companies of varied markets, Kristina is a versatile manager with a background in software development, technical support, and project management. She has continuously shown herself to be a team player and is known for using outstanding communication skills to influence internal and external stakeholders. Kristina has an aptitude for assessing and managing complex projects and has proven herself successful in intense and demanding environments.



Jennifer Watson – Project Manager

Role for Village of Shorewood: Implementation & Training

Enthusiastic and goal-driven instructor with 17 years’ experience as a school educator and professional facilitator with diverse communication and instructional skills. Jennifer is well-versed with exceptional interpersonal, organizational, and problem-solving skills with the ability to design and deliver trainings and manage projects with superior results.



Michael S. Rubin – Director of Engineering

Role for Village of Shorewood: Software Development

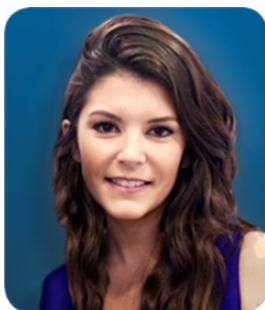
Mike Rubin is a four-year tenured employee with experience managing OWASP compliant, Agile development teams for over eight years. His knowledge of the Microsoft Azure cloud is unparalleled, and he has overseen over 27 successful integrations, thousands of hours of custom software development, and the development of new and innovative features for our solutions. He prides himself and his team on their relentless commitment to refining all aspects of our software.



Drew Hoffmann – Product Owner

Role for the Village of Shorewood: Product Customization

Drew Hoffman, an UPSafety employee for five years and graduate of Drexel University's Computer Technology program, Drew has managed over 50 successful deployments for our company. Drew is one of UPSafety's key players committed to ensuring its clients' needs are exceedingly met. His background in technical support at UPSafety has positioned Drew to responsively address and deliver the right solutions for all our clients' challenges. Working alongside of the UPSafety development and support teams, he defines our next-level features and product roadmap strategies.



Rachel Dillon – Lead Product Support Analyst

Role for the Village of Shorewood: Ongoing Technical Support

Rachel Dillon, employee with UPSafety since 2019, will be leading the product support for the Village of Shorewood. She provides in-depth, hands-on support to our clients, helping them to understand the nuances of our product and is always accessible to Town staff for technical support.



2. Project scope response

a. Items within the project scope should generally be addressed by component, sections, and details in order that they are listed in the RFP.

Component 1: Parking permits management system

A. General

1. System must require and maintain the following minimum information: Customer name Customer street address, city, state, zip code Customer apartment or unit number if applicable Customer phone number Customer email Vehicle make, model, year, color Vehicle license plate number and issuing state

System can require and maintain the following minimum information: Customer name Customer street address, city, state, zip code Customer apartment or unit number if applicable, Customer phone number, Customer email, Vehicle make, model, year, color Vehicle license plate number and issuing state.

2. System must be able to validate addresses / living units based on village data provided. Address data must be imported into the system at implementation Data must be able to be updated or added by staff for future updates

T2 complies. Address data can be imported into the system at implementation using a .XLSX file, which is cleaned and validated for correctness using algorithms before being imported by the development team. After go-live, staff can request tweaks and modifications, and updates or additions to data can be made as needed. The system supports manual import options as well as real-time APIs for data import, and ongoing support is provided for updates and enhancements throughout the contract term.

3. System must be able to offer multiple permit names / parking zones / lots System should be able to apply customer addresses validations by municipal defined zones Permits should allow for restrictions on purchase based on eligible zones / lots

T2 complies. The system offers full customization of permit names, parking zones, and lots, allowing managers to create, modify, and update permits in real-time through the Management Portal. Permit varieties are fully customizable, and modifications are instantly reflected on the Patron Portal for application or purchase. Customer addresses and license plates are associated with user accounts, enabling address validation and eligibility checks by municipal-defined zones. Permits can be restricted for purchase based on eligible zones or lots, and business logic for these restrictions is implemented during the customization process. Real-time data exchange ensures that permit information is immediately available for enforcement and validation, supporting both virtual and physical permits.



Preapproval list allows City to upload preapproved addresses and max quantity of vehicles for each and apply the preapproval list across multiple permit types. Preapproval list can be bulk uploaded, manually updated, or updated via API.

4. System must be able to limit the number of active permits per housing unit A housing unit may be a street number and street name (single home) A housing unit may be a street number and street name, plus an apt / unit number (apt building)

Can restrict to X permit purchases by same plate within same permit type. To restrict across permit types, you would utilize a preapproved list and upload a list of addresses (can also specify apt/unit number). Parent/child permit types may also be to restrict access to a child permit until the parent permit is approved, especially for guest or visitor permits.

5. System must be able to modify permit costs by each permit name or parking zone

T2 complies. Authorized administrators and managers can modify permit costs by each permit name at any time through the Management Portal. All permit modifications, new permits, or business rule changes are communicated and updated to the Patron Portal in real-time, allowing for immediate application, viewing, or purchase by patrons. Each permit type can allow parking in one or more parking zones.

6. Describe your firm's response times to address LPR or other equipment / software failures. Who would be responsible for resolving equipment issues? How are technicians / support services dispatched or provided? What are the response times for servicing equipment What are the procedures for replacing equipment if needed

Genetec AutoVu Mobile LPR System Software Warranty

Genetec warrants that its software products will perform in all material aspects in accordance with the accompanying user manual and the media on which the Software Product resides will be free from defects in materials and workmanship under normal use. Software defects are covered through Service Releases and Cumulative Updates which are available for a period of 1 year from the date of the software purchase. Genetec's Advantage Annual Software Maintenance Agreement is included with AutoVu Managed Services at no additional cost. As long as the village maintains AMS service, you're covered.

Genetec AutoVu Mobile LPR System Hardware Warranty

The LPR system is covered under a standard one-year return and repair warranty from Genetec. Should a product need to be repaired, the customer will remove the part and return it to Genetec. Genetec will repair the product and return it to the customer within 10 business days from the date Genetec receives the product to the date it is shipping back to the customer. Upon receipt of the part, the customer will reinstall the product. Therefore, a normal return and repair is a two-



week turnaround, and can be longer if a Minuteman Security Technologies re-installation and/or alignment visit requires scheduling.

Genetec offers a hardware warranty extension and upgrade program for AutoVu. Warranties can be extended for a total of up to five years. Additionally, the hardware can be upgraded to advanced replacement. With Genetec Advanced Replacement Hardware Warranty, should a product need to be repaired, the issue will be diagnosed by Genetec and a replacement camera/processor sent out overnight.

Downtime is lost revenue in the parking world and the effect of lost LPR service can be substantial. As parking enforcement operations are mission critical, we recommend upgrading to the advanced replacement warranty. We have included an upgrade to Advanced Replacement warranty for year 1 and pre-payment of Advanced Replacement warranty for years 2-5 in this proposal. Many warranty options are available to the village from paying annually for Advanced Replacement for the maximum of 5 years to paying in advance for 1, 2, 3, 4 or 5 years, with a sliding scale of savings associated with each option. The village also has the option of purchasing Return and Repair warranty for years 2-5 either on an annual basis or pre-paying for 2, 3, or 4 additional years. All warranty options are available to the village and can be discussed in further detail if the village is interested.

B. Monthly on-street parking management

1. System must allow for online permit sales System must allow for initial registration for first time permits System should facilitate renewals of permits for registered customers / vehicles System should facilitate automated customer reminders. Please describe messaging capabilities.

Permit Creation, Modification & Validation

Our back end permitting management feature is fully featured, and allows authorized administrators and managers to:

1. Manage Permit Zones
2. Change payment requirements including
 - Partial Payments Allowed (Y/N)
 - Payment Media (Card/Cash/Check) Accepted
3. Manage Permit Store Look/Feel
4. Manage Permit Types
5. Manage Permitted Individuals
6. View, Approve & Deny Permit Requests, including the viewing of supporting documents.
7. Manage Permit Waitlists
8. Use the solution as a Point of Sale for In Person Permit Purchases



9. Manage lists of Pre-Approved Permit Users
10. Run Comprehensive Permit Reports

This powerful functionality will allow the Village to effectively manage, and instantly post for sale on the Citizen Portal, a huge variety of permits, including for Contractors, Motorcycles, and Residential and Temporary parkers. While all permits created follow the same basic logic; zone, duration and other permit data are posted to the cloud and communicated to the handheld enforcement devices in real-time at purchase and approval.

UPsafety iPermit® contains waiting list functionality that can be enabled per permit type with options for maximum allowed waitlist patrons. The waitlist functionality automatically notifies patrons by email once a permit becomes available, giving the patron a customizable period of days (based on the village's request) to complete their registration via email link. Patrons are automatically notified a customizable period of days before any permit type expires with a customizable email set by the village.

Regardless of the workflows required by the Village, we are confident our permitting solution will meet, and far exceed your needs.

2. System should be able to facilitate the purchase of multiple months of permits

T2 complies. Authorized administrators and managers can manage permit types, including posting for sale a variety of permits with customizable durations and other data, allowing patrons to purchase permits for multiple months through the Citizen Portal. Restrictions would work if purchased monthly, and cannot procure multiple months at once in today's environment but there are other options to consider.

3. System should facilitate updating of license plate, vehicle information without negatively affecting future on-line renewals. Please describe how changes can be made and any renewal impacts

T2 complies. Changes to license plate and vehicle information can be made through the system by updating customer records, which allows for the entry of comments and maintains an audit trail. Permit information is checked automatically via real-time data exchange between the permit store and handheld devices, ensuring that updates to license plate or vehicle details are reflected immediately for enforcement and renewal purposes. Virtual permitting based on vehicle registration (license plate) is recommended, and both online and in-person permit purchases are supported. These updates do not negatively affect future online renewals, as permit information is available to all handhelds from the moment of purchase and can be validated through ALPR or visual inspection. The system's strong auditing and synchronization capabilities ensure that enforcement and renewal processes remain accurate and up-to-date following any changes.



C. Monthly off-street parking management

1. System must allow for online permit sales System must restrict initial registration for first time permits, subject to availability and administrative approval. Describe the system capabilities for maintaining waiting lists when availability is limited. System should facilitate renewals of permits for registered customers / vehicles System must be able to limit renewals based on monthly renewal periods System should facilitate automated customer reminders. Please describe messaging capabilities.

T2 complies. The system enables online permit sales through a customizable Patron Portal, allowing patrons to apply for, view, and purchase permits in real time. Initial registration for first-time permits can be restricted based on availability and administrative approval. When permit availability is limited, the system provides permit waitlists on a first-come, first-served basis, with automated email notifications sent to patrons as they reach the top of the waitlist. Patrons are given a set period to complete registration, after which the next individual on the waitlist is notified. The system facilitates permit renewals for registered customers and vehicles, with the ability to limit renewals based on monthly renewal periods. Automated customer reminders are supported, with customizable email notifications sent a specified number of days before permit expiration. Messaging capabilities include the generation of customized PDF notice letters and automated email communications for waitlist status, permit expirations, and other relevant actions.

2. System should be able to facilitate the purchase of multiple months of permits

T2 complies. Authorized administrators and managers can manage permit types, including posting for sale a variety of permits with different durations such as monthly permits, through the Management Portal. Patrons can apply for, purchase, and renew permits for both single vehicles and batches of vehicles, with permit information communicated in real-time to enforcement devices. Permit terms and conditions can be attached and viewed through the website, and unique permit types can be created for hourly, daily, weekly, or monthly permits, allowing for unique pricing and purchase options as applicable.

3. System should facilitate updating of license plate, vehicle information without negatively affecting future on-line renewals. Please describe how changes can be made and any renewal impacts

T2 complies. Changes to license plate and vehicle information can be made through the UPSafety solution, which supports real-time updates to permits, handheld devices, and ALPR systems. All permits purchased are updated to both handhelds and the ALPR system within seconds of issue, ensuring that as license plates are scanned, they are checked against the most current list of valid permits. This process allows for seamless management of permit and vehicle data without negatively affecting future online renewals, as updated information is immediately available for enforcement and validation purposes.



D. Paid on-street curb management (“metered”) mobile pay parking

1. List each available payment channel for the motorist (mobile app, pay by text, phone number/IVR, webpage, etc.) and describe the user experience (if the service supports multiple languages, please list them). Must a motorist establish an account, or can “guest” payments be made? Is there any limit to the number of vehicles that can be stored in the account?

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

2. Provide a list of current accepted payment methods (credit cards, debit cards, Apple Pay, Google Pay, Venmo, PayPal, etc.). Is there any limit to the number of payment methods that can be stored in the account?

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

3. Explain how the motorist is informed of any fees they will incur before the transaction.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

4. Describe notifications that the customer receives after payments are made.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

5. Does the system support a period of free parking prior to the start of paid parking? If so, please describe how this works.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

6. Does the system allow the purchase of additional time not to exceed the maximum length of stay?

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

7. How are payments transmitted to the enforcement system, what is the average latency, and to what reports does the Village have access to verify this performance?



Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

8. Provide system availability/uptime figures for 2025, describe the back-up/failsafe systems you have in place, and explain how the Village and Motorists are informed if the system is down. Explain how scheduled downtime is managed, how frequently it occurs, and how it is communicated to the Village.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

9. Describe the proposed implementation schedule from Notice to Proceed to “Go Live” date identifying tasks, key milestones and required Village decisions.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

10. Describe the process and lead-time for the Village to request changes in parking rates, days/hours of operation, special events, creation of new zones, etc. Is there a “self-service” mechanism by which the Village can make these changes itself or must the Vendor make these updates?

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

11. Describe the management system that Village staff would use to adjudicate violations, confirm payment, refund payments, and create financial and enforcement reports. Provide samples of the three most common reports.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

12. Describe the customer care and support that you provide for motorists and Village staff including types of service, training modules, manuals, languages supported, and hours of access.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

13. Vendors should outline any additional features they offer including: Support for parking permit payments Support for demand-based pricing or graduated parking rates The use of



stored value accounts “Find my car” wayfinding Parking availability map Loyalty programs or coupon/validation programs User alerts regarding snow emergencies, parking bans, etc.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

14. The Vendor should describe their marketing plan and strategies to promote the launch of the system and drive adoption including: Best practices for implementing signage Recommended webpages on the Village website Community outreach Social media strategies to help raise awareness of the mobile payment system Local media coverage to promote the launch and use of the system Push notifications and in-app messaging to provide information and drive behavior Geo-fencing functionality to target people coming into paid parking areas who already have the app on their phone.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

15. There is currently no paid on-street parking in Shorewood, so in addition to providing details about their offering, vendors are requested to provide estimated revenues and recommended paid parking policies including required payment areas, paid hours, and rates based on their experience, the 2020 Transportation and Parking analysis , information about Shorewood provided here, and comparable municipalities. Where should we implement paid parking? If and how should we phase it in? What rates should we charge? What days and hours should be enforced? Should we include a courtesy (15-minute) free parking period? Estimated revenues if feasible. Any other relevant topics.

Not Applicable. We are not submitting a proposal for a Mobile Payment solution as part of our response.

E. Single night parking management

1. System must allow for online permit sales System must allow initial registration of vehicles for first time permits System should facilitate renewals of permits for registered customers / vehicles

T2 complies. The system allows for online permit sales, initial registration of vehicles for first-time permits, and facilitates renewals of permits for registered customers and vehicles. Permits can be applied for, purchased, and renewed through the Patron Portal, with information communicated in real-time to enforcement devices. The system supports both virtual and physical permits, and provides comprehensive management features for permit creation, modification, and validation.



2. System must be able to restrict the number of permits allowed per license plate per calendar year

Can be placed per plate, restrict to X (X is a customizable number selected by you) permit purchases by same plate within same permit type. To restrict across permit types, you would utilize a preapproved list and would need to know the plate number in advance, or utilize parent/child permit types to restrict access to a child permit until the parent permit is approved.

3. System should be able to facilitate the purchase of multiple days of permits

UPsafety has short-term fixed or variable length (patron choice) permit types available for you to create and customize. Fixed length allows the village to force a specific number of days the permit is good for and the variable length allows for the patron to choose the number of days. Variable length permit types allow the village to choose a minimum and maximum days.

F. Describe the reporting capabilities of the parking permit management system related to the following items:

1. Ability to provide both summary and detailed reports of permits issued for a selected period (month, year, YTD, date range) including: Financial (payments/revenue/sales) LPR (hits/reads) Permits (types/issued/locations/lots) Vehicles (hot sheet/duplicates/excessive violations) Accounts (Bills/Balances/History) Tickets/Citations (issued/location/status/violation) Customer Letters (receipts/adjudications)

The UPsafety Violation And Permit Management Platform provides comprehensive reporting capabilities, allowing users to generate both summary and detailed reports of permits issued for any selected period, including month, year, year-to-date, or custom date ranges. Reports can include financial data such as payments, revenue, and sales; LPR data including hits and reads reportable from Genetec AutoVu office; permit details covering types, issued permits, locations, and lots; vehicle information such as hot sheet, duplicates, and excessive violations; account data including bills, balances, and history; tickets and citations with details on issuance, location, status, and violation; and customer letters such as receipts and adjudications. The reporting tool is fully customizable, supports filtering, totaling, and grouping of any field of data, and delivers reports in MS Excel XLSX format. Reports can be scheduled for recurrent distribution and customized to meet specific needs, ensuring stakeholders have access to granular or collated data as preferred.



G. Upon Implementation, the proposing firm must be able to extract baseline legacy and current permit data into the new platform. Describe any data migration capabilities or limits from our current system.

Upon Implementation, the proposing firm must be able to extract baseline legacy and current permit data into the new platform. Describe any data migration capabilities or limits from our current system.

T2 complies. UPsafety provides data migration capabilities for extracting baseline legacy and current permit data into the new platform. Data imports from legacy or replaced systems are handled as a manual process, typically using a .XLSX file as the medium. The provided file is cleaned and validated for correctness using algorithms before being imported by the development team. The City determines the cutoff date for citations to be imported. The process involves importing a full data export prior to deployment, updating payment and IVR systems immediately prior to training and go-live, sending a most recent delta file for import after training, and importing a final delta file for changes that occurred between the generation of the delta file and its successful import. Data import complexity is acknowledged, especially when violations continue to be written in the prior system up to go-live, and data must align perfectly as of the go-live date.

UPsafety also provides APIs for ticket import (batch flat files), customizable data export, and integration with third-party systems. Templates for exporting or importing data are proprietary but may be customizable to an extent. SFTP is used for file transfers, with no limits to file sizes, though data clearing or archival purging is recommended after transmittal.

There are no stated hard limits on the volume of data that can be migrated, but the process requires careful coordination and validation to ensure data integrity and alignment at go-live.

Component 2: Automated citation writing platform

A. The system must provide for the automated writing of parking citations

1. Describe the process for issuing citations

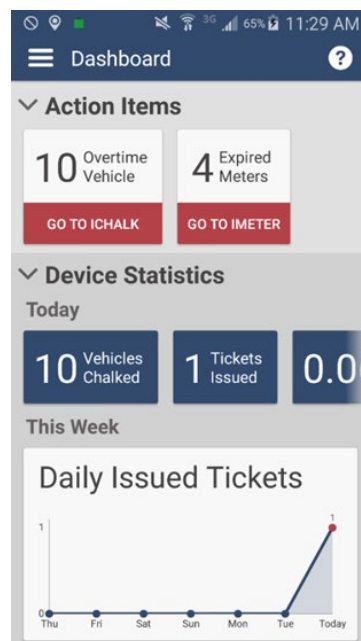
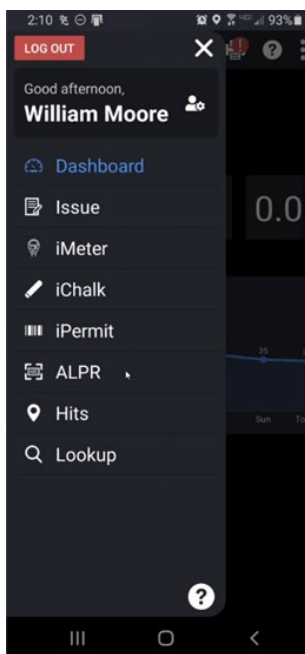
MOBILE ENFORCEMENT PLATFORM

Our UPSafety PE Solution's mobile enforcement, Android-based data collection software is ready to run immediately on the Android device of your choice. Including all the data fields specified by the city, we have worked hard to ensure the software is intuitive, fast, and most importantly, that officers love using it. This came from painstakingly focusing on details such as:

- Ensuring the software has optimal color patterns
- Ensuring sunlight readability
- Utilizing upload logic to ensure citations can be written with or without cellular service
- Dynamically optimizing drop-downs based on usage patterns
- Advanced Panic Button and Voice Recording Logic to keep officers safe
- Ensuring officers have all the information necessary in real-time to enforce equitably and efficiently

Let's start with what an officer sees upon login:

Officer Dashboard



From the moment officers log in, our application is focused on their efficiency. Our officer dashboard ensures that officers understand where and when they are needed most through Action Items, with each item linked directly to the next software action that needs to be taken to enforce on those violations. Furthermore, by collating their performance, officers can understand the ramifications of their own productivity, and work to improve on their own standards.

Next, let's look at how the officer would issue a citation.



Issue Tickets Screen

The screenshot displays a mobile application interface for issuing tickets. At the top, it shows the 'Ticket Number P533508'. The form is divided into six numbered sections:

- 1 Vehicle License Info:** Includes a text input for 'Enter License # Or Vin', a dropdown for 'Select State', and a red error indicator.
- 2 Location:** A dropdown menu currently showing 'MORRIS ROAD' with a red error indicator.
- 3 Vehicle:** Three dropdown menus for 'Select Vehicle Make', 'Select Type', and 'Select Color', each with a red error indicator.
- 4 Violation:** A dropdown for 'Select Violation' and a text input for 'Enter Meter No'. Below this, it shows 'TOTAL FINE \$0.00'.
- 5 Image:** Features a 'TAKE PICTURE' button and a photo gallery showing 'Image 1 of 2' of a white car. There are navigation arrows and a close button (X) on the image.
- 6 Notes:** A text area containing 'SECOND OFFENSE, SAME VIOLATION'. Below it is a red '+ ADD SERVICE' button, a checked checkbox for 'PRINT NOTES ON TICKET', and an unchecked checkbox for 'THIS TICKET IS A WARNING'. At the bottom are two large buttons: a green 'PRINT+ISSUE' button and a red 'ABANDON' button.

Once again, our focus is on officer productivity and the efficient capture of data. Within this framework, our issuance screen will automatically:

Require Photo Evidence

(Based on the city's preference)

With the UPSafety Solution's Mobile Enforcement Platform, officers can take up to 12 photos, and select the most detailed image to be printed directly on the citation. Each photo, when taken, is tagged with an unmodifiable time, date and GPS stamp, increasing the violator's willingness to accept responsibility for the infraction and remit payment in a timely manner. This can reduce disputes drastically, and eases the burden placed on organizational staff.

Fill Fields Based on Prior Issuance

Once a license plate number is input, the enforcement platform is already referencing prior data. If a citation has been issued to the vehicle, or the vehicle has a valid permit, all vehicle data will be input automatically. This data is fully modifiable if physical features such as the color of the vehicle have changed.

Inform Officers of Scofflaw and Escalate Fines Automatically

When issuing a citation, the platform verifies in real-time whether the plate number in question has had any prior citations or warnings issued by the city as well as citations which are unpaid or overdue. In the event of any scofflaw notification, the handheld will notify the issuing officer of scofflaw status, allowing the officer to decide if the vehicle is eligible for boot/tow, increased fines, or other enforcement actions.

Allow Officers to Request Boot, Tow and Impound Services with Ease

After determining that a vehicle is eligible for boot, tow, or impound – which is automated via the platform's built-in mobile Scofflaw Notification alerts – officers simply press a button on the 'Issue Ticket' screen to solicit the required service from an approved external vendor or internal department. Additional fees may be applied and will be added to the citation fine amount if applicable.



The Output: UPSafety Citations



Our citations make a noticeable difference for you and your patrons by providing easy-to-read, accurate information – every citation, every time. Violations can be viewed online immediately after issuance, both by violators through the Patron Portal and by administrators and Managers through the Management Portal, including associated photos, GPS location and all other violation details.

2. Describe the capabilities of the citation management system related to the following items:

- Ability to define various violation types and associated fee amounts
- Ability to attach photos, correspondence and/or e-mail, VIN numbers, etc., to the appropriate citation or customer account
- Ability to retain the parking system generated notices to the violation records. Information retrieval from the Department of Motor Vehicles, local and nationwide
- Ability to identify repeat offenders, excessive violations, compile a “hot sheet” list, etc. for parking enforcement personnel
- Independent citation activity audit trail, including names and/or user numbers of persons processing or handling any data
- Ability to provide a report of citations issued for a selected date range
- Provide monthly payment report
- Provide monthly Habitual Violators Report listing violations; to also include the latest DMV registered owner name and address
- Provide monthly and year-to-date fine collections; new citation processing; dismissals and suspensions; and number of appeals received
- Create other useful management reports for system analysis, problem resolution, statistical data and overall enforcement efficiency
- Allows for the ability to track enforcement revenues by designated Village districts/zones

The UPSafety citation management system provides robust capabilities for parking enforcement and violation management. It allows administrators to define various violation types and associated fee



amounts, process and modify records with user-specific permissions, and attach photos, correspondence, emails, VIN numbers, and other documentation to citations or customer accounts. System-generated notices are retained with violation records, and the platform supports real-time and nationwide DMV lookups for registered owner information. The system can identify repeat offenders, track excessive violations, and compile actionable lists such as “hot sheets” for enforcement personnel. An independent audit trail records all citation activity, including the names and user numbers of individuals processing or handling data. Comprehensive reporting features enable users to generate reports of citations issued for selected date ranges, monthly payment reports, monthly Habitual Violators Reports including the latest DMV registered owner name and address, and monthly and year-to-date fine collections, new citation processing, dismissals, suspensions, and appeals received. The platform also supports the creation of custom management reports for system analysis, problem resolution, statistical data, and enforcement efficiency, and allows tracking of enforcement revenues by designated Village districts or zones.

3. Describe the process for implementing your license plate reading (LPR) software Identify what equipment would be needed to integrate into your solution

Implementing the license plate reading (LPR) software involves integrating UPSafety’s enforcement solution with Genetec’s LPR technology, installed and supported by Minuteman Security Technologies. The process begins with the installation of specialized Genetec SharpZ3 LPR cameras on a dedicated enforcement vehicle. These cameras, equipped with both color and infrared imaging and built-in illumination, capture license plate images and send the data to an on-board processing computer, typically a ruggedized tablet or laptop such as the Panasonic FZ-G1. The Genetec Patroller software, installed on the in-vehicle computer, analyzes captured plates against enforcement rules and communicates with the Security Center server for data storage and reporting. Optional wheel imaging cameras may be installed for time-limit enforcement. The system supports real-time permit and scofflaw information, hotlist and permit enforcement, and time-limit monitoring. All data is transferred to the back office via cellular, Wi-Fi, or USB for further analysis and reporting. Required equipment includes Genetec SharpZ3 LPR cameras, processing computer (ruggedized tablet or laptop), Genetec Patroller software, optional wheel imaging cameras, and connectivity for data transfer.

4. Describe the process / functionality for voiding or cancelling citations

Void Status are for citations that have been voided in the field by a handheld device with a provided reason. This is an optional feature to be enabled or not. Dismissals are done from the back office by selecting one or multiple citations and the dismissal reason.

5. Describe the process / functionality for contesting or appealing citations

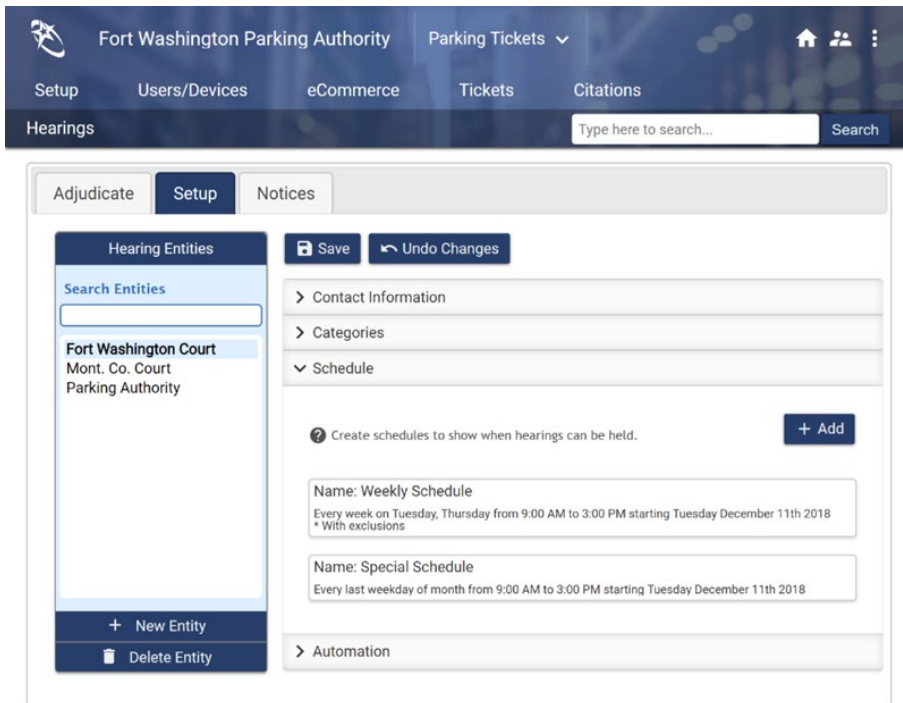
Management of Disputes, Hearings and Adjudication Requests

As previously mentioned, appeals may be filed in the manner that your policies allow: verbally, via letter, email, or online through the Patron Portal. When a dispute is made online, patrons can enter their



contact information as well as upload secure attachments such as photos or documents. From there, our Management Portal contains features which allow the efficient:

- **Management of Hearings**
- Create and manage Hearing Entities (Courts, Boards, Individuals)
- Customize and automate your hearing process flow
- Optionally add hearing fees



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By using this software, you are agreeing to the following: [EULA](#) / [SAAS](#)

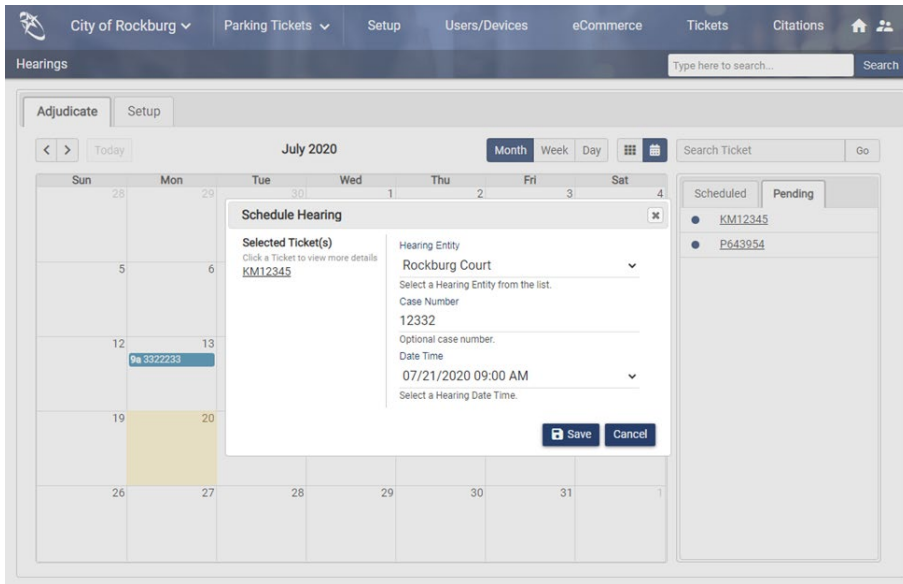
Scheduling of Hearings

- Setup recurring or single occurrence hearing dates/times
- 'Scheduling Hearings' automation options include:
- Allowing the Management Portal to automatically assign a hearing when a citation is issued
- Allowing the Management Portal to automatically schedule hearings when a dispute is filed
- Allowing the Management Portal to automatically assign a hearing once a predetermined amount of time has passed after citation issuance
- Allow Hearing Entities to manually schedule hearings
- Automatically generate and mail notices for scheduled hearings

Adjudication of Hearing Outcomes

- View and manage schedules for each Hearing Entity

- Adjudicate hearing outcomes, instantly updating citation status
- Automatically generate and mail notices for adjudication outcomes



6. Upon implementation, the proposing firm must be able to extract baseline legacy open citation data into the new platform. Describe any data migration capabilities or limits from our current system.

Data imports from legacy, or replaced systems are a manual process, as cleaning data from one vendor can be an altogether different effort than cleaning data from another. Our standard procedure is to use a .XLSX file as a medium. Once provided, the file is cleaned, validated for correctness using algorithms and then imported by our development team. It is up to the City to decide the cutoff date for citations to be imported if you so wish.

Data import can be surprisingly complex as data must line up perfectly as of the date of go-live, especially in situations where violations continue to be written within the prior system. So, our preferred process is the following:

1. Any time prior to Deployment: Import full data export from the city
2. Immediately Prior to Training/Go-Live:
 - Update online payment link
 - Update IVR System number
3. After Training, as of Desired Go-Live Date: the city sends UPSafety most recent delta (summary of changes to master) file for import
4. After Go-Live: UPSafety imports a final delta file for changes that occurred in the interim between the time of the generation of the delta file and its successful import



B. System should have an open application programming interface (API) that allows for integration with existing and/or future software platforms or can provide access to data via API for future needs. At a minimum, all key data should be exportable / extractable for analysis or use in other systems.

System should have an open application programming interface (API) that allows for integration with existing and/or future software platforms or can provide access to data via API for future needs. At a minimum, all key data should be exportable / extractable for analysis or use in other systems.

The UPSafety solution supports an open API that allows for current, new, and future integration with third parties such as financial software for in person payments, real-time paid parking status from pay stations and pay by cell phone applications, pre-approved permit users, collections vendors, and uploading tickets from external sources. UPSafety also offers a customizable data export function. Any and all integrations would undergo technical scoping by our team, to ensure existing tool sets will meet your requirements (if existing tool sets aren't compatible a custom development quote will be provided).

Component 3: Automated fee management and late notice processing capabilities

A. The system must provide for automated fee escalations, application of DMV and other fees, as well as various system generated notifications.

1. Describe the process / functionality for automated fee escalations, including DMV or other additional fees

Late fees may be managed by your staff and the same or different per violation. They apply after a customizable amount of days and/or hours either after issuance or after a hearing adjudication occurs. Late fees may add a fixed dollar amount or a percentage of the base violation fine amount. There may be an unlimited number of late fee escalations as you prefer. Late fees apply automatically within the system based on your ordinances. They may be reset on the ticket by ticket basis as needed by administrators with permissions to do so if you prefer.

Violations may also escalate based on the quantity issued, if necessary as per your ordinances. Customers generally include DMV or other additional fees within the late fees that apply automatically after a number of days. DMV lookups are performed automatically after a number of set days. Hearing fees may be applied automatically, if necessary as per your ordinances.



2. Describe the process / functionality for the placement and release of DMV registration suspensions / holds (where applicable)

The UPsafety solution has DMV integrations to multiple state agencies. We do not currently have an integration with Wisconsin, but we have the technical/development capability to make that happen. Typically the state agencies require a state municipal agency to help sponsor a vendor through the process, and we would request the City to support T2 in that effort. Timing and specific scoping details would be based on that joint effort dependent on state DMV cooperation.

3. Describe the process / functionality for the generation and mailing and/or emailing of late notices for unpaid tickets. Please make a specific note if the generated notices will become attached to the citation records. Notices should include the following information: Registered owner name and address Vehicle license number: vehicle make/model Citation issue date, number, and time Location where violation occurred, violation description Information on how and where to make payment; amount of payment required Consequences of non-payment (penalties, DMV hold, etc.) Contact information for payment

The UPsafety solution supports the automated generation of customized PDF notice letters for unpaid citations, which are mailed to violators, including out-of-state owners. Eligible actions, such as unpaid tickets, are flagged daily and mapped to notice generation. The system allows for editing of notice templates and verbiage to meet specific requirements. Notices can include all required information: registered owner name and address, vehicle license number, vehicle make/model, citation issue date, number, and time, location of violation, violation description, payment instructions and amount, consequences of non-payment (such as penalties or DMV hold), and contact information for payment. Notices and all citation processing actions are tied to the citation record in the Management Portal, where attachments, audit logs, and payment history are maintained. Notices can be printed or emailed, and become part of the citation record, ensuring a complete audit trail and accessibility for both administrators and violators.

Component 4: Automated online and other payment capabilities

A. The system must allow a variety of high quality and easy to use customer interface platforms for payment processing options.

1. Online web portal that allows customers to view and pay citations. Describe the payment process.

T2 complies. The online web portal allows customers to view and pay citations by creating an account that associates their license plate, name, address, and permits to their profile. Customers can view outstanding citations and make payments online using tokenized payment media for future transactions. The portal supports online and in-person payment of issued citations, partial payments,



payment plans, and full refunds. Payment information is communicated in real-time to the management system, and receipts are provided immediately after payment. The system also accommodates the payment of citations not yet entered into the system and allows fleet owners to pay for multiple vehicles or set up automatic payments as part of their monthly invoice.

2. Other payment options such as pay by phone, mobile SMS texting, QR code or smartphone application compatible with iOS and Android operating systems.

The UPSafety patron portal handles parking citation payments, disputes, and permit sales effortlessly with our highly secure and customizable e-commerce patron portal option, as part of the UPSafety PE Solution. From the portal integrated from your website, your patrons can view photo evidence as well as your department's parking fine and fee schedules, dispute tickets with the ability to upload file attachments securely, and purchase, renew, and track permits – creating a great experience for all who use the platform.

Features

- Review photo evidence, as well as all ticket data recorded at the time of issuance
- View parking fine schedules, laws, and FAQs
- Purchase, renew, and track permits
- Dispute and inquire as to ticket status via text, including the upload of secure file attachments which can be viewed immediately by organization staff
- Mobile Device friendly (Phones, Tablets, Laptops, and Computers)

Patrons can scan a QR Code printed on the ticket to immediately view that and all unpaid tickets for that vehicle on their mobile device. Alternatively, patrons may call an included IVR phone number to pay their ticket via any touch tone phone.

We currently don't support SMS texting to pay and there is no need for a smartphone application to be downloaded as the website and QR Code are mobile accessible.

3. The Vendor must provide proof that it is “Level 1 Payment Card Industry” (PCI) compliant. Tell us how you ensure data security for the users’ data

Our payment solution is PCI DSS, Level 1 certified. T2 Systems also undergoes annual SOC2 Type II audits by an independent certified auditor to ensure our data security policies are strictly adhered to. Our software is fully OWASP compliant by design and utilizes SHA256 bit data encryption for both data at rest and in transit. We offer comprehensive, customizable user permissions, require strong passwords, document all login attempts, perform weekly vulnerability scans and scans at each major release, and lock accounts after idle periods.



4. Convenience fees must be clearly communicated to the customer

Convenience fees are clearly communicated to the customer on every screen during the checkout process on the patron portal.

5. Describe the mail-in or walk-in payment processing processes for cash and/or credit cards

The UPSafety Citation Management System adheres to payment handling standards including, but not limited to, receiving payments, tracking payments, issuing refunds, providing detailed receipts, entering back-dated payments, and allowing for batch processing.

At an additional cost, we offer credit card terminals or you can provide your own.

6. Describe processes for partial payments, returned payments, or refunds due to duplicate payments or cancelled citations, court ordered payment plans.

The UPSafety Citation Management System supports partial payments and payment plans for citations. The system can process full refunds, including automated and real-time refunds for online or IVR payments to the card used, in cases such as duplicate payments, cancelled citations, or overpayment. The system also adheres to payment handling standards including receiving payments, tracking payments, issuing refunds, providing detailed receipts, entering back-dated payments, and allowing for batch processing. Additionally, the system accommodates court-ordered payment plans via the built in UPSafety payment plan feature for parking citations.

7. Describe system capabilities for tracking the method and types of payments.

The UPSafety system provides capabilities for tracking payment methods and types by supporting payments via major credit and debit card companies (VISA, MASTERCARD, AMEX, DISCOVER), accommodating parking citation payment plans, and integrating with third-party financial software for in-person payments. The system adheres to payment handling standards including receiving payments, tracking payments, issuing refunds, providing detailed receipts, entering back-dated payments, and allowing for batch processing. It also supports real-time paid parking status from pay stations and pay by cell phone applications, and offers APIs for payment tracking and integration with collections vendors.

B. Identify the payment processing vendor relationship for your proposed solution.

1. Is the payment vendor predetermined based on your platform? If so, please identify the vendor.

Yes the payment vendor is predetermined by the platform. We understand that our clients require complex payment flows, logic, and complete transparency. That's why we obtained PCI DSS Level 1



Certification and why we partnered with **Stripe**, to give us access to a fully compliant solution that is guaranteed to keep the solution and payment options we provide ahead of the technological curve.

In person payments, under the current Stripe supported system, are performed by our clients utilizing the BBPOS WisePOS E terminal, the latest and most advanced terminal offering. Boasting a full color 5" touchscreen display, comes with EMV standard, and also allows for expanded functionality as payment trends change, including mobile wallet acceptance, EMV capabilities, and NFC/CTLS. If we are selected, this offering - under Stripe - will be fully supported and is integrated to our Cloud as part of a full Ticket and Permit Point of Sale (POS) solution.

2. Does your solution integrate with multiple payment providers? If so, please list those vendors for which you have an established integration relationship.

No. The system uses Stripe exclusively.

3. Are the payments processing fees included in your service costs or will they be billed separately to the village?

The Village has the choice to pass on the payment processing fees or absorb those fees.

Component 5: Costs - Equipment / Software / Other fees

A. The proposal should clearly identify all costs required to implement an integrated product solution as described in the proposal to include:

1. Estimated purchase / lease costs

Hardware

Unlike many enforcement providers, T2 Systems provides full, in-house support for the hardware we resell to you. That means that instead of calling the manufacturer's technical support hotline, you're calling our fully UPSafety-trained staff under the same Service Level Agreement we maintain for our software – end-to-end solution support from T2.

UPSafety XF Print S23 Ultra All-in-One Enforcement Handheld Package - \$2,795 per device

This all-in-one solution supports full print options. The hardware package includes the XF Rugged handheld device with a built-in printer, Samsung Note 23 Ultra, two hot-swappable external battery packs, which allow both the device and a supplemental battery to be charged in tandem, a charging dock, power supply/charging cable, strap, carrying case and vehicle charger.

Optional Products, Processing Services & Other per Item Services

UPSafety Payment Terminal BBPOS WisePOS E - \$399.00



(Optional) USB E Dock - \$59.99

If the Client would prefer a more integrated option for in-person credit and debit card payments, these Terminals integrate directly to the UPSafety cloud, allowing the Client a fully web-based point of sale that allows:

- Payments are to be initiated directly through the Cloud software. When a cashier selects “Accept Card Payment,” the Terminal will accept payment only for the number of selected items.

Boasting a full-color touchscreen display, the BBPOS WisePOS E comes with EMV standard and allows for expanded functionality as payment trends change, including mobile wallet acceptance, EMV capabilities, and NFC/CTLS. USB Dock is required.

UPSafety Paper 3in Plain Polyvinyl Thermal - \$169 per case

We provide top-quality water and tear-resistant polyvinyl paper. There are 50 rolls per case, and clients see anywhere between 60-70 tickets per roll.

2. Software upgrade frequency / fees

All software updates, including product enhancements, issue resolutions, and new feature releases as they become available. Since its inception, we have been releasing new software to clients, averaging one new software release per quarter for the UPSafety solution. This allows our customers to take advantage of new functionality when it makes sense for your operations, and enables you to take advantage of T2’s innovation investments. Future “per transaction” features may be subject to additional fees when used.

To ensure these new features are fully communicated and utilized, T2 regularly holds *UPSafety User Webinars*, at no additional cost to subscribers, before each major update to identify, train, and answer all customer questions and concerns. Users who cannot make the webinar can request a recorded copy to view anytime.

3. Estimated system lifecycle

Every Three (3) years we recommend a hardware refresh.

4. Any implementation costs

Training and Implementation

UPSafety Personalized Webinar Training \$895 one-time fee per training

This service includes multiple sessions to train your officers and administrators on how to confidently use the system inside and out, and your training managers to a Train the Trainer.

UPSafety Cloud Set Up and Customization \$1,875 one-time fee



Your implementation Manager will work with you to fully customize the cloud to your department, including setting permissions for each individual employee, implementing ticket lifecycle business logic, creating report templates specified by managers, importing common street names to optimize officer drop-down lists, and more.

Our project managers work quickly, and with your help, we can implement your perfect solution within 90 days of contract signing. For projects that cannot be implemented by T2 within 90 days of the contract execution date due to factors within your control, an extended project management fee of \$500 per week will apply.

Factors within your control include but are not limited to your failure to provide appropriate information, resources, or personnel reasonably necessary to complete implementation. Any delays caused by third parties or events outside the control of either T2 or you would not be applicable.

Programmatic Data Conversion – *Fee waived for standard data conversions*

Assuming cooperation from the incumbent vendor, we will migrate all records from the current system to CityCite. Pending the amount of data that is requested to transfer, implementation may be delayed, or records not immediately available.

5. Any user license limits or additional user-based license fees

UPsafety Subscription Service – Full PE Mobile + Backoffice License(s) \$2,988 per year per license.

UPsafety Subscription Services - Additional Back Office User License(s) - \$2,388 per year per license

Unlimited users can be set up in the systems. Number of Licenses dictate the amount of concurrent user accessing the system at once.

6. Any service, maintenance fee or other licensing costs

Data Plan Option

UPsafety Verizon LTE Data Plan - \$420 Per Year per device

T2 Systems offers data plans from Verizon exclusively because their network and speed are uncompromising. This plan includes mobile data for one handheld enforcement device.

UPsafety Hardware Care Program \$420 per year per device

In the case of hardware damage or failure, this warranty fully covers:

1. Immediate shipment of a replacement unit to replace the affected device
2. A call tag for the affected device for shipment to our offices for repair

This provides for instant remediation of hardware issues and keeps officers enforcing.



7. Any training costs

UPsafety Personalized Webinar Training \$895.00 one-time fee per training

This fee is for online training of your officers and administrators on how to use the system inside and out and training managers to a Train the Trainer standard.

8. Any data migration or other ancillary costs

Programmatic Data Conversion – *Fee waived for standard data conversions*

Assuming cooperation from the incumbent vendor, we will migrate all records from the current system to CityCite. Pending the amount of data that is requested to transfer, implementation may be delayed, or records not immediately available.

9. Estimated yearly total costs

*Village of Shorewood, WI
T2 Quote Summary*

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
UPsafety Solution						
Subscriptions	\$10,044.00	\$10,044.00	\$10,044.00	\$10,044.00	\$10,044.00	\$50,220.00
Services	\$2,770.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,770.00
Hardware	\$5,759.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,759.00
Subtotal UPsafety	\$18,573.00	\$10,044.00	\$10,044.00	\$10,044.00	\$10,044.00	\$58,749.00
Total Project Without MobileLPR	\$18,573.00	\$10,044.00	\$10,044.00	\$10,044.00	\$10,044.00	\$58,749.00

Additional Items:

- UPsafety Automated Out of State Lookups per Lookup
- UPsafety Automated In State Lookups per Lookup
- UPsafety Delinquent Notice per Notice
- UPsafety Patron Portal per transaction or 4.5% - greater of



Village of Shorewood, WI
T2 Quote Summary

	Year 1	Year 2	Year 3	Year 4	Year 5	Total
UPsafety Solution						
Subscriptions	\$10,044.00	\$10,044.00	\$10,044.00	\$10,044.00	\$10,044.00	\$50,220.00
Services	\$2,770.00	\$0.00	\$0.00	\$0.00	\$0.00	\$2,770.00
Hardware	\$5,759.00	\$0.00	\$0.00	\$0.00	\$0.00	\$5,759.00
Subtotal UPsafety	\$18,573.00	\$10,044.00	\$10,044.00	\$10,044.00	\$10,044.00	\$58,749.00
LPR Solution						
Subscriptions	\$9,794.00	\$10,283.70	\$10,797.89	\$11,337.78	\$11,904.67	\$30,875.59
Services	\$14,838.60	\$0.00	\$0.00	\$0.00	\$0.00	\$14,838.60
Hardware	\$29,240.00	\$0.00	\$0.00	\$0.00	\$0.00	\$29,240.00
Subtotal LPR	\$53,872.60	\$10,283.70	\$10,797.89	\$11,337.78	\$11,904.67	\$74,954.19
Total Project With MobileLPR	\$72,445.60	\$20,327.70	\$20,841.89	\$21,381.78	\$21,948.67	\$133,703.19

Additional Items:

- UPsafety Automated Out of State Lookups per Lookup
- UPsafety Automated In State Lookups per Lookup
- UPsafety Delinquent Notice per Notice
- UPsafety Patron Portal per transaction or 4.5% - greater of
- LPR Extended Warranty Available annual

10. Activity based fees

The system allows for automation of invoicing, late fees, appeals, and collections with scheduler function.

UPsafety Automated Lookups - DMV Research (dependent on state regulations)

Out of State

For DMV research for out-of-state violators, we charge Per Successful Plate Lookup, which means that a charge is only incurred if a valid address has been found for the requested plate.

For out of state look-ups the charge is \$2.50 per successful lookup for the states that T2 has 3rd party lookup support.

In-State – Direct Integrations

For states where T2 has a direct integration with that State’s DMV, any charges per lookup would be passed through at the actual cost based on that state’s policy.

UPsafety Automated Delinquent Notices – \$1.30 per Automated Notification Letter

The cost of customizing physical notices, which will be mailed to violators as warnings and requests for payment or for any other automated correspondence on behalf of your organization, is fully included in the setup process. This fee is for the printing, stamping, and mailing physical notices to violators.



11. Customer convenience fees

NOTE: Customer convenience fees and payment processing fees are combined.

Patron Payment Portal – *Greater of \$3.50 or 4.50% per Citation or Permit Paid Online*

T2 will fully customize an e-commerce site to meet your needs, including branding, customized dispute fields, and developing lookup logic. Through the portal, patrons can:

- Purchase or obtain permits via preapproval or a credit card purchase.
- Create an account for easy self-management of permits, or groups of permits
- Pay tickets -- Tickets are available for immediate payment or dispute in the Patron Portal once issued.
- Patrons can access their ticket via QR code, from mobile device or web browser to review photo evidence, ticket details, dispute, or make a payment.
- An Interactive Voice Response (IVR) phone number is included with subscription for citation payments over the phone.
- Dispute and inquire as to ticket status, including the upload documents to be viewed by enforcement or administrative staff

When a violator pays a \$30.00 citation, they will pay the citation amount, plus the applicable service fee (\$3.50 in this example), and we will remit the full \$30.00 citation value to you next day.

If Terminal(s) are utilized: UPSafety Payments Fee – *2.99% and \$0.25 per Transaction*

This fee will be billed monthly and included on a unified invoice for processing completed through purchased and utilized UPSafety terminals in the previous month. This makes it easier to track, manage, and audit.

12. Payment processing fees

Please see above.

13. Data interface, extraction, export or other fees/costs

UPSafety is designed as an out of box solution. Available customization regarding permitting, citations, and logic regarding your business rules are included. Any nonstandard integrations or items requiring additional technical scoping may result in an addendum and quotation being provided for agreement.



B. The proposal should include a summary of all costs and pricing model options including when those costs are due, and how they are collected, to be paid, or invoiced.

The proposal should include a summary of all costs and pricing model options including when those costs are due, and how they are collected, to be paid, or invoiced.

Unlike many enforcement providers, we provide full, in-house support for our hardware. Instead of calling the manufacturer's technical support hotline, you will contact our fully US-based staff under the same one-hour Service Level Agreement we maintain for our software.

UPsafety/Flex XF Print All-in-One Enforcement Handheld Package - \$2,795 per device

This one-piece device is the workhorse for your enforcement personnel. The hardware package includes the XF Rugged handheld device with a built-in printer, Samsung Note 23, two hot-swappable external battery packs, which allow both the device and a supplemental battery to be charged in tandem, a charging dock, power supply/charging cable, strap, carrying case and vehicle charger.

Device Plans and Options

UPsafety Verizon LTE Data Plan - \$420 Per Year

We resell data plans from Verizon exclusively because their network and speed are uncompromising. This plan includes mobile data for one device.

UPsafety Hardware Care Program \$420.00 per year

In the case of hardware damage or failure, this warranty fully covers:

1. Immediate shipment of a no-cost Loaner device to replace the affected device
2. A call tag for the affected device for shipment to our offices for repair
3. Shipping for the repaired device back to your offices
4. A call tag for the Loaner device

UPsafety Subscription Service – **Parking Enforcement Mobile License** - \$2,988 per year per license

UPsafety Subscription Service – **Additional Back-office Licenses Mobile License** - \$2,388 per year per license

Our cloud-hosted software suite is priced as a recurring license(s) fee per device based on the functionality utilized. Customers have unlimited use access to citations and permits.

Included in your license(s)

1. Each mobile license includes access for (1) mobile user in our mobile enforcement software and (1) Backoffice user to our cloud-based back-end management software. This includes access to all software features.
2. 24/7/365 in-house help desk support for all software and hardware issues.



3. Access to our *Client Resource Center*, which provides in-depth details of the functionality within our mobile and back-end software, including video demonstrations and guided walk-throughs.
4. All software updates, including product enhancements, issue resolutions, and new feature releases as they become available. Since its inception, we have been releasing new software to clients rapidly.

To ensure these features are fully utilized, we regularly hold *UPsafety User Webinars*, at no additional cost to subscribers, before each major update to identify, train, and answer all customer questions and concerns. Users who cannot make the webinar can request a recorded copy to view anytime.

Component 6: Mail services

Please describe any mail services available through your company. The village estimates that up to 400 late notices per month may need to be processed:

1. Methods and protocol for mailing late notices

The solution can generate reminder notices for unpaid citations by mail, including out-of-state owners. Mail notifications are sent via First Class USPS. The system can also generate mail notices to lessees or renters of cited vehicles, including loaner vehicles, when provided with proof of written lease or rental agreement as required. Timelines for sending late notices can be set by your finance and operations teams on the Late Payment Fees and Notifications pages. The system allows for automation of invoicing, late fees, appeals, and collections with a scheduler function.

2. Methods for reprocessing items returned in the mail

Administrators can process returned mail items by searching for the relevant citation records, editing ticket details, correcting errors, and updating citation status within the Management Portal. The system allows for modification of citation records, printing and mailing of updated notices, and comprehensive audit logging of all actions taken. Correction notices can be processed and mailed to the registered owner within a specified timeframe. All citation processing actions, including payments, appeals, dismissals, and modifications, can be performed on individual or groups of citations. The solution supports the entry of paper citations, and automated generation of customized notice letters for eligible actions. Print and email correspondence letters are supported for communication with violators. A relookup of owner information can be requested as necessary.

3. How are notifications retained in the citation management platform

The citation management platform retains notifications by generating and mailing notices for scheduled hearings and adjudication outcomes, as well as customized PDF notice letters to violators based on



specified business rules. Downloadable copies of notification letters are located in the ticket records for a period of time (generally one year)

4. Costs per notification processed

UPsafety Automated Delinquent Notices – \$1.30 per Automated Notification

The cost of customizing physical notices, which will be mailed to violators as warnings and requests for payment or for any other automated correspondence on behalf of your organization, is fully included in the setup process. This fee is for the printing, stamping, and mailing physical notices to violators.

Component 7: Collections services

After 120 days have passed due, the Village may require additional collections related notifications and efforts. Please describe any collections related activities that can be provided by your company. The Village estimates that up to 10% of parking citations may require additional collections efforts.

1. Methods and protocol for mailing collection notices

Soft Collection Techniques

Once we have made contact with the debtor, we first follow the Fair Debt Collection Practices Act, including when we can and can't call a debtor. We make sure they understand the status of the account and the payment amount due.

Keep in mind with a 'gentler' approach, it should be considered that a debt may take longer to collect and with the investment on the side of T2, we recommend the account be in process for collections for a period not less than one year.

We understand that everything we do represents Village of Shorewood: how we talk, collect money, send out collection notices and handle tough situations. Our experienced staff can be described as friendly, but firm, customer service oriented, descriptive, and informative.

Parking Collection Notices

T2 Citation Collection Services takes on the responsibility of sending correspondence to customers, thus providing the City the ability to focus on other important items. T2 Citation Collection Services is responsible for generating, printing and mailing delinquent parking collection notices. This includes postage.



Notices are generated for the City on a daily basis. A PDF copy will be made available to the City to reprint and provide to the public if needed. This is not a 'recreation' copy of the notice, but the actual PDF sent to the public as mailed.

2. Describe your overall collections processes

As a licensed collection agency, T2 Citation Collection Services offers Third party, FDCPA (Fair Debt Collection Practices Act) compliant letter services and outbound/inbound call center services. Citation Services works with clients to establish best practices, escalation points, and expectations to fit specific needs. We work with customers to establish the criteria for sending citations to third party collections to begin the collection process.

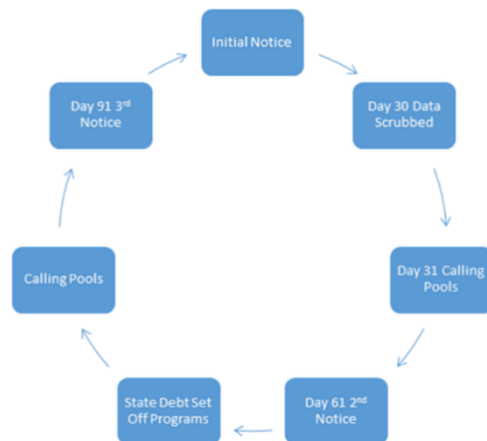
T2 Citation Collection Services performs outbound collection calls following all state and federal laws. Citation Services' experienced agents provide excellent customer service to clients and parkers. The team takes a non-confrontational, professional approach that reflects positively on a customer's organization. T2 Citation Collection Services' systematic, consistent, and efficient processes allow for a collection rate significantly higher than industry average.

T2 Citation Collection Services provides skip tracing with access to several skip tracing databases, allowing agents to receive the most current address and telephone information for responsible parties. The personal information is "scrubbed" and updated to maximize the ability of collection efforts. T2 Citation Collection Services has access to real-time bankruptcy information to ensure no FDCPA violations are committed when pursuing an individual who has petitioned for bankruptcy. T2 Citation Collection Services has the ability to obtain social security numbers and securely store sensitive information. T2 Citation Collection Services participates in several state debt tax set off programs across the United States and can submit claims on a customer's behalf.

The day an account is transferred to collections, a collection letter is sent to the responsible party to notify them of the transfer giving them 30 days to respond. After the 30 days passes, the account goes into the active calling pool of all active collections. We believe the first 90 days is critical to obtain a high collection rate. All accounts assigned will run through the following 90-day cycle.

T2 Citation Collection Services is confident in our ability to work accounts to the fullest and provide transparency to all our clients. You will receive a unique access code, username, and password for the T2 Citation Collection Services Client Portal. The portal provides view-only access into their collections account, including dialer activity, letter history, payment history, and any notes. You will also have access to invoices and month-end reports, like collection rate, posted payments, and new business.

The remittance of payments to the city will be transferred back to the client once a month. Payments are deposited into a trust account for our clients. We accept check/money order, Visa, Master Card





and/or American Express. Alternatively, our clients have the option to have all funds routed to their location.

3. Describe your ability to file collections under the State of Wisconsin TVRP program.

We currently are Citations that meet the criteria of delinquent collections will be pursued using T2's collections process that may include the state debt set off programs if applicable.

4. Describe ability to perform skip tracing to locate violator

We use a variety of skip tracing databases to locate debtors' current addresses and phone numbers; accurate information improves our ability to contact debtors and increases your collection rates. Any effort to pursue delinquent parking ticket debt is contingent upon identifying the owner of the ticketed vehicle. Through an interface in the Collection Software System we can determine the most up-to-date current address and telephone information for responsible parties.

5. Identify any fees or costs associated with these activities. The village does not allow collections fee surcharges to the violator.

A 30% Contingency fee or flat rate charge of \$18 can be absorbed by the village or extended to the payee.

6. Describe the collections payment process Who receives collections payments What are the available payment options / terms How are any fees settled

Collections payments can be made through various payment channels, including online payments via credit or debit card from kiosks, payment terminals, and integration with multiple payment and reservation apps. The UPSafety Citation Management System supports receiving payments, tracking payments, issuing refunds, providing detailed receipts, entering back-dated payments, and batch processing. Collection fees can be added to citations entering collection status. Comprehensive integration to and utilization of Citation Collection Services, LLC allows collection information to be viewed directly through the UPSafety Solution's Management Portal. Payment timelines and terms can be set by finance and operations teams, and the system automates invoicing, late fees, appeals, and collections with scheduler functions. Fees, including collection fees, are settled by being added to the citation and processed through the system.

7. Any other related collections process information

T2 Citation Collection Services limits the number of citations that can have a fee waived per month. Six (6) citations per month can have their service fees waived.



Component 8: Implementation

Provide a detailed implementation schedule based upon an executed agreement of January 22, 2026: Identify implementation phases and benchmark dates Identify key deliverables Identify any product testing activities Identify product training processes by component. Identify team members involved

Project Plan

Upon RFP award, UPSafety assigns a project team (please see Transmittal Information section above for team bios), and dedicated project manager to be the city's primary point of contact from sign on to deployment. Once your team is assigned, we begin the 6 step go-live process, consisting of:

Phase 1: Pre Contract | Contract Negotiations | Contract Executed

Description: Determine all action items which may require contractual inclusion and consideration based on the city's needs. For example, if the city is planning a Bike Share program, or a special program targeting Curbside delivery management, etc. Mostly what we need to determine in this phase is what is in and out of scope.

Phase 2: Post Contract Information Gathering

Description: Once we have determined the generalized scope, it is time to fill gaps by learning as much about your operation as quickly as we can. While we have tried our best to do this through the RFP process, every parking operation is truly unique, and site visits and meetings with your staff are absolutely critical to ensure we do not miss requirements for a smooth go live. Items such as escalation path nuances for violations, dispute and appeal processes, inter-departmental integrations are all dissected here so we can clarify any and all potential code-level customizations as quickly as possible.

Phase 3: Required Software Development

Description: Taking what we've learned in the last phase, and continuing to refine as we learn more from the city, all clarified deliverables which require code-level customizations (new integrations, functionality, etc.), are specified, built and tested by our in-house team under the guidance of your project manager. While software is being developed, your project manager will hold bi-weekly update meetings and provide written reports on efforts and progress.

Once deliverables are released, our quality assurance team follows the standard Agile Development Quality Assurance ("QA") process, in which QA staff recurrently: (1) Design Test Cases based on Requirements, (2) Review Test Cases, (3) Develop Test Data, (4) Review Test Data, (5) Test Functionality and Log Issues.

As our Engineering and QA teams complete this verification, developed software will be presented to city stakeholders for testing and approval during regularly scheduled check-in meetings.



Phase 4: Configuration

Description: Once all code level customizations are completed, the non-code-level configuration process begins including as a small subset of required tasks:

1. Provisioning of a city-specific Azure Cloud Instance;
2. Citizen Portal UI;
3. Violation Escalation Path Customization;
4. Boot and Tow Logic Customization;

The goal of this phase is to “polish”, and to collaboratively work with the city to ensure the system meets all requirements established in Phase 2.

Phase 5: Deployment and Training

Description: Deployment consists of two principal phases, final data import and training. The first phase, data import, can be surprisingly complex as data must line up perfectly as of the date of go-live, especially in situations where violations continue to be written within the prior system. So, our preferred process is the following:

1. Any time prior to Deployment: Import full data export from the city
2. Immediately Prior to Training/Go-Live:
 - Update online payment link
 - Update IVR System number
3. After Training, as of Desired Go-Live Date: the city sends UPSafety most recent delta (summary of changes to master) file for import
4. After Go-Live: UPSafety imports a final delta file for changes that occurred in the interim between the time of the generation of the delta file and its successful import

As to training, effective on-site training is so essential that we have opted to devote an entire section to our approach, entitled “Training Methodology” following this section. As a brief summary, it is exhaustive.

Phase 6: Post Deployment

Description: This phase is where we differentiate ourselves. Your staff will request tweaks, modifications and have many questions in the first few weeks. Our 24/7/365 product support with a 1 hour SLA makes this a breeze. Because it’s not about whether or not issues will occur, it’s how you deal with them. We invite you to speak to any of our recent deployments to corroborate how we dealt with this phase in their deployments.

As I hope we’ve illustrated, deployment is integrally dependent on partnering with your staff, because we are not deploying a one-size-fits-all solution. While nearly everything the city will request will be stock and standard within the solution, the way in which you use it will be as unique as your city. With



this in mind, we have invested in Monday.com’s software to allow city managers to offer feedback on proposed workflows, UI’s and specifications every step of the way, and in real time.

Definitions: “NTP” is an acronym for Notice to Proceed. “Days” refers to business days, meaning that five (5) days equates to one (1) week. This means that our estimated go live date of day ~43 indicates an approximate eight (8) week Go-Live from notice to proceed.

Description		From NTP	# Days
Phase 1	Project Team Assigned	0	0
	Kick Off Meeting - Clarify Deliverables	1	1
	Hardware Ordered	1	15
	Begin Custom Paper Mock Up's (if applicable)	1	5
	Set Up Guide Submitted To The City	1	15
	Submit Paperwork for Registered Owner Information	5	20
	Training Date Set	5	1
	Place Paper Order	10	15
Phase 2	Set Up Guide Completed By The City	15	0
	Ordered Hardware Received	16	0
	Provisioning & Customization of UPsafety Cloud	20	15
	Citizen Connect Portal UI Customization	20	
	Scofflaw - Boot & Tow Configuration	20	
	Hearing / Court Scheduling Automation	20	
	Configure Integrations	20	
	Collections Notices & Escalation Schedule Design	20	
	Ticket Data Import (if applicable)	20	
	Permit Types & Zone Configuration	20	
	Ticket Writer Software Installed & Configured	20	
	Paper Order Received	25	0
	Register Owner Approval Received	25	0
Phase 3			
	Final System Verification by Village of Shorewood	35	2
	Training Completed	37	3



	CityCite™ Official Go Live	40	0
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Training Methodology

Training and support are critical to our solution. We service too many small clients and have held too many hands, too frequently, to believe otherwise. UPSafety trainers do not train to an hourly standard; we train the trainer, because there is no other way. If there is no product specialist within your organization by the time the system has gone live, we have already failed.

That is why we'll adapt our training plan with city stakeholders, understanding that full product knowledge and expertise is an end goal, not meeting a standard of hours. With this in mind, our trainings are segmented in to three major categories:

Parking Enforcement Officers	<ul style="list-style-type: none"> • Accessing and navigating CityCite® Mobile • Using handheld devices to issue different types of citations • Data entry methods • Printing citations • Special features to create additional efficiencies
Customer Service Representatives	<ul style="list-style-type: none"> • Accessing and navigating CityCite® Cloud • Citation look-up and processing • Accepting and recording payments • Adding permit user information • Running reports
System Administrators	<ul style="list-style-type: none"> • Changing the configuration of the application • Adding or deleting offenses • Changing fine amounts • Editing escalation conditions • Creating, modifying, or scheduling automated reports • Special features to create additional efficiencies

For Parking Enforcement Officers, everything starts with the handheld. For this training, we will ensure that hardware has been pre-emptively procured, is fully functional, and that each officer attending is able to utilize the hardware for the training. This will allow each officer to follow along step-by-step as they go through the nuances of the device, including:

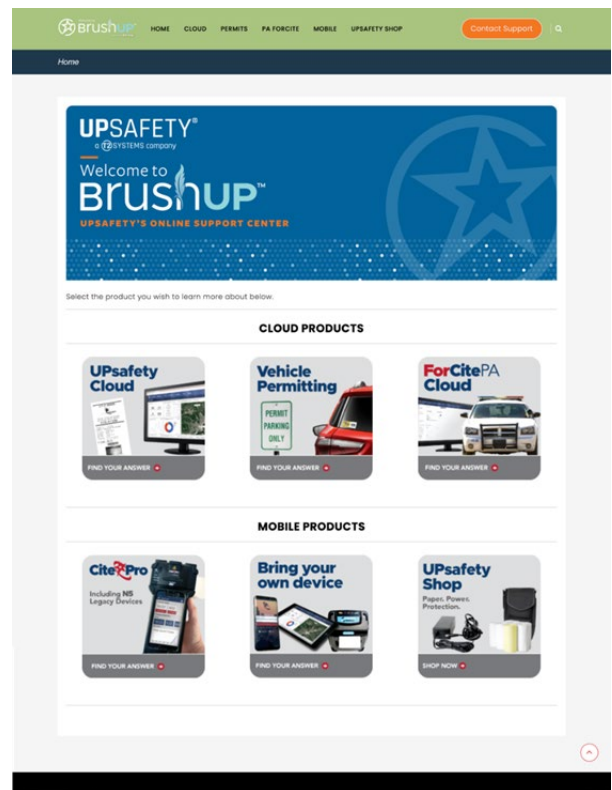
- Charging logic; when does the external battery charge the internal?
- Printer function and proper operating procedures in inclement weather.
- Potential failure points and avoidance. For example, the unit is more likely to break if the printer door is open.
- What does each indicator light mean?

Allowing each officer to follow step-by-step, and creating physical milestones, such as getting the handheld to blank feed paper, ensures that all officers are participating and following along.

Once officers fully understand how to use the equipment, we will review the Data Collection Software. Special care will be given to ensuring that elements such as iMeter, iChalk®, iPermit® and Scofflaw, and mobile ALPR have pre-loaded data, and that the plates which are loaded into these modules are *physically located*, in the training hall, allowing users to fully utilize the functionality before they are on the streets. Once again, setting physical milestones such as the issuance of tickets in relation to all four of these modules will create a deeper understanding of the software functionality.

Initial trainings can be fully video recorded and included within our Online Resource Center. The fully online Resource Center is accessible directly from the "UPsafety BrushUP" section of our dashboard.

This is the centerpiece of our ongoing training and user knowledge expansion. This entirely online application, which is fully indexed and searchable, is updated at each release, and contains over 360 pages of information, including a detailed description and instructions of each and every feature and screen of both our Android Data Collection Software and our Management Platform.

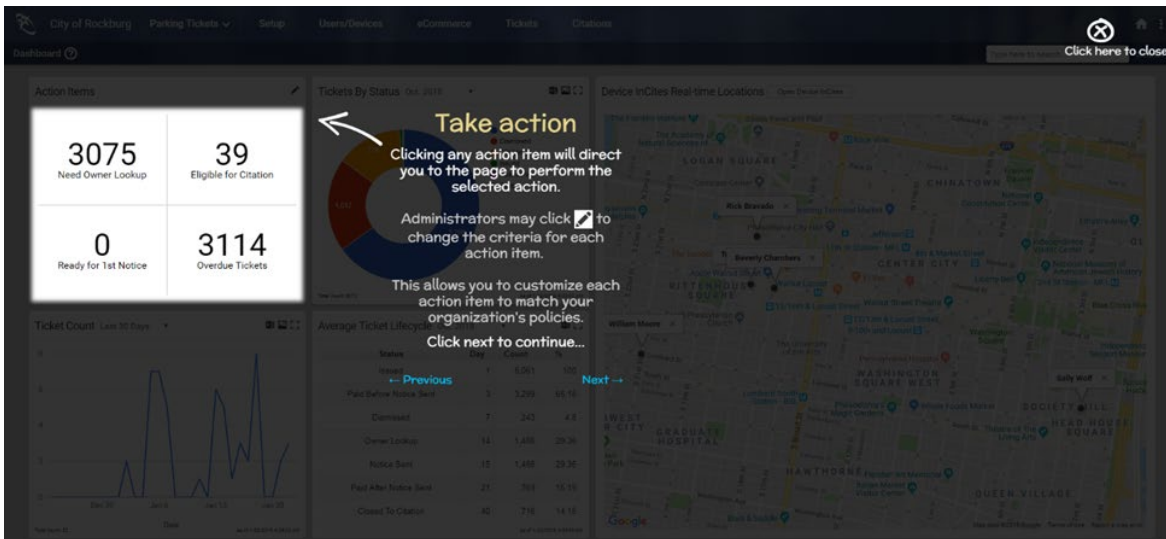


That's why our trainers never read from canned Microsoft PowerPoint presentations, and instead utilize both the Hardware and Web Application, in conjunction with the Resource Center, to ensure users are actually *using* the functionality we are training them on from day one. More information regarding the Online Resource Center is available within the "Product Help Desk and Online Resource Center" description included within our response. UPsafety trainers utilize a mix of classroom and hands-on teaching. Our trainers understand every individual learns differently and will quickly adjust the training session to suit the needs of every individual staff member. Our goal is that every single member of your team completes the training and is confident and comfortable with the solution.

In conjunction with this, UPsafety *traditionally* does not offer printed user manuals for our software standard; our solution is simply upgraded and improved too frequently for printed manuals to stay up to date. Our user documentation is truly dynamic through the Online Resource Center—meaning it is



updated continually based on new features and improvements. The Online Resource Center is accessible and available at any time, 24x7x365 by any user—whether they have access to the mobile handheld to issue citations only or have full Management Platform access. UPSafety is happy, however, to print copies and/or supply PDF copies of the related Online Resource Center sections being covered within trainings as an instructional notebook at the city’s request. In addition to this training, for quick refreshers, each page of the cloud and mobile software contains help buttons, which will provide a visual overlay walk through:



After training is complete, the UPSafety support team and your dedicated Project Manager will be available 24/7/365 for the life of the contract. UPSafety regularly hosts informational webinars to orient users with new, enhanced functionality released in each new software version, and our Online Resource Center is updated prior to each software release. Additional in person or remote refresher training is available to all UPSafety customers at their request as per the pricing supplied in our response.



3. References

References: Please provide a list of references for similar projects a. All clients located in Wisconsin. b. Please provide the name of the company or municipality. c. Provide contract start date and annual transactions & revenues. d. Any other comments or descriptions of the project that you may wish to include.

T2 Systems has over 350 clients utilizing our UPSafety parking management and enforcement solution. We have several clients in Wisconsin that utilize various T2 Systems solutions. Below are 5 references: three (3) that utilize the UPSafety solution in the Mid-west and two (2) additional reference that are in Wisconsin and use our other parking management and enforcement solution.



City of Lake Geneva, WI

Beth Gehris-Padro – Parking Manager

- 262-249-4087
- parkingmanager@cityoflakegeneva.gov

The City of Lake Geneva, WI has been a T2 customer since 2011. They use T2 UPSafety for core parking management, along with the Patron Portal for their customer-facing online portal. They utilize Pay Stations for convenient payment options, and Analytics for data-driven insights.



City of Mankato, MN

Jim Tatge – Manager Facilities

- 507-387-8504
- jtatge@mankatomn.gov

The City of Mankato, MN has been a T2 customer since 2025. They use T2 UPSafety for core parking management, along with the Patron Portal for their customer-facing online portal. They utilize Pay Stations and T2 MobilePay for convenient payment options, and Analytics for data-driven insights.



City of Muskegon, MI

Debra Matz – Public Safety Administrative Supervisor

- 231-724-6903
- debra.matz@shorelinecity.com

The City of Muskegon, MI has been a T2 customer since 2025. They use T2 UPSafety for core parking management, along with the Patron Portal for their customer-facing online portal and Analytics for data-driven insights.



City of La Crosse, WI

Joe Pederson – Police Parking Utility Coordinator

- 608-789-4908
- pedersonj@cityoflacrosse.org

The City of La Crosse, WI has been a T2 customer since 2016. They use T2 Flex for core parking management, along with FlexPort for their customer-facing online portal. They utilize Pay Stations for convenient payment options, T2's Citation Services for violation processing, and Analytics for data-driven insights.



City of Stevens Point, WI

Lt. Joe Johnson – Administrations Lieutenant

- 715-341-4103
- jjohnson@stevenspoint.com

The City of Stevens Point, WI has been a T2 customer since 2017. They use T2 Flex for core parking management, along with FlexPort for their customer-facing online portal. They utilize Pay Stations for convenient payment options, and Analytics for data-driven insights.

4. Contract

Please see T2 Systems Sample Contract included in the Appendix.



APPENDIX

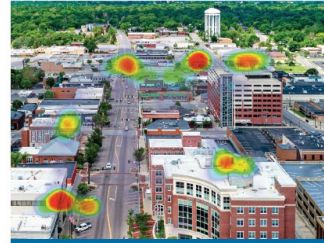




UPsafety Permit and Enforcement Solution

SOFTWARE BUILT FOR YOUR PARKING OPERATION

UPsafety Parking Enforcement and Permit Management (PE) software by T2 is built to solve the unique challenges smaller municipal and university parking operations face today, providing every required feature that ensures your department becomes more effective and efficient — exactly the way you want.



Whether you have one officer in the field or one thousand, switching to UPsafety means smarter, seamless enforcement, with implementations completed in weeks — not months.

With an intuitive mobile ticketing front end, a robust Cloud-based backend, and a customizable online portal for citation payments and permit purchases all operating in real-time, the UPsafety PE solution allows your operation to always know where your compliance and revenue-generating programs stand. Finally, a powerful and effective modern parking enforcement and permit management solution continually engineered for small to mid-size operations like yours is within reach.

Features

- Parking Enforcement
- Permit Management
- ID & Barcode Scanning
- Auto-Population of Data
- Kiosk Integration
- Photo Proof on Ticket
- Warning Issuance
- Scofflaw Notifications
- Electronic Tire Chalking
- Automated Owner Lookups
- Collection Services
- Boot & Tow
- ALPR
- Disputes, Hearings, and Adjudication Requests
- Fleet Management
- Cloud-Based Records Management
- Field Alerts
- Robust Reporting
- Import Capabilities
- Data Analytics
- 24/7/365 Support
- Personalized Training

THE ARCHITECTURE





MOBILE ENFORCEMENT

The Mobile Enforcement Platform for the UPSafety PE

Solution by T2 ensures you have every component needed for advancing the efficiency of your ticket issuance operation, from the ground up. The software is loaded with tailored features designed to allow officers to issue tickets accurately in 20 seconds or less. Never before has such a powerful and complete platform been available for smaller and unique operations like yours. The platform runs on any Android device, and seamlessly integrates with the solution's Permit and Enforcement Management Portal in real-time to ensure all data on handhelds are up-to-date and accurate, to the second.

Features

- Intuitive, easy to read screens
- Streamline multiple enforcement tasks eliminating time-consuming steps
- Auto-populate fields instantly through ALPR, voice, or barcode scanning
- Instant verification of timed parking stays, permit validations and exclusions, and paid parking status through one snapshot.
- Monitor metered parking with your Pay-by-Space, Pay-by-Plate, or Pay-by-Cell integrations
- Track tire valve locations for electronic tire chalking and access chalks recorded by officers on separate devices
- Automatic scofflaw identification and escalation
- Real-time Google Maps integration
- Ticket data is uploaded in real-time to the Management Portal and is immediately available for payment by violators

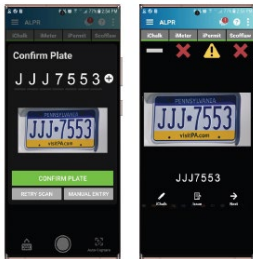


MOBILE ENFORCEMENT

Eliminate Time-Consuming Steps

With our Automatic License Plate Recognition (ALPR) integration, a simple photo of a vehicle's license plate number will fill out information for you within our Mobile Enforcement software. ALPR integration will provide you with instant verification of timed parking stays, scofflaw offenses, permit validations and exclusions, and paid parking status—all through a single snapshot.

ALPR

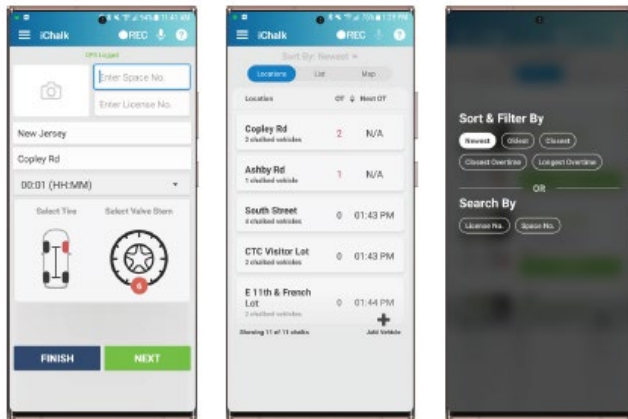


Snap the plate and check for chalks, meter violations, permits, scofflaw, and more.

Time Vehicle Stays in Seconds

Our state-of-the-art electronic tire chalking functionality aids officers in performing the task of timing vehicle stays without the use of notepads, bending, or physically contacting the vehicle. Images provide proof of violation and can assist officers in reconfirming if the same vehicle is over time. Each photo is time stamped and includes GPS information of where the vehicle was chalked.

ELECTRONIC TIRE CHALKING

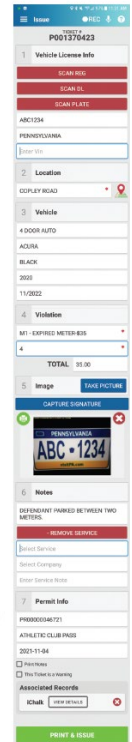


New Vehicle

Vehicle List

Sorting Filter

Easy-to-navigate auto-fill screens take officers step-by-step through the ticketing process, effectively completing each enforcement entry required.



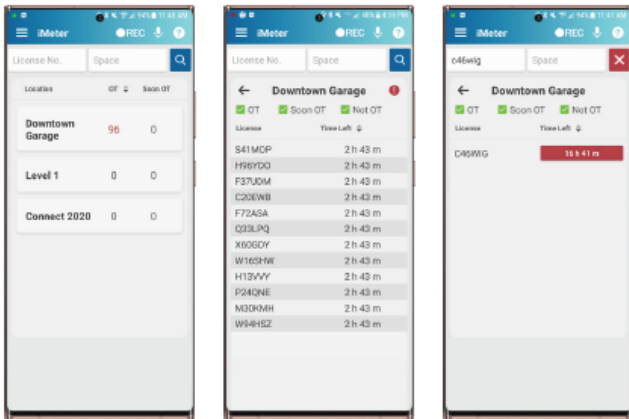
Fields are auto-filled using ALPR
* Fields can be customized to your operation



Real-Time Pay-By-Phone/Space Enforcement

Your Pay-by-Space, Pay-by-Plate, or Pay-by-Cell integrations work with our Mobile Enforcement Platform to inform officers of current parking payment status prior to ticket issuance. Utilizing accurate, realtime data delivered directly into officers' hands, this feature provides an overview of all spaces in an area, with information on which have been paid for, which are soon to expire, and which have already expired. With this solution, officers know what areas to target first, thus increasing efficiency while patrolling. We integrate with a growing list of industry leading kiosk and pay-by phone vendors.

MONITORED METER PARKING



By Location

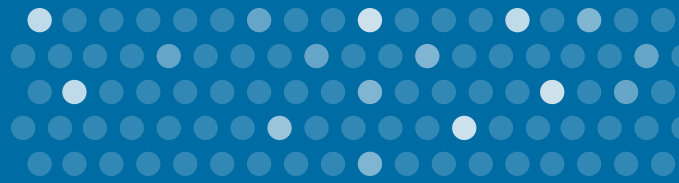
Location Details

Over-Time Vehicles

KEY INTEGRATION PARTNERS



Please see attached specifications for the XF all-in-one handheld device.



XF Handheld Hardware

XF Print and XF Scan

ALL-IN-ONE HARDWARE SOLUTION FOR MOBILE ENFORCEMENT

INTRODUCING THE XF SERIES

Featuring an integrated 3” thermal printer, an optional high performance 2D red laser scanner for licenses and permits, and up to a 200-megapixel camera that empowers operations to improve efficiencies within their enforcement programs.

The XF was built with flexibility in mind. Unlike handheld models of the past, the user interface is completely removable and replaceable, meaning less downtime during repairs. The XF has an impressive battery life and promises an enduring lifespan. Each XF unit – or “pod” – is built to fit the mobile device it encases, while its batteries, integrated printer and scanner are interchangeable with other XF pod models.

A 3-year warranty is available for the XF handheld device.

DETAILS

Supplemental Hot-Swappable Battery

- Lithium-ion
- -20° - + 60°C Operating Temperature



3-inch Direct Thermal Printer

- Direct thermal
- -2.8-inch Print Width

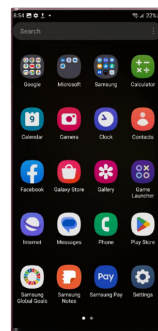


2D Barcode Scanner

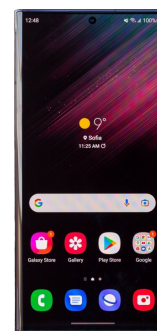
- Honeywell N6600 Series
- High Visibility Red Laser
- White LED Illumination



INTEROPERABLE DEVICE OPTIONS



Samsung Galaxy S23 Ultra



Samsung Galaxy S22 Ultra



Samsung Note 20

XF SMARTPHONE DEVICE COMPARISONS

	SAMSUNG NOTE 20	SAMSUNG S22 ULTRA	SAMSUNG S23 ULTRA
BODY MATERIAL	Plastic Body	Aluminum	Aluminum
SCREEN SIZE	6.7	6.8"	6.8"
RESOLUTION	1080 x 2400	1440 x 3088	1440 x 3088
PIXEL DENSITY	393	501	501
SCREEN REFRESH RATE	60 Hz	Up to 120 Hz	Up to 120 Hz
SCRATCH RESISTANT GLASS	Gorilla Glass 5	Gorilla Victus	Gorilla Glass Victus 2
CHIPSET	2.73 GHz Octa Core	3.0 GHz Octa Core	3.36 GHz Octa Core
MEMORY RAM	8GB	8GB	12GB
STORAGE	128 GB	108 MP	200 MP
NETWORK	4G	5G	5G
BACK CAMERA	12.2 MP	108 MP	200 MP
BATTERY	4300 mAh	5000 mAh	5000 mAh
WEIGHT	6.72 ounces	7.98 ounces	8.19 ounces

FEATURES

Samsung Note 20

- 6.7 Inch Display with Corning® Gorilla® Glass 5
- 12/64 megapixel camera
- Android™ 11.0 OS
- GSM/CDMA/HSPA/EVDO/LTE
- WLAN/Bluetooth®/GPS

Samsung S22 Ultra

- The fastest network speeds and latency where 5G is supported
- Higher clarity of images
- Reduced likelihood of screen or motion blur when interacting with your device
- Greater brightness in outdoor environments
- Improved camera with enhanced focal and digital zoom.
- More built in battery capacity

Samsung S23 Ultra

- Boosted screen size, battery, and storage
- Peak brightness in direct sunlight
- Rated best phone battery life
- 200MP camera with upgradable RAM

ABOUT T2 SYSTEMS

T2 Systems, a Verra Mobility company, is the leading provider of parking management solutions in North America. For 30 years, T2 continues to serve more than 2,000 customers and maintains the largest customer community in the industry with nearly 7,000 active members. T2 partners with universities, municipalities, operators, and healthcare campuses to generate revenue and operate efficiently with a comprehensive, unified suite of parking technologies and standalone solutions. We strive to make every trip a smooth journey by streamlining the parking and mobility experience with solutions that help manage resources, achieve goals, and empower consumers with choices.



Mobile License Plate Recognition Technology

UPsafety's **LPR Enforcement Solution** delivers exceptional value by combining the power of the **UPsafety software platform** with advanced **Genetec LPR technology** to create a cutting-edge enforcement system. This integration unites two systems optimized for their respective functions—real-time license plate recognition and comprehensive enforcement management—resulting in a seamless, high-performance solution.

UPsafety provides permit and scofflaw data while Genetec processes and uploads license plate reads, enabling enforcement officers to **verify parking permissions, identify scofflaws, and issue citations in real time**. Officers can generate both printed and electronic citations instantly through mobile devices. The system leverages **Genetec's standard web services for integration**, ensuring secure, controlled data exchange and allowing UPsafety to continuously incorporate future Genetec enhancements for added customer value.

AutoVu, Genetec's automatic license plate recognition (ALPR) system, automates the identification of vehicle license plates. When the mobile unit enters a facility or drives down a street, the operator manually selects the location or uses the automatically populated location, based on GPS coordinates. As the officer drives by parked vehicles, license plate numbers are compared to applicable permit and scofflaw lists, and/or vehicles are "digitally chalked" for time limit enforcement.

Mobile LPR with the UPsafety software divides enforcement tasks between the enforcement vehicle, which captures plate information using Genetec Patroller, and the enforcement officers, who use UPsafety Mobile to create and issue citations. When the LPR camera detects an infraction, the license plate information and LPR images populate automatically in UPsafety Mobile and are ready to be reviewed and printed. This process speeds up enforcement, keeps traffic moving since the officer can park and return on foot, and improves officer safety.

Using specialized LPR cameras, AutoVu scans surrounding vehicle plates, compares them to a database of scofflaws and/or permits, monitors for time limits, and alerts parking enforcement staff when they need to take action. The AutoVu Sharp LPR cameras are mounted on a dedicated vehicle to provide a mobile solution. The license plate of every parked vehicle is read, and its position is recorded using the AutoVu Navigator, enhanced GPS technology. The SharpZ3 ALPR units capture license plate images that are then processed on-board the patrolling vehicle. The

ALPR data retrieved contains the plate number, a time stamp of the moment of capture, a GPS location of the moment of capture, a color image of the moment of capture, and an infrared image of the license plate itself. All this data is transferred to a portable ruggedized tablet in the vehicle.

Time-limit Enforcement – A time-limit rule is a type of entity that defines a parking time limit and the maximum number of violations enforceable within a single day. In Genetec Patroller, a time-limit hit occurs when the time between two plate reads of the same plate is beyond the time limit specified in the time-limit rule. For example, your time-limit rule specifies a two-hour parking limit within a city district. The Genetec Patroller operator does a first pass through the district at 9:00 AM, collecting license plate reads. The operator then does a second pass through the district at 11:05 AM. If a plate was read during the first and second pass, Genetec Patroller will generate a time-limit hit.

Hotlist Hits – Upon a hit, an alert sounds and the window displays the license plate read, as well as the hotlist name, category, priority, hotlist color, and any additional vehicle information. The system can be configured to support multiple different hotlists, such as scofflaws, stolen vehicles, and other wanted vehicles.



Genetec Patroller view of hotlist hit in vehicle

Permit Hits – If a license plate is read that does not have a valid permission for the applicable location and time, an alert will sound and the window displays the license plate read and hit information for review. The process is similar to that of a hotlist hit.



Genetec Patroller view of permit hit in vehicle

- **Off-Street Parking Enforcement** – Easily enforce time limits and permits in your off-street lots. You can set up time limits and permit zones for individual structures or down to the individual rows.
- **Transient Parking Enforcement** – Real-time verification of pay-by-plate sessions made through mobile payment platforms or at pay stations makes transient parking enforcement simple.

Enforcement Efficiency

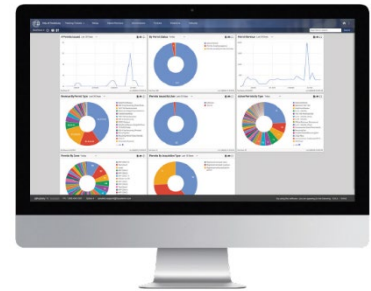
- Check more vehicles with fewer people (hundreds of parked vehicles per minute) with 95+% accuracy
- Real-time permit and scofflaw information
- Keep traffic moving and improve officer safety with UPsafety Mobile, which allows the officer to park and return on foot to issue citations

Greater Compliance

- Check locations more frequently throughout the day
- Catch more scofflaws by efficiently checking every vehicle
- Write more defensible citations which eventually encourages compliance of parking rules

PERMIT MANAGEMENT

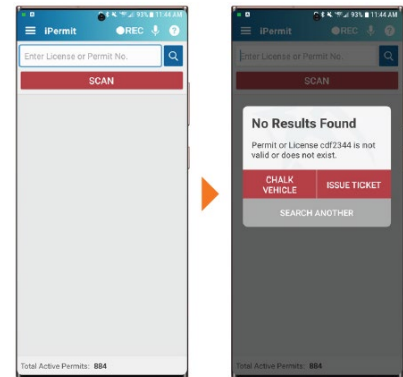
The UPsafety PE Solution is equipped to sell, manage, and allow the enforcement of several unique permit types issued by municipalities, parking authorities, universities, hospitals, and private properties. Permit purchases and renewals are fully automated to save you time and improve your customers' experience, and a Permit Dashboard gives you real-time visualizations of important data such as permit status, issuance detail, and revenue generated, to help keep your permit operation organized and efficient.



The Permit Dashboard on the Management Portal provides you real-time standings of your permit operation.

Check the Validity of Vehicle Permits in the Field

The integration of permit verification is an integral part of the UPsafety PE Solution and its Mobile Enforcement Platform. With its functionality, you can enter a permit ID number or scan the ID barcode to instantly review details electronically. View the permit ID, vehicle registration number, vehicle registration state, vehicle make, vehicle type, vehicle color, permit holder contact information, and permit holder contact information. If a vehicle does not have a permit ID number visible, you can simply enter the vehicle registration number and state to verify if the vehicle has a valid permit.





MANAGEMENT PORTAL

The UPSafety PE Solution’s cloud citation management platform takes care of your technology so you can focus on your business, offering every feature required to run a state-of-the-art enforcement operation. All data, photo evidence, and notes from the mobile handhelds are synchronized to the Cloud in real-time, meaning you can allow payments and disputes to be processed the moment a ticket is issued. You can also manage permit and scofflaw data to keep enforcement devices updated to the second, and gain operational insight using a complete suite of powerful data analytics.



The Cloud is highly secure, SOC-2 Type 2-certified system, accessible from any device and browser.

Features

- View, maintain and process all ticket and permit data
- Create & review real-time officer locations and issuance data
- Create custom reports
- Communicate with and dispatch officers in real-time
- View detailed analytics on each and every aspect of your enforcement program

Device Insights

Analyze and fine-tune enforcement activities through the UPSafety Solution’s Device Insights tool on the Management Portal. Managers and supervisors have access to real-time data that allows them to:

- Visualize real-time office location
- Visualize paths of officers for any day
- Display total distance traveled per officer as well as total “logged in” time
- Identify key areas that may requires additional or less enforcement
- Generate Heat maps based on enforcement activity

Comprehensive Reporting

- Create your own reports or use pre-built templates
- Run reports on demand or have emailed on recurring schedule
- All data is reportable, groupable, and filterable
- Set default or custom filters
- Reports generate XLSX files



PATRON PORTAL

Handle parking citation payments, disputes, and permit sales effortlessly with our highly secure and customizable e-commerce patron portal option, as part of the UPSafety PE Solution. From the portal integrated from your website, your patrons can view photo evidence as well as your department's parking fine and fee schedules, dispute tickets with the ability to upload file attachments securely, and purchase, renew, and track permits – creating a great experience for all who use the platform.

Features

- Review photo evidence, as well as all ticket data recorded at the time of issuance
- View parking fine schedules, laws, and FAQs
- Purchase, renew, and track permits
- Dispute and inquire as to ticket status via text, including the upload of secure file attachments which can be viewed immediately by organization staff

MAINTENANCE, UPDATES, AND SUPPORT

Hardware Maintenance

Comprehensive hardware updates and support are provided as a fully included portion of your subscription. *As a first line of support, any and all hardware issues will be addressed by the same dedicated support staff that handles support for the software, 24/7/365, with hardware issues held to the same one-hour response time SLA as our software.*

If, after support, an issue is confirmed, we will initiate:

5. The immediate shipment of a no-cost Loaner device to replace the affected device
6. A call tag for the affected device for shipment to our offices for repair
7. Shipping for the repaired device back to your offices
8. A call tag for the Loaner device

Software updates for the Android Mobile Enforcement app present on the devices are pushed out as needed.

Software Maintenance

When you sign on with us, you aren't just paying to license the same static piece of software year-over-year. **You're paying for us to provide the infrastructure expertise, software engineering, consulting and support necessary to keep you at the cutting edge of technology for the entire term of your contract.** Our solution is constantly growing, and as a subscriber, you get everything you're contracted for in addition to everything new our engineering team produces, at no additional cost. In 2019 alone, we have released features such as advanced citation disputes, a fully redesigned user interface, and much, much more. We invite you to talk to any of our long-standing references about the growth of our product over their term with us.



Our UPsafety® PE Solution's Back Office (Management Portal) is a true cloud-based application and is not operating system or server specific. As the Microsoft cloud functionality improves, we continually look for ways to further utilize newly provided tools to improve our solution.

Product Enhancements

Periodic updates and enhancements are a standard feature of your subscription. Minor updates/upgrades are rolled out periodically as they are completed, and major upgrades are released in a new software version every few months. Continuous refinement of our software is an important aspect of our business model; we strongly encourage suggestions for enhancement/refinement of our software from all clients. Any software-related requests made by clients are placed in our development queue and are completed/released according to the frequency and overall benefit of the request.

UPsafety® PE Solution Software Architecture and Security

Our software is built with *all* users in mind, entirely developed, maintained, and improved by a dedicated in-house team. That means that we don't have contractors plugging away at requirements tables; we have product owners who are building an experience.

This means that using our software is seamless:

- All pages load within 3 seconds or less.
- Tasks that take longer than 3 seconds, such as very large reports, will either run in the background, or can be emailed.
- Each page retains state, so you don't need to go back and re-specify a filter.
- All pages scale to fit any size screen.
- The latest version of all major web browsers are supported.

In addition, both our Data Collection and Management Portal applications are entirely ADA compliant. This includes providing alternate text where applicable, clear labels indicating expected user input, and full support of keyboard navigation throughout the UI. The handheld software allows officers options for visual, vibration, and/or audio indicators whilst using the device.

Our trainers have successfully trained officers with visual impairments, illiteracy, and various other disabilities. Our trainers understand how to address the needs of each trainee to ensure success.

Comprehensive Security

Our Violation Management Platform is hosted through the Microsoft Azure Government Cloud, the most secure and well certified Cloud in the marketplace, including FedRAMP, NIST 800.171 (DIB), ITAR, IRS 1075, DoD L4, and CJIS standards.

In addition to this physical security, our software is fully OWASP compliant by design. This includes the utilization of security standards such as:

- SHA256 bit data encryption for both data at rest and in transit



- Comprehensive, entirely customizable user permissions; over 286 permissions are grantable/revocable by users
- Requiring strong passwords containing at least 10 characters, and a minimum of:
 - One uppercase character (A-Z)
 - One lowercase character (A-Z)
 - At least one digit (0-9)
 - At least one special character
- All login attempts fully documented by user, date and time, IP address, and actions
- Vulnerability scans performed weekly and at each major release
- Locking after a user has been idle for more than a set time

Scalability

Our system is structured using a best practices Multi-Tenant Microservices Architecture, utilizing Azure worker and web roles to ensure that each process is self-contained, meaning that issues in one process have a negligible impact on any and all others. Furthermore, using Azure allows us to dynamically scale the computing resources needed for any process. So, if your administrators are all running reports at once, or your citation counts double, the resources allocated to your cloud will increase commensurately in real-time. Finally, being fully geo-redundant means that if one service were to go down from the main instance, there is always a backup process running to pick up the slack. Full diagrams are proprietary but can be provided upon request. In conclusion, our architecture is extremely scalable; it is just a matter of paying Microsoft more for its servers to do the work! We fully bear this risk in pricing.

Disaster Mitigation and Recovery | 24/7 Up Time with 99.9% SLA

T2 Systems maintains a comprehensive Disaster Mitigation and Recovery Plan. As a first line of defense, each customer database is backed up in real-time and in triplicate within each datacenter. In the event of a failure, which has never occurred, databases can be rolled back to any time in the prior 35 days.

As a second line of defense, the hosted Azure instance where your application and data are stored is *entirely* geo-redundant. This means that all service architecture and databases are hosted in an entirely different physical location, strategically placed so that world events and weather will not affect both at the same time. In this secondary instance, once more, all databases are backed in triplicate.

If the first instance ever does go down, all systems will automatically fail over in real-time to the secondary instance as the first recovers. This allows us to maintain a 99.9% Service Level Agreement (SLA), **which we have never breached**, as well as maintain 100% data integrity. This means we have never lost a single record.



Each facility is designed to run 24/7 and employs various measures to help protect operations from power failure, physical intrusion, and network outages. These data centers comply with industry standards for physical security and reliability and they are managed, monitored, and administered by Microsoft operations personnel. They are designed for “lights out” operation.

Each datacenter facility has a minimum of two sources of electrical power, including a power generation capability for extended off-grid operation. Environmental controls are self-contained and remain operational if the facility and contained systems remain online. Physical security controls are designed to “fail closed” during power outages or other environmental incidents. In case of fire or situations that could threaten life safety, the facilities are designed to allow egress without remaining exposed.

In the event of a partial third-party feature outage affecting all customers, our support team notifies customers via the News posts seen upon login to the Management Portal. In the event of partial third-party feature outage affecting a single or a few customers, Support notifies the affected customers via email and or phone depending on the severity. In the rare event of a full cloud outage, Support would contact all customers via email. We will make announcements of any planned outages and upgrades a minimal of 2 weeks in advance.

Data Ownership

With our solution, clients always maintain full ownership of their data. At any time, with no assistance from our staff, any and all data within the system could be exported by validated users through our reporting module. This level of control of **your** data is unprecedented in the industry.

Data Import and Export Capabilities | Collections Support

Data imports from legacy, or replaced systems are, unfortunately, still a manual process, as cleaning data from one vendor can be an altogether different effort than cleaning data from another. Our standard procedure is to use a .XLSX file as a medium. Once provided, the file is cleaned, validated for correctness using algorithms and then imported by our development team.

Data imports for integrations can either be accomplished by utilizing our existing Application Program Interfaces (APIs) to receive data in real-time, or, for processes that do not require data in real-time.

Data exports are automated, and can be completed using three methods:

- First, the advanced reporting tool is incredibly robust, and is capable of reporting on, filtering by, totaling, and/or grouping ANY field of data entered or collected by the solution. All reports are delivered in MS Excel format. Any batch export required can be constructed in this way, delivering all records, with the required data fields associated to any email address requested.
- Second, customizable data exports are available to extract data or interface to other solutions via a character delimited format file export (CSV). Data exports can be scheduled to automatically run during timeframes of the city’s choosing, generally overnight between the hours of 12:00AM and 4:00AM EST.
- Finally, T2 Systems also offers multiple APIs that utilize open architecture standards to feed data to systems in real-time.



Data Retention/ Data Purging

T2 Systems offers an optional automated daily purge of tickets issued more than (x) days ago. This task can be customized to only purge closed tickets or both open and closed tickets. As to our data retention policy, data can be retained to your standards.

Citation Collection Services

T2 Systems is excited to present Village of Shorewood with T2 Citation Collection Services. We are proud to serve as the professional face of your organization, and our team of collections professionals is committed to the highest level of customer service and to growing your citation revenue.

As a licensed collection agency and a full parking citation processing center, T2 Citation Collection Services recognizes 42% of annual gross revenue from parking fine and fee accounts. Customers have trusted T2 Citation Collection Services to provide exceptional parking solutions and customer service for 12 years. Since our first municipal customer in 2007, we now service 70 parking operations, including 20 municipalities across the United States.

We understand that your rules and processes regarding citations are your own. That's why T2 Citation Collection Services offers you the ability to tailor the level of our services to fit your organization's unique needs and with no upfront costs. From letter services to collecting delinquent citations - you decide what's necessary and we deliver a turnkey solution that works for you.

T2's ability to provide excellent software and collection services has allowed our parking customers to achieve the perfect balance of collecting on delinquent citations and fee invoices while maintaining high revenue expectations. Many of our customers see collection rates that are double the industry standard.

Why T2 is the Right Choice for Village of Shorewood

There are several reasons why T2 is the best partner for you on this project. T2 Citation Collection Services is selective in choosing which RFPs to respond to in order to make sure we are a good match with the buyer. We believe T2 Citation Collection Services would be an excellent choice to partner with the Village of Shorewood. These reasons are core strengths of our team, which differentiate us from the competition and enable us to deliver the most value for the Village of Shorewood:

CS Highlights

- No upfront or out of pocket costs – we don't get paid until you do
- We protect your brand with our soft collection methods – striking a balance between collections and customer service
- No debt is too small
- Our active approach to collections have a proven record of increasing compliance
- CS is a member of the Association of Credit and Collection Professionals (ACA)
- CS is part of T2's Unified Platform
- Options for delinquent notices and custom letters are mailed daily
- Support to insert handwritten citations
- Options for IVR allowing customers to pay for parking citations via phone
- Access real time scofflaw reports via T2's enforcement app



Transform bad debt into positive cash flow.

- Since 2007, Citation Collection Services has recovered over \$16M in delinquent parking debt throughout the country.
- The industry benchmark for bad debt collections is 24%; with T2's Citation Collection Services, customers realize an average collection rate of 60%.

Protect your reputation with professional customer service.

- Experienced Agents: Our customer service agents understand the parking industry and provide excellent customer service to you and your parkers
- Our Approach: Non-confrontational, professional approach that reflects positively on your organization
- Proven Process: Systematic, consistent, efficient processes allow for a collection rate significantly higher than the industry average
- Trained Staff: Friendly but firm collectors protect your reputation by striking a balance between collection rate and customer service

View collection activities with the T2 Collection Services Client Portal.

- Upload new business and payment files, allowing Citation Services to begin collection activity on new accounts
- View-only access into collections account including dialer activity, payment history, and notes
- Access to invoices and month-end reports, including collection rate, posted payments, and new business

Citation Collection Services - Delinquent Collections

- Third-party, FDCPA (Fair Debt Collection Practices Act) outbound/inbound collection call center services
- FDCPA compliant letter services including storage of the original letter in the collection software
- Skip Tracing
- Dialer System
- Collection debt payment website; increased revenue and improved audit trail
- State licensed
- Member of ACA (Association of Credit & Collections Professionals)
- A systematic approach to parking citation and fee invoice collections



All work is performed from T2's headquarters, in Indianapolis, Indiana. T2 currently employs all our own collection department staff and is accountable for employee background inquiries, training, and customer service skills of every collection staff member.

Privacy of Debtors (FDCPA, DPPA and FERPA)

T2 Citation Collection Services follows all applicable state and federal laws that govern collection agencies and collection practices. During the transition period for new clients, T2 Citation Collection Services will work to discover any additional laws pertaining to each client. We are hands-on, informed and aware of the importance of privacy surrounding good debt collection practices in our industry. We follow the highest rules and regulations for privacy with many federal regulations that are required of a certified collection agency.

The Fair Debt Collection Practices Act (FDCPA), which is a consumer protection amendment, establishing legal protection from abusive debt collection practices, to the Consumer Credit Protection Act. The statute's stated purposes are to eliminate abusive practices in the collection of consumer debts and promote fair debt collection.

DPPA, in general, we will not knowingly disclose or make available to any person or entity personal information about any individual where information obtained by a state department of motor vehicle records.

The Family Educational Rights and Privacy Act (FERPA) is followed to protect the privacy of student education records.

Soft Collection Techniques

Once we have made contact with the debtor, we first follow the Fair Debt Collection Practices Act, including when we can and can't call a debtor. We make sure they understand the status of the account and the payment amount due.

Keep in mind with a 'gentler' approach, it should be considered that a debt may take longer to collect and with the investment on the side of T2, we recommend the account be in process for collections for a period not less than one year.

We understand that everything we do represents Village of Shorewood: how we talk, collect money, send out collection notices and handle tough situations. Our experienced staff can be described as friendly, but firm, customer service oriented, descriptive, and informative.

Parking Collection Notices

T2 Citation Collection Services takes on the responsibility of sending correspondence to customers, thus providing the Village the ability to focus on other important items. T2 Citation Collection Services is responsible for generating, printing and mailing delinquent parking collection notices. This includes postage.

Notices are generated for the Village on a daily basis. A PDF copy will be made available to the Village to reprint and provide to the public if needed. This is not a 'recreation' copy of the notice, but the actual PDF sent to the public as mailed.



Skip-Tracing

We use a variety of skip tracing databases to locate debtors' current addresses and phone numbers; accurate information improves our ability to contact debtors and increases your collection rates. Any effort to pursue delinquent parking ticket debt is contingent upon identifying the owner of the ticketed vehicle. Through an interface in the Collection Software System we can determine the most up-to-date current address and telephone information for responsible parties.

Dialer System

T2 Citation Collection Services generates over 11,000 collection calls per month. We have the ability to dial up to 300 phone numbers in an hour, which in turn increases the dollars collected for the Village. Additionally, it allows us to control the pace of the outbound calling, monitor results and record phone calls for compliance.

Collection Debt Payment Website

Delinquent parkers have the ability to pay online via credit card (Visa, MasterCard, American Express) through T2 Citation Collection Services' secure customer website.

Collection Software System & Technology

T2 Systems Citation Collection Services utilizes the Windows operating system to provide collectors with secure and reliable computer capabilities. Citation Collection Services uses the Beyond Accounts Receivable Management (ARM) Software by DAKCS. DAKCS maintains a disaster recovery plan over its production systems to manage recovery efforts in the event of several identified possible failure scenarios. The plan is reviewed and tested through the annual backup restore test. Beyond is a fully integrated system that allows users to perform a variety of functions in order to efficiently manage the collection management needs. The collections software gives the ability to perform predictive dialing and allow for e-payment methods.

We provide two different options to allow for the import of data to Citation Collection Services. The first option is to upload a file of delinquent accounts directly to Citation Collection Services via the client portal. The second option would be to provide the file of accounts using a secure file transfer (SFTP) client. While Citation Collection Services does not have direct experience with AutoProcess, we do integrate seamlessly with other parking management software providers.

The receipt of all accounts referred to the contractor, monthly report detailing all collection payments received, monthly deposit report, monthly payment reversal report and associated fee invoice for services are a few examples of the reports that Citation Collection Services provides monthly.



Requested Variances to RFP Terms and Conditions

Listed below are the requested variances to the “Sample Contract” section of the RFP

Contract Section	T2 Comment
Assignment or Subcontract	T2 requests to make assignment mutual.
Indemnification and Defence of Suits	T2 requests to revise this section to include a Limits of Liabilities section to cap any and all liability to the amount of money paid by the Village.
	T2 requests to add: “third party” before: “claims, demands, damages, actions or causes of action,”
	T2 requests to add: “reasonable” before: “attorney fees”
	T2 requests to change: “founded upon or grows out of the acts, errors, or omissions” to: “gross negligence and willful misconduct”
Professional Services Contract	T2 requests to change: “this Request for Proposal and all documents attached hereto including any amendments, the firm’s technical and price proposals, and any other written offers/clarifications made by the firm and accepted by the Village,” with: “the Contractors Agreement with product Addendums”
	T2 requests to add: “and the Contractor” at the end of the last sentence in the last paragraph.

Note: It is T2’s intention to negotiate and execute the attached contract documents which identify the required specific terms for parking and citation management services for the Village.



T2 Master Customer Agreement

This Master Customer Agreement ("Agreement") is made by and between T2 Systems, Inc. ("T2C or T2 Systems") each on behalf of itself and for the benefit of its respective Affiliates (as defined below) and _____ ("Customer") as of the Effective Date set forth below.

By signing this Agreement, the parties acknowledge to have read, understand and agrees to be bound by the terms and conditions of this Agreement.

1. **BACKGROUND.** The Agreement establishes the overall contractual framework and the applicable terms and conditions. Under the Agreement, Customer may acquire or license Products and procure Services by entering into an Addenda. The following Addenda will be entered into by Customer and T2 Systems or one of its Affiliates and each will be incorporated in this Agreement herein.

[List of applicable Addenda to be added here]

In the event of any conflicts in the terms of the applicable Addenda and the Agreement, the terms of the Addenda shall control.

2. **DEFINITIONS.** In this Agreement:
 - (a) **"Addenda"** or **"Addendum"** means each document attached hereto and made part of the Agreement which may include a Quote, Order Form or Statement of Work, between Customer and T2 Systems or one of its Affiliates under this Agreement to place orders for Products and/or Services.
 - (b) **"Affiliate"** means, in respect of an entity, any entity which directly or indirectly controls, is controlled by, or is under common control with such entity. "Control" for purposes of this definition, means direct or indirect ownership or control of more than 50% of the voting interests of an entity.
 - (c) **"Confidential Information"** means and includes any written or orally or visually disclosed information relating to the disclosing party's business identified as "confidential" or "proprietary" or which the receiving party should reasonably know is confidential or not generally known to the public, including, without limitation:
 - (i) all know-how, technology, Documentation and other proprietary information owned, licensed, used or developed by the disclosing party, including proprietary rights protected by trade secret and other intellectual property rights, and;
 - (ii) all information relating to the disclosing party's business, the source code for the Software, the Services, and to all other aspects of the disclosing party's structure, personnel, operations, financial matters, marketing, commercial strategies, customer lists, Customer Data, contractual records, correspondence, products, programs, devices,



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concepts, inventions, designs, methods, data, and items provided to the disclosing party by third parties subject to restrictions on use or disclosure.

- (d) "**Customer Data**" means the data provided to T2 Systems by Customer and Customer's authorized end users who access or use Software as permitted in an Addendum.
- (e) "**Documentation**" means the documentation, help files, user manuals, handbooks and any other written or electronic material relating to the Products and Services provided by T2 Systems to its customers from time to time.
- (f) "**Effective Date**" means the latest of the dates on which this Agreement is executed by Customer and T2 Systems as indicated in the signature block at the end of these terms and conditions.
- (g) "**Hardware**" means the T2 Systems hardware sold and provided by T2 Systems to Customer under an Addendum.
- (h) "**Products**" means the T2 Systems products licensed or sold by T2 Systems to Customer under an Addendum including Software and Hardware.
- (i) "**Quote**" or "**Order Form**" means the quote provided by T2 Systems to Customer related to the ordering of Products and/or Services as set forth in the applicable Addendum. Unless otherwise stated in the Quote, each Quote is incorporated and made part of the applicable Addendum.
- (j) "**Representatives**" means, in respect of a party, the directors, officers, employees, agents and contractors of such party.
- (k) "**Services**" means the T2 Systems services provided by T2 Systems to Customer under an Addendum.
- (l) "**Software**" means the T2 Systems Software access to which is licensed by T2 Systems to Customer under an Addendum.

All other terms defined in this Agreement shall have the meanings ascribed thereto.

3. TERM. This Agreement shall commence on the Effective Date and remain in full force and effect until terminated in accordance with its terms.

4. FEES AND PAYMENT.

- (a) Customer agrees to pay to T2 Systems the fees plus all applicable taxes as set forth in the applicable Addendum.
- (b) All fees are exclusive of all taxes, duties and levies of any kind, including any sales, use, excise, value-added and other applicable taxes, withholdings, and governmental charges (collectively, "**Taxes**"). Customer shall pay all applicable Taxes, other than taxes on T2 System's income. If T2 Systems pays any such amounts on behalf of Customer, Customer shall reimburse T2 Systems upon presentation of proof of payment.
- (c) If Customer claims an exemption from any such taxes, Customer shall provide to T2 Systems an appropriate exemption certificate. If Customer challenges the applicability of any tax, Customer shall nevertheless pay the same to T2 Systems and Customer may thereafter challenge the tax and seek a refund thereof. Customer agrees to indemnify and hold harmless T2 Systems from any cost, fee, penalty or expense (including counsel fees) in connection with any assertion by any taxing authority that T2 Systems has failed to collect and remit their sales or use tax on transactions hereunder or to pay any property taxes on the copies of the Software in Customer's possession but shall have no such obligation to T2 Systems with respect to any amount paid by Customer to T2 Systems and not remitted to the relevant taxing authority.



- (d) Material Adverse Change. In the event of a material adverse change, the Parties agree to renegotiate, in good faith, pricing of the applicable Addendum and/or Quote(s) within thirty (30) days of such material adverse change. For purposes of this Section 3.4, a “material adverse change” shall mean any event, occurrence, change in facts, conditions, or effect that has been or reasonably can be expected to be adverse to the Customer or the T2, and their respective businesses, operations, or financial conditions, including, but not limited to, a change in law that affects the Services or Deliverables. If the Parties cannot reach an agreement regarding renegotiated pricing within thirty (30) days of such material adverse change, T2 shall have the exclusive option to terminate this MSA and/or any Addendum hereunder upon thirty (30) days written notice

5. OWNERSHIP.

- (a) Customer agrees that the Software, Documentation and Services are proprietary products and services of T2 Systems and that all right, title and interest in and to the Software, Documentation and Services, including all associated intellectual property and other proprietary rights, are and shall at all times remain with T2 Systems and its third party licensors. The Software contains trade secret and proprietary information owned by T2 Systems or its third party licensors and is protected by copyright laws and international trade provisions and other applicable law. Customer must treat the Software like any other copyrighted material and Customer may not copy or distribute the Software or the Documentation, electronically or otherwise, for any purpose. Any Software provided under an Addendum will be licensed not sold to Customer.
- (b) Customer agrees that any copies made of the Documentation, any other T2 Systems Confidential Information and any other material obtained from T2 Systems shall preserve unaltered patent, trademark, copyright, proprietary or confidentiality notices contained therein.
- (c) Each party recognizes and acknowledges the great value of the goodwill associated with the name and trademarks of the other party, and the identification of the proprietary party’s goods or services therewith. Each party agrees that it obtains no rights, title or interest of any kind in or to any of the trademarks, tradenames, logos, service marks or other markings belonging to the other party or its suppliers.

6. CONFIDENTIALITY.

- (a) Each party agrees to hold all Confidential Information of the other party in strictest confidence, not to make use thereof other than for the performance of this Agreement, to disclose such Confidential Information only to its Representatives who are under an obligation of confidentiality with respect thereto and who require such information for the performance of their duties, and not to disclose such Confidential Information to any third parties, except with the disclosing party’s prior written consent; provided, however, that the foregoing restrictions shall not apply to Confidential Information of the other party:
 - (i) that is now or hereafter in the public domain through no action or failure to act on the part of the receiving party or its Representatives;
 - (ii) that was received by or was available to the receiving party from a third party without any obligation of confidentiality to the disclosing party;
 - (iii) that is independently developed by or for the receiving party by persons who have not had access to the Confidential Information of the disclosing party; or
 - (iv) that is disclosed with the written consent of the disclosing party.
- (b) Each party may disclose the other party’s Confidential Information pursuant to the requirement of a governmental agency or is required by operation of law, regulation or court order, provided that,



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whenever possible, prompt notice is given by the receiving party to the disclosing party prior to such disclosure so that the disclosing party may seek a protective order or other remedy.

- (c) Each party agrees to protect and safeguard Confidential Information of the other party from loss, theft, destruction and inadvertent disclosure using the same degree of care as it uses to protect its own Confidential Information, but in no event less than a reasonable standard of care.
- (d) Each party shall hold the other party's Confidential Information in trust for the other party and all right, title and interest in and to such Confidential Information shall remain with the disclosing party.
- (e) Upon termination of the Agreement or an applicable Addendum, or otherwise upon the request of a disclosing party, the receiving party will promptly destroy all full and partial copies of the disclosing party's Confidential Information in its possession or control, or in the event of termination of an Addendum such information provided under the applicable terminated Addendum, and certify such destruction in writing; provided, however, that the receiving party may retain one (1) copy for its internal archival purposes only, which copy shall remain subject to the obligations of confidentiality set out in this Section 6.

7. CUSTOMER DATA.

- (a) Customer shall be solely responsible for, and shall hold T2 Systems, its third party suppliers, and their respective Representatives harmless from any loss, damage or liability arising in connection with Customer's inputs, selection and use of the Services, and all data (including Customer Data), reports, statements and other content transmitted, posted, received or created on the T2 System through Customer's account, even if transmitted, posted, received or created by a third party.
- (b) The Software may create and store databases of personal information of Customer end-users and data relating to Customer on the computer system on which the Software is accessed or installed. Customer agrees to take all steps which it deems are appropriate to provide adequate security for that information.
- (c) The parties acknowledge that at all times Customer will remain the owner of Customer Data. Except as otherwise set forth herein or in the applicable Addenda, T2 Systems shall not at any time use Customer Data or disclose Customer's Data to any third parties, except that T2 Systems may use Customer Data for the purpose of meeting its obligations under an Addendum and providing the Services, and may store, back-up and archive Customer Data. Customer represents and warrants that the Customer Data does not infringe or violate the intellectual property, proprietary or personal rights of any third party and Customer has the right to grant T2 Systems the right to use the Customer Data as set forth herein.
- (d) T2 Systems will comply with all applicable laws governing the collection, access, use, disclosure of Customer Data. All Customer Data which is submitted by Customer to T2 Systems pursuant to this Agreement will be safeguarded by T2 Systems to the same extent that T2 Systems safeguards data relating to its own business; provided, however, if Customer Data is publicly available, is already in T2 System's possession from a source other than Customer or otherwise known to it, or was rightfully obtained by T2 Systems from third parties, T2 Systems shall bear no responsibility for its disclosure, inadvertent or otherwise. T2 Systems has implemented and will maintain administrative, physical and technical safeguards to protect Customer Data from unauthorized access, acquisition or disclosure, destruction, alteration, accidental loss, misuse or damage that are no less rigorous than accepted industry practices. In the event of unauthorized access to Customer Data which has been verified by T2 Systems, T2 Systems shall promptly i) take action to stop the unauthorized access, and ii) notify Customer, provide Customer with relevant details of the unauthorized access and an explanation of steps that T2 Systems took or is taking to stop the unauthorized access.



- (e) T2 Systems maintains Payment Card Industry (PCI) Level One compliance and upon request (no more than once annually), T2 Systems will provide Customer with a copy of its third-party audit certification demonstrating that appropriate information security standards to protect Customer Data are in place.

8. INDEMNITY.

- (a) **T2 Systems Indemnification.** Subject to the limitation of liability set out in Section 11, T2 Systems shall indemnify, defend and hold harmless Customer, its officers, directors or employees (“Indemnitees”) from and against any and all direct losses, damages, costs, expenses (including reasonable attorneys’ fees), (collectively “Losses”), to the extent that such Losses arise directly from any act(s) of gross negligence or willful misconduct by T2 Systems or any of its Representatives, giving rise to an accident or other occurrence resulting in bodily injury or death, to any person(s) arising out of or related to: (i) claims for loss or damage to tangible property, and (ii) claims asserted by third parties for loss or damage to tangible property; except to the extent that such Losses were not caused by T2 Systems .
- (b) **Intellectual Property Indemnification.** Subject to the limitation of liability set out in Section 11, T2 Systems shall indemnify, defend (at its expense) and hold the Indemnitees harmless in respect of any damages awarded to a third party claimant related to a determination by a court that the operation or use of any Software, or any part thereof, infringes any third party’s copyright, trade mark or trade secret or any Hardware, or any part thereof, infringes any third-party’s copyright, patent, trademark or trade secret.

T2 System’s obligations pursuant to this Section 8(b) shall not apply to any infringement caused by or resulting from Customer modifications or attempted modifications to any relevant system, combination of T2’s Product or Software with hardware or software not provided by T2 Systems, or from Customer’s failure to implement changes or updates furnished by T2 Systems to Customer during the term of this Agreement.

In the event that an injunction or order is obtained against the Customer’s use of any Product or Software or if, in T2 System’s opinion, any Product or Software is likely to become the subject of a claim of infringement or violation of any rights in connection with any rights as noted above, T2 Systems shall, at its expense:

- (i) procure for the Customer the right to continue using the affected Product or Software; or
- (ii) modify or replace the affected Product or Software so that such Product or Software becomes non-infringing.

If neither Section 8(b)(i) nor Section 8(b)(ii) are commercially practicable, remove the affected Product or Software from the Customer and refund to the Customer all amounts paid to T2 Systems by the Customer in respect of such Product, less a reasonable amount for depreciation. The remedies in and the indemnification rights of the Customer stated in this Section 8(b) are the exclusive remedies available to the Customer at law or in equity for indemnifiable claims.

- (c) **Customer Indemnification.** Customer agrees to indemnify, defend and hold T2 Systems and its Representatives harmless from and against any and all liabilities, obligations, damages, claims, suits, proceedings, costs, fees and expenses, including reasonable attorneys’ fees and costs, arising out of the gross negligence or willful misconduct of Customer or any of its Affiliates, or breach of the Agreement by Customer, or any claim by Customer end user related to use of end user personally identifiable information.
- (d) **Defense.** If a party is alleged to be obligated to indemnify the other party hereunder, the party alleged to be obligated to provide indemnification shall have the right to appoint counsel of its own choice and in all other respects control any litigation and/or settlement thereof, provided, however,



that any such settlement shall not bind the non-indemnifying party or obligate it to pay any monies without its express prior written consent. The indemnified party shall cooperate in the defense of any indemnified claim. If one party is notified of any potential or actual claim or liability against the other party or named in any suit or proceeding of any kind that could give rise to an indemnification claim under this Agreement or otherwise subject the other party to a suit, proceeding or claim (or threat thereof), the notified party shall immediately inform the other party.

9. INSURANCE.

(a) During the Term of this Agreement, T2 Systems shall maintain, at its own expense, insurance which it deems reasonable and necessary for its business and the performance of its obligations hereunder. T2 Systems will, upon reasonable advanced notice, provide Customer with a copy of its certificate(s) of insurance.

(b) T2 Systems will maintain at its own expense the following insurance, with companies authorized to do insurance business in the any states where work is performed or eligible surplus lines insurers having an A.M. Best Rating of A-:VII or better, and in amounts not less than the following limits of coverage:

(i) Workers' Compensation Insurance with statutory limits, and Employer's Liability Insurance with limits of not less than \$1,000,000:

(A)	Employers Liability - Each Accident	\$1,000,000
(B)	Employers Liability - Each Employee	\$1,000,000
(C)	Employers Liability - Policy Limit	\$1,000,000

T2 Systems Workers' Compensation policy will include states appropriate for T2 Systems employees and operations.

(ii) Commercial General Liability Insurance with limits of not less than:

(A)	Each Occurrence Limit	\$1,000,000
(B)	Personal & Advertising Injury	\$1,000,000
(C)	General Aggregate	\$2,000,000
(D)	Products - Completed Operations Aggregate	\$2,000,000

T2 System's Commercial General Liability policy will be issued on a form that, subject to its terms, conditions and exclusions insures T2 System's liability for damages on account of bodily injury (including death), property damage, and personal and advertising injury.

(iii) Business Auto Liability Insurance covering, for liability purposes, all owned, non-owned or hired automobiles, with limits of not less than \$1,000,000 combined single limit of liability per accident for Bodily Injury and Property Damage;

(iv) Customer shall be named as an additional insured under each policy, except for Workers Compensation and hired and non-owned auto liability policies.

(c) The insurance coverage carried by T2 Systems as set forth herein shall not in any way expand T2 Systems liability or modify or affect the limitations of liability set forth in the Agreement or any Addenda.

10. EXCLUSION OF WARRANTIES.



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- (a) EXCEPT AS EXPRESSLY PROVIDED IN THE ADDENDUM APPLICABLE TO THE PRODUCTS AND/OR SERVICES OR AS OTHERWISE EXPRESSLY CONFIRMED IN WRITING BY T2 SYSTEMS, THE PRODUCTS AND SERVICES ARE PROVIDED "AS IS" WITHOUT WARRANTY OR REPRESENTATION OF ANY KIND. WITHOUT LIMITING THE GENERALITY OF THE FOREGOING, T2 SYSTEMS AND ITS THIRD PARTY SUPPLIERS HEREBY DISCLAIM ALL OTHER REPRESENTATIONS, WARRANTIES AND CONDITIONS, EXPRESS OR IMPLIED, WHETHER ARISING UNDER STATUTE, FROM A COURSE OF DEALING, USAGE, CUSTOM OF THE TRADE OR OTHERWISE, REGARDING THE PRODUCTS OR SERVICES, THE DOCUMENTATION, OR ANY OTHER PRODUCTS OR SERVICES PROVIDED OR FAILED TO BE PROVIDED UNDER THIS AGREEMENT, INCLUDING, BUT NOT LIMITED TO, ANY IMPLIED WARRANTY OR CONDITION OF MERCHANTABILITY, DURABILITY, FITNESS FOR A PARTICULAR PURPOSE, NON-INFRINGEMENT, ACCESSIBILITY, PRIVACY OF FILES OR SECURITY.
- (b) T2 SYSTEMS DOES NOT WARRANT THAT ANY PRODUCTS OR SERVICES PROVIDED HEREUNDER WILL BE UNAFFECTED BY BUGS, VIRUSES, ERRORS OR OTHER PROGRAM LIMITATIONS, NOR DOES T2 SYSTEMS WARRANT THAT CUSTOMER'S USE THEREOF WILL BE UNINTERRUPTED, ERROR-FREE OR WILL MEET ALL OF THE CUSTOMER'S REQUIREMENTS. FURTHER, T2 SYSTEMS DOES NOT WARRANT THAT ANY SOFTWARE WILL OPERATE ON ANY PARTICULAR CONFIGURATION OF SOFTWARE, OPERATING SYSTEM OR COMPUTER SYSTEM. ANY HARDWARE PURCHASED FROM SOURCES OUTSIDE OF T2 SYSTEMS WILL BE THE SOLE RESPONSIBILITY OF THE CUSTOMER. T2 SYSTEMS WILL NOT BE RESPONSIBLE FOR THE FAILURE OF THE SOFTWARE TO PERFORM TO THE EXTENT THAT SUCH FAILURE TO PERFORM IS DUE TO THE FAILURE OF A THIRD PARTY FUNCTION, SUCH AS INTERNET AVAILABILITY REQUIRED FOR THE CONNECTION BETWEEN THE HARDWARE AND SOFTWARE OR THE WIRELESS NETWORK AVAILABILITY REQUIRED FOR THE T2 SYSTEMS SOFTWARE TO BE ABLE TO SEND AND RECEIVE DATA. IN NO EVENT SHALL T2 SYSTEMS BE LIABLE FOR THE FAILURE OF THE SOFTWARE TO PERFORM IF SUCH FAILURE ARISES DUE TO THE COMBINATION OF THE SOFTWARE WITH THIRD PARTY HARDWARE OR SOFTWARE. T2 SYSTEMS SHALL NOT COVER REPAIR, LABOR OR REPLACEMENT OF PARTS THAT ARE BY NATURE EXPENDABLE. IN ADDITION, IF APPLICABLE, THE WIRELESS DATA SERVICES ARE NOT GUARANTEED AGAINST EAVESDROPPERS, HACKERS, DENIAL OF SERVICE ATTACKS OR INTERCEPTORS AND NEITHER T2 SYSTEMS NOR THE UNDERLYING WIRELESS DATA SERVICES CARRIER CAN GUARANTEE THE PRIVACY OR SECURITY OF WIRELESS TRANSMISSIONS.
- (c) THIS LIMITED WARRANTY GIVES THE CUSTOMER SPECIFIC LEGAL RIGHTS. THE CUSTOMER MAY HAVE OTHER RIGHTS, WHICH VARY FROM LOCATION TO LOCATION, DEPENDING UPON THE APPLICABLE LAW OF SUCH LOCATION.

11. LIMITATION OF LIABILITY AND DAMAGES.

- (a) TO THE MAXIMUM EXTENT PERMITTED BY LAW: EXCEPT FOR CLAIMS FOR DEATH OR BODILY INJURY, T2 SYSTEMS , ITS THIRD PARTY SUPPLIERS' AND THEIR RESPECTIVE REPRESENTATIVES' TOTAL AGGREGATE LIABILITY ARISING UNDER OR IN CONNECTION WITH THIS AGREEMENT, AND/OR ANY PRODUCTS OR SERVICES DELIVERED OR FAILED TO BE DELIVERED UNDER THIS AGREEMENT, SHALL BE LIMITED TO THE ACTUAL DIRECT DAMAGES SUFFERED BY CUSTOMER, NOT TO EXCEED THE AMOUNT ACTUALLY PAID BY CUSTOMER FOR THE PRODUCT OR SERVICE GIVING RISE TO THE CLAIM DURING THE SIX (6) MONTHS IMMEDIATELY PRECEDING THE CLAIM.
- (b) IN NO EVENT WILL T2 SYSTEMS OR ITS THIRD PARTY SUPPLIERS BE LIABLE IN ANY WAY FOR ANY INDIRECT, SPECIAL, CONSEQUENTIAL, INCIDENTAL, PUNITIVE, EXEMPLARY OR AGGRAVATED DAMAGES OF ANY KIND WHATSOEVER, INCLUDING, BUT NOT LIMITED TO, DAMAGES FOR LOSS OF USE, DATA, INCOME, BUSINESS, PROFIT, GOODWILL, ANTICIPATED REVENUE, FAILURE TO REALIZE EXPECTED SAVINGS, OR OTHERWISE, HOWEVER CAUSED, WHETHER BASED ON CONTRACT, TORT (INCLUDING NEGLIGENCE), STRICT LIABILITY, WARRANTY, STATUTORY RIGHTS OR ANY OTHER BASIS



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ARISING OUT OF CUSTOMER'S USE OF THE PRODUCTS, OR OTHERWISE ARISING PURSUANT TO THIS AGREEMENT.

- (c) WITHOUT LIMITING THE GENERALITY OF THE FOREGOING, DUE TO THE NATURE OF INTERNET AND WIRELESS TRANSMISSIONS, CUSTOMER AGREES THAT NEITHER T2 SYSTEMS NOR THE UNDERLYING WIRELESS DATA SERVICES CARRIER SHALL BE LIABLE FOR ANY LOSS, COSTS OR DAMAGES OF ANY KIND ARISING OUT OF OR IN CONNECTION WITH: ANY LACK OF PRIVACY OR SECURITY OF WIRELESS TRANSMISSIONS; SERVICES INTEROPERABILITY, ACCESS OR INTERCONNECTIONS WITH THE T2 SYSTEMS SERVICES; SERVICE DEFECTS, SERVICE LEVELS, DELAYS OR INTERRUPTIONS; ANY INTERRUPTION OR ERROR IN ROUTING OR COMPLETING CALLS OR OTHER TRANSMISSIONS; LOST OR ALTERED MESSAGES OR TRANSMISSIONS; OR UNAUTHORIZED ACCESS TO OR THEFT, ALTERATION, LOSS OR DESTRUCTION OF CUSTOMER'S CONTENT, DATA, PROGRAMS CONFIDENTIAL INFORMATION OR SYSTEMS.
- (d) NO ACTION, REGARDLESS OF FORM, ARISING OUT OF THIS AGREEMENT MAY BE BROUGHT BY CUSTOMER MORE THAN TWELVE (12) MONTHS AFTER THE FACTS GIVING RISE TO THE CAUSE OF ACTION HAVE OCCURRED, REGARDLESS OF WHETHER THOSE FACTS BY THAT TIME ARE KNOWN TO, OR OUGHT REASONABLY TO HAVE BEEN DISCOVERED BY, CUSTOMER.
- (e) THE FOREGOING LIMITATIONS SHALL APPLY REGARDLESS OF THE CAUSE OF ACTION, WHETHER ARISING UNDER CONTRACT, TORT (INCLUDING NEGLIGENCE), PRODUCT LIABILITY, OR OTHERWISE, AND REGARDLESS OF WHETHER T2 SYSTEMS, ITS THIRD PARTY SUPPLIERS AND/OR THEIR REPRESENTATIVES KNEW, OR SHOULD HAVE KNOWN ABOUT THE POSSIBILITY OF SUCH DAMAGES.
- (f) CUSTOMER AGREES THAT THE LIMITATIONS OF LIABILITY SET FORTH ABOVE ARE FUNDAMENTAL ELEMENTS OF THIS AGREEMENT, WITHOUT WHICH T2 SYSTEMS WOULD NOT HAVE ENTERED INTO THIS AGREEMENT AND/OR AGREED TO PROVIDE THE PRODUCTS AND/OR SERVICES UNDER THE CURRENT TERMS (INCLUDING FEES).
- (g) THIS SECTION SHALL APPLY TO ANY ACTION OR ARBITRATION HEREUNDER. BECAUSE THE LAWS OF SOME LOCATIONS DO NOT ALLOW THE LIMITATION AND/OR EXCLUSION OF LIABILITY, THE ABOVE LIMITATION OR EXCLUSION MAY NOT APPLY TO ALL CUSTOMERS.

12. TERMINATION.

- (a) Each Addendum may be terminated according to its terms and the terms of this Agreement.
- (b) In the event that there are no Addenda in effect, either party may terminate this Agreement without cause by written notice to the other party, which termination shall be effective as of the last day of the calendar month following the month in which notice of termination is received.
- (c) Either party may terminate this Agreement or any Addendum if the other party breaches any of its representations or warranties, or any other material obligation under this Agreement or the applicable Addendum, and fails to remedy such breach with thirty (30) days of receipt of notice from the non-breaching party. T2 Systems shall also have the right to suspend performance of all or any of the Services under an Addendum, without liability, pending the rectification of any breach by Customer.
- (d) Either party may terminate this Agreement or any Addendum, immediately upon written notice, if the other party makes an assignment for the benefit of its creditors or becomes bankrupt or makes an application for relief under the provisions of any statute now or hereafter in force concerning bankrupt or insolvent debtors, or if a receiving order or receivership order is made against the other party, or any action whatsoever, legislative or otherwise be taken to effect the winding up, dissolution, suspension of operations or liquidation of the other party. Notwithstanding the foregoing, the Customer shall not be entitled to terminate this Agreement under this Section if T2



Systems, or its creditors, or some other party makes suitable provisions for the performance of its obligations hereunder.

- (e) Without limiting any other remedies available under this Agreement, at law or in equity, in the event of the termination of this Agreement or any applicable Addendum for any reason:
 - (i) T2 System's obligation to provide the affected Products and Services will terminate;
 - (ii) All unpaid amounts due in respect of the terminated Services up to and including the effective date of termination shall, at T2 System's option, become immediately due and payable;
 - (iii) Customer is not entitled to a refund for any affected Products and Services that are in process or not completed, including labor and any expenses T2 Systems may have incurred up to the effective date of termination;
 - (iv) Customer must destroy any copies of the Documentation in Customer's possession in any form and on any media, and certify to T2 Systems in writing that it has done so;
 - (v) Sections 4, 5, 6, 7, 8, 9, 10, 11, 12(e), and 13 shall survive the expiration or termination of this Agreement until such time as the parties may agree to the release of the obligations contained therein.
- (f) No Limitation of Remedies. Any termination of the Agreement shall not in any respect limit any of either party's rights or remedies either in law or in equity or relieve either party of any obligation incurred prior to the effective date of such termination.

13. DISPUTE RESOLUTION.

- (a) Dispute Resolution. In the event of any dispute arising out of this Agreement (including all Addenda), the parties shall use commercially reasonable efforts to negotiate a settlement in good faith satisfactory to both parties. If they do not reach a solution within a period of sixty (60) days (or such other longer period as the parties may agree), then either party may, on written notice to the other party, refer the dispute for settlement by arbitration before a single arbitrator in accordance with the rules of the American Arbitration Association. The costs of the arbitrator will be borne equally by the parties, but they will otherwise bear their respective costs incurred in connection with the arbitration. The parties shall select the arbitrator promptly and use commercially reasonable efforts to conduct the arbitration hearing no later than three (3) months after the arbitrator is selected. The arbitrator may not award punitive or exemplary damages against either party or any other relief in excess of the limitations set forth herein. The judgment and award of the arbitrator will be final and binding on each party. Judgment upon the award may be entered in any court having jurisdiction, or application may be made to such court for judicial acceptance of the award and/or an order of enforcement as the case may be.
- (b) Injunctive Relief. Each party acknowledges and agrees that a breach of the obligations under Section 5 ("Ownership") and Section 6 ("Confidentiality") may cause irreparable harm and significant injury to the affected party that would not be adequately compensated by an award of money damages and, in addition to any other remedy available at law or in equity, and notwithstanding the provisions of Section 13(a), the affected party will be entitled to seek temporary and permanent injunctive relief from any court of competent jurisdiction to prevent breaches hereunder, without showing or proving any actual or threatened damage.
- (c) Choice of Law. This Agreement and all Addenda are governed by the laws of the State of Indiana.

14. GENERAL PROVISIONS.



- (a) Assignment. T2 Systems may assign its rights and obligations under this Agreement. Customer may not assign or transfer any of its rights or obligations under this Agreement to any person without the express prior written consent of T2 Systems.
- (b) Entire Agreement. Customer acknowledges that this Agreement including all Addenda, SOW's, Quotes and other attachments referencing this Agreement, comprise the entire understanding and agreement between parties regarding the Products and Services to be provided hereunder and supersedes all prior written and oral agreements, purchase orders, proposals, representations, understandings, promises, descriptions or other communications between the parties regarding the same. If Customer submits an order form with contrary terms or conditions, such order form shall be considered only as confirmation of the order and shall in no way amend, prevail over, supplement, or supersede any of the provisions of this Agreement or any Addenda.
- (c) Piggyback Cooperative Purchasing. It is understood and agreed by Customer that a third party may purchase the goods and services specified herein in accordance with the terms and conditions of this Agreement for the purposes of piggyback purchasing. It is also mutually understood and agreed the third party will issue its own purchasing documents for the goods and services, be invoiced therefrom and make its own payments to T2 Systems in accordance with the terms of the contract established between the third party and T2 Systems. T2 Systems and the third party will agree separately on scope and pricing for the goods and services. Customer shall bear no responsibility or liability to any contractual agreement made between T2 Systems and any other third party.
- (d) Enurement. This Agreement shall be binding upon and enure to the benefit of T2 Systems, Customer and their respective successors and permitted assigns.
- (e) Force Majeure. Neither party shall be liable for delay or failure in performance (other than the making of payments) directly or indirectly resulting from acts beyond the control of such party, including, but not limited to acts of God, acts of war or terrorism, civil commotion, riot, fire, flood, pandemic or other disaster, acts of government, strike, work stoppages, lockout, power failures, inability to secure or delay in securing transportation, inability to obtain or delays in obtaining goods, materials, or qualified labor, or the inability to use or the failure of any third party telecommunications carrier or other services, which events or conditions prevent in whole or in part the performance by such party of its obligations hereunder or which renders the performance of such obligations so difficult or costly as to make performance commercially unreasonable. In such event, the party affected shall be excused from performance on a day-to-day basis to the extent of the delay, and the other party shall likewise be excused from the performance of its obligations on a day-to-day basis to the extent such party's obligations related to the performance are so delayed. Where an Event of Force Majeure occurs, the party who is delayed or fails to perform shall give prompt notice to the other party. In the event such inability to perform shall continue longer than sixty (60) Days, the party which has received or which was entitled to receive notice may terminate the Agreement by notice to the other party without further liability, expense, or cost of any kind. Force Majeure events do not include any failure as a result of political or social pressure, general economic or market factors, and/or fear of or threat of a Force Majeure Event or other circumstance.
- (f) Tariff Surcharge
 - (i) Tariff Surcharge Implementation: If, after the Effective Date of this Agreement, any governmental authority enacts or imposes new or additional tariffs, import/export duties, surcharges, taxes, or similar fees ("Tariff Surcharges") that increases the costs of goods, materials, and/or services provided for under this Agreement or any product specific addendum, T2 shall have the right to pass through such costs to Customer. Tariff Surcharges shall be calculated as either (1) a percentage-based fee applied to the total cost of applicable good or services, or (2) a fixed fee per affected order, shipment, or



service. The Tariff Surcharge shall remain in effect for as long as the applicable tariffs remain in place. If tariffs are reduced or eliminated, T2 will evaluate and adjust or remove the surcharge accordingly.

- (ii) **Adjustment of Tariffs:** The Tariff Surcharge is subject to change in response to government-imposed tariff rate changes, exemptions, or other regulatory modifications. T2 will provide 30 days' written notice of any surcharge adjustments.
- (iii) **Transparency and Customer Acknowledgment:** The Tariff Surcharge shall be separately itemized on Order Forms and shall not be considered part of the base price of goods or services. This surcharge is implemented solely to recover tariff-related costs and does not reflect an increase in profit margins. By entering into this agreement, the Customer acknowledges and agrees to the application of the Tariff Surcharge as outlined in this section and agrees to remit payment accordingly.
- (g) **Independent Contractors.** The parties are independent contractors. Nothing herein shall be construed to create any legal partnership, joint venture, agency or any other relationship between the parties.
- (h) **Notices.** All communications and notices provided for herein shall be in writing and shall be deemed to have been given when delivered personally to the recipient, by email, or by registered or certified mail with return receipt requested, postage prepaid, and addressed to the Customer at the address appearing on the Addenda or Quote(s), as applicable, or at such other address as either party may designate by notice to the other. T2 Systems, from time to time may send general communications and/or notices to all its customers and such notices shall be deemed to have been given when delivered by email.
- (i) **No Waiver.** No delay or failure to take any action or exercise any rights under this Agreement shall constitute a waiver or consent unless expressly waived or consented to in writing. A waiver of any event does not apply to any other or subsequent event, even if in relation to the same subject-matter.
- (j) **Publicity.** Except as expressly agreed in writing, neither party shall issue any press release, or otherwise publicly identify the other as a customer or supplier, in any marketing materials or otherwise, without the express prior authorization of the other party.
- (k) **Severability.** If any provision contained in this Agreement is found by a court of competent jurisdiction to be invalid, illegal or unenforceable in any respect, it shall be deemed severed from this Agreement and the remaining provisions of this Agreement shall not be in any way affected or impaired thereby and shall continue in full force and effect.
- (l) **Amendment.** This Agreement may be modified or amended only if the amendment is made in writing and is signed by both parties.
- (m) **Counterparts.** This Agreement and each Addenda may be executed by the parties in counterparts with the same effect as if they had signed the same document and all counterparts shall be construed together and shall constitute one and the same agreement. This Agreement and any Addenda may be executed by the parties and transmitted by electronic transmission, with the same effect as if the parties had delivered an executed original.
- (n) **International.** The United Nations Convention on Contracts for the International Sale of Goods shall not apply to this Agreement or any Products or Services ordered or provided under this Agreement.
- (o) **Compliance with Laws.** Each party agrees to comply with all applicable federal, state, provincial and local laws, regulations, and orders in fulfilling its obligations under the Agreement, including as applicable laws relating to anticorruption of public officials and anti-bribery laws and regulations and the Federal Fair Debt Collection Practices Act.



- (p) Authorization. Both parties represent and warrant that they have the authority to bind their respective agency, institution, or company, and that they are authorized to sign this Agreement and any Addenda hereto.
- (q) Captions. The captions and section headings included in this Agreement and any Addenda are for convenience only and shall not affect the scope, intent, meaning or function of any provision of this Agreement or the applicable Addenda.

IN WITNESS WHEREOF, the parties have executed this Agreement by a duly authorized representative thereof.

T2 SYSTEMS, INC.

CUSTOMER

Per: _____

Per: _____

Name: _____

Name: _____

Title: _____

Title: _____

Date: _____

Date: _____



Fixed-Mobile LPR Solution Addendum

THIS FIXED-MOBILE LPR SOLUTION ADDENDUM (“ADDENDUM”) GOVERNS THE PROVISION AND USE OF THE FIXED-MOBILE LICENSE PLATE RECOGNITION (LPR) SOLUTION AND SERVICES PURCHASED BY _____ (“CUSTOMER”) FROM T2 SYSTEMS, INC. (“T2 SYSTEMS”).

1. **BACKGROUND.** The parties have entered into a Master Customer Agreement (“Agreement”). This Addendum is incorporated into and subject to the terms of the Agreement and the terms of the Agreement are incorporated herein. To the extent of any conflict between the terms of this Addendum and the Agreement, the terms of the Addendum shall control.
2. **DEFINITIONS.** In this Addendum:
 - (a) **“Addendum Services”** means the provision of access to the Fixed-Mobile LPR solution by T2 Systems and/or any additional services provided under this Addendum.
 - (b) **“Fixed-Mobile LPR”** means the hardware and software fixed-mobile license plate recognition solution provided by T2 System under this Addendum.
 - (c) **“Site”** means as identified in the Scope of Work.

All other terms defined in this Addendum shall have the meanings ascribed thereto. Capitalized terms used in this Addendum that are not otherwise defined in this Addendum have the meaning set forth in the Agreement.

3. **APPENDICES.** The Appendices below are hereby incorporated into and made a part of this Addendum. In interpreting this Addendum and resolving any ambiguities, the main body of this Addendum shall control over the Appendices. Each reference to T2 in the Appendices shall be deemed to mean T2 Systems, Inc.

Appendix A – Scope of Work

4. **SCOPE OF WORK.** T2 Systems shall be responsible for the installation and maintenance of the Fixed-Mobile LPR solution at the Site as described in the Scope of Work document attached hereto as Appendix A and incorporated herein. T2 Systems will provide the installation services and Products in accordance with the project schedule, performance requirements and specifications set forth in Appendix A. T2 Systems and Customer shall each appoint a Project Manager who shall work together to coordinate, supervise and manage the Scope of Work and the project schedule for the duration of the project.
5. **PURCHASE & ACCEPTANCE.** T2 Systems shall provide to Customer all Products required for the Fixed-Mobile LPR solution and installation services as set out on the Quote. Customer shall inspect or test all Products upon receiving equipment. Customer shall be deemed to have effected final acceptance of the Products at the earliest of: (a) the fifth (5th) day after the date of installation unless written notice is received by T2 Systems before such day; or, (b) the date when the Products are used or otherwise placed in commercial operation.
6. **QUOTES & PAYMENTS.** Unless otherwise specified on the Quote, all amounts payable hereunder shall be due to T2 Systems within thirty (30) days of invoice date, and Customer agrees to pay for the Products in accordance with the payment schedule defined in Appendix A. Subscription fees and warranty shall be payable annually in advance upon T2 Systems receiving its invoice from the LPR vendor. All prices shown are net, and in addition to the price of goods, Customer shall pay all expenses including taxes, insurance, freight, and warehousing. All prices quoted are valid for ninety (90) days and are exclusive of taxes. After the initial term, T2 Systems will increase the subscription fees and any additional agreed upon fee not to exceed five percent (5%) percent per year or up to the manufactures price increase, whichever is the greater per year.



- 7. TITLE & RISK OF LOSS.** Title in the goods shall remain with T2 Systems until such goods have been paid for in full. Customer shall ensure that the goods are insured against “all risks” from the time the goods are placed in the possession of the carrier for shipment to Customer, and continuously thereafter until all amounts due to T2 Systems are paid in full.
- 8. SOFTWARE.** Subject to the payment of the subscription fees as set out in the Quote, and provided that the Customer is not in breach of its obligations under this Addendum or the Agreement, T2 Systems hereby grants to the Customer, and the Customer accepts from T2 Systems, a non-exclusive, non-transferable, fully paid, royalty free, license to use of the Fixed-Mobile LPR software (“**Software**”) and related documentation. The Customer will restrict access to the Software to its employees and contractors who require access in connection with the Customer’s use of the Fixed-Mobile LPR solution. Use of the Software shall be solely in accordance with the documentation, this Addendum, the Agreement, and such reasonable instructions as T2 Systems may provide from time to time. The Customer agrees that it will not use the Software in connection with any equipment, system or website not supplied by T2 Systems, or for any illegal purposes, or in any manner that could damage, disable, overburden or impair the T2 Systems’ systems or interfere with the ability of any other party to use T2 Systems’ services.
- 9. WIRELESS DATA SERVICES.** If purchased by Customer, T2 will provide the Wireless Data Services, supplied by T2’s underlying third party wireless data services carrier, to Customer. Customer acknowledges and agrees that (i) Customer has no contractual relationship with the third party wireless data services carrier, (ii) Customer is not a third party beneficiary of any agreement between T2 and the carrier, and (iii) that the wireless data services carrier shall have no liability of any kind whatsoever to Customer, or any party deriving rights through Customer, whether for breach of contract, warranty, negligence, strict liability, tort, or otherwise.

 - (a) Customer shall use the Wireless Data Services only in connection with the Addendum Services identified in the Quote(s).
 - (b) Customer agrees that it will at all times comply with and abide by all terms and conditions established by T2 for the use of and access to the Wireless Data Services, and acknowledges that the Wireless Data Services may be restricted or cancelled by T2 or the underlying data services carrier if there is a reasonable suspicion of abuse or fraudulent use of the services.
 - (c) Customer may not resell the Wireless Data Services to any other person(s).
 - (d) Customer has no property right in any wireless number assigned to it in connection with the Wireless Data Services, and understands that such number can be changed.
 - (e) Customer will provide T2 with prompt notice of any suspected abuse or fraudulent use of the Wireless Data Services of which it becomes aware.
- 10. WARRANTY.** Subject to the disclaimers and limitations in the Agreement, T2 warrants that (a) title to the hardware sold shall be free from any encumbrance, and that the goods will conform to the description contained on T2 Systems’ invoice, (b) the Fixed-Mobile LPR Software will substantially conform to the specification as set out in the Documentation as revised by T2 Systems from time to time, (c) the installation services will be rendered in accordance with the customary professional standards prevailing for the type of work performed by professionally trained T2 Systems personnel or subcontractors. T2 Systems warrants to Customer that for a period of twelve(12) months from the date of delivery, all Deliverables delivered on that date will: (a) be free from any defects in workmanship, material, and design; (b) conform to applicable specifications and other requirements specified by T2 Systems; (c) be fit for their intended purpose and operate as intended; (d) be merchantable; (e) be free and clear of all liens, security interests, or other encumbrances.
- 11. RETURN MATERIALS AUTHORIZATION (RMA) PROCESS.**



In the event that Customer experiences a malfunction with respect to the Hardware, Customer shall call T2 technical support in order to determine the cause of the malfunction. If T2 technical support determines that the Hardware does require service, the technician will instruct Customer as to the proper return procedure. A Return Material Authorization Number (RMA) must be obtained before product is returned. Customer shall return the damaged Hardware, together with a description of the malfunction, to T2 or other service location as directed by the T2 technician. Customer shall remove the Flash ROM or RAM cards prior to shipping the Hardware to the appropriate T2 service center.

Customer is responsible for all freight and insurance charges inbound to the service center. T2 Systems is responsible for all freight and insurance charges outbound from the service center. T2 Systems is not responsible for removal, installation, or any incidental expenses incurred in replacing the defective item.

12. TERMINATION.

- (a) Either party may terminate this Addendum without cause by providing prior sixty (60) days written notice to the other party, which termination shall be effective as of the last day of the calendar month following the month in which notice of termination is received. Customer shall be liable for the remainder of the unpaid balance of the current annual Software subscription fee for that year and such fees shall, at T2 System's option, become immediately due and payable;
- (b) Either party may terminate this Addendum if the other party breaches any material obligation under this Addendum, and fails to remedy such breach with thirty (30) days of receipt of notice from the non-breaching party;
- (c) Without limiting the foregoing, either Party may terminate this Addendum on the same basis as set forth in Section 12(d) of the Agreement.



UPSAFETY SOFTWARE SUBSCRIPTION ADDENDUM

THIS UPSAFETY SOFTWARE SUBSCRIPTION ADDENDUM (“ADDENDUM”) GOVERNS THE PROVISION AND USE OF THE SOFTWARE SOLUTION AND SERVICES PURCHASED BY _____ (“CUSTOMER”) FROM T2 SYSTEMS, INC. (“T2 SYSTEMS”).

The parties have entered into a Master Customer Agreement (“Agreement”). This Addendum is incorporated into and subject to the terms of the Agreement and the terms of the Agreement are incorporated herein. To the extent of any conflict between the terms of this Addendum and the Agreement, the terms of the Addendum shall control.

1 Definitions

The following terms shall have their meanings defined below.

- a. “Customer Data” means any data, databases, information, trademarks, service marks, logos, files, images, text, files, records or other content that may be provided by or on behalf of Customer or its authorized users for use in conjunction with the Software or Services.
- b. “Documentation” means the T2 Systems user documentation provided to the Customer relating to the Software and Services.
- c. “Professional Services” means any additional technical, development or installation services in association with this Addendum, a description of which shall be set out in a Statement of Work, executed by T2 Systems and the Customer which is incorporated and referenced hereto.
- d. “SaaS Term” means the period during which the Services and access to the Software will be provided by T2 Systems to Customer, including the Initial Term and any Renewal Term(s).
- e. “Services” means the hosting, maintenance, support and other services provided by T2 Systems pursuant to this Addendum.
- f. “Software” means the “Citation Management Program” referring to the internet accessible management portal, Customer facing websites, and “Mobile Software” referring to the Android based data collection software.
- g. “T2 Systems Content” means any information, documentation or other materials provided to Customer by T2 Systems relating to the Software, including, without limitation, the Documentation.
- h. “Web Sites” means the web sites of T2 Systems, including the web sites that provide access to the Software.

All terms defined in this Addendum shall have the meanings ascribed thereto. Capitalized terms used in this Addendum that are not otherwise defined in this Addendum have the meaning set forth in the Agreement.

2 Appendices.

The Appendices below are hereby incorporated into and made a part of this Addendum. In interpreting this Addendum and resolving any ambiguities, the main body of this Addendum shall control over the



Appendices. Each reference to T2 in the Appendices shall be deemed to mean T2 Systems, Inc.

Appendix A – Cost Proposal and Quote

Appendix B – Merchant Services Addendum for Sub-Merchants

Appendix C - Scope of Work (If applicable)

3 General Terms

T2 Systems will provide services (the "Services") and license all software, including all web and LPR applications and related Documentation (the "Software"), necessary for Customer to operate a Citation Management Program ("CMP") to allow the Customer's parking enforcement officers to issue parking citations, accept payment for parking citations and perform citation adjudication tasks.

This Addendum (including the Quote and applicable SOW) and the Agreement constitute the entire agreement between the parties hereto with regard to the Software, Services, any technical support and supersedes all prior written and oral agreements, purchase orders, representations, understandings, promises, descriptions or other communications between the parties regarding the Addendum Services.

4 Term and Termination

The ("Term") of the Addendum is effective from the date on which T2 Systems signs this Addendum (the "Effective Date") and will remain in effect for three (3) years ("Initial Term") from the date on which the Customer is trained and the Software is deployed to Customer (the "Training Date"). On the third anniversary of the Training Date, and on each annual anniversary date thereafter, this Addendum will automatically renew for a one (1) year period upon the same terms and conditions ("Renewal Term"). If either the Customer or T2 Systems does not wish to renew this Addendum, or provide notice for early termination, a party must notify the other party in writing of its intention not to renew no later than sixty (60) days prior to the annual anniversary Training Date.

If Equipment and training costs have been paid in full, either party may terminate this Addendum for convenience with sixty (60) days' written notice, or terminate for cause in the event that a party provides written notice to the other party of a material breach and the breaching party fails to cure the breach within fifteen (15) days after receiving written notice of the breach from the non-breaching party.

In the event of a termination, with written notice from the Customer, T2 Systems shall supply a CSV file which contains all the Customers textual ticket and permit data (if applicable) at no cost. Any special requests for a different format will be scoped by T2 Systems with an estimate provided to the Customer on a time and material basis.

Reengagement. When a project does not stay on the agreed upon schedule as defined in a mutually agreed upon project plan because the Customer did not meet its deliverables, or if the Customer requests a new date after a committed date has been scheduled, the Customer will be responsible for the payment of:

- a. All Professional Services Fees completed to date.
- b. All hard costs, including incurred travel and travel expenses.
- c. Any rebooking fees.
- d. A reengagement fee of twenty percent (20%) of the originally quoted Professional Services Fees.

A reengaged project will not begin until the above amounts are paid by the Customer. Any necessary rework (repeat of training, additional data samples, additional project management hours) would be billed at the



reengaged project.

Upon written notice to T2 Systems, if the Customer does not reengage the project, this Addendum shall terminate in accordance with this Section.

5 CityCite™ Platform Component Terms

T2 Systems will provide the Services as specified in Exhibit A: Agreement to Purchase with the following terms:

I. Physical Equipment

T2 Systems will supply Equipment to Customer in the models and quantities set forth in Exhibit A: Agreement to Purchase, and under the T2 Systems limited warranty.

All Equipment provided by T2 Systems will be new and unused of the latest model available. Where any standard part or accessory of such Equipment is not described, it shall be understood that all Equipment and accessories that are provided standard with such Equipment shall be furnished.

Customer acknowledges that the title to the Equipment shall remain with T2 Systems until such Equipment has been paid for in full. Until Equipment has been paid in full, Customer agrees to exercise reasonable care of Equipment while in its possession.

Leased Equipment that becomes lost or stolen will be the sole responsibility of the Customer, and will be billed to the Customer at the then current price. If the exact Equipment is not available, T2 Systems will provide a similar unit that is compatible with solution at the then current price.

II. Data Plans

T2 Systems will provide a data plan for each device requiring one, allowing unlimited data usage for the handheld devices covered by these plans, pursuant to the pricing in Exhibit A: Agreement to Purchase. T2 Systems expressly disclaims all warranties as to the network's reliability, fitness for a particular purpose or uptime.

III. Paper and Physical Consumables

Paper, permits and other physical consumables will be provided in the configurations and quantities identified in Exhibit A: Agreement to Purchase. Additional paper can be purchased for the same terms for up to (1) year from Effective Date, after which paper can be purchased at T2 System's then current price list.

If Customer orders custom printer paper not quoted in Exhibit A: Agreement to Purchase, T2 Systems will provide a separate Agreement to Purchase to Customer detailing those costs.

IV. Public Citation Management Portal

T2 Systems will provide an online payment portal and an interactive voice recognition (IVR) system through which patrons may view, pay and dispute outstanding parking citations, as well as view, purchase and apply for permits.

V. Automated Notice Generation, Owner Lookups & Collections

T2 Systems will prepare all Delinquent Notices and Notice of Violations for outstanding tickets issued to vehicles bearing [ENTER STATE] plates and out-of-State plates (to the extent allowed by each State's DMV and T2 Systems existing integrations) to the last known registered owner(s). State agency approval will also be obtained where applicable with assistance from the Customer. Such notices shall comply



with State rules and regulations in all material respects.

- a. **Collections.** Should the Customer request for a further collections process, Customer and T2 Systems will execute a separate addendum identifying the specific terms for referred collection accounts.

VI. Custom Software Development

Upon T2 Systems receiving a signed purchase order from Customer, T2 Systems may perform custom software development to customize the CityCite™, CodeCite™ or ForCite™ platforms to meet the Customer's needs. Work will be performed in accordance with an executed Statement of Work ("SOW"), and will be performed in a professional and workmanlike manner in accordance with recognized industry standards and other specifications as outlined in the project specific SOW. All custom software development is owned exclusively by T2 Systems.

VII. Support & Issue Resolution

T2 Systems will provide online, telephone and email support to Customer during the Term, providing live, direct T2 Systems product support from 8:00 a.m. to 5 p.m. EST, Monday through Friday, excluding nationally observed federal holidays. Additionally, voicemail will be made available 24/7 and a reply will be generated by T2 Systems initiating the support call within one (1) hour.

T2 Systems product support will assist Customers relating to, but not limited to:

- Recommendations for optimal use of CMP
- Problems with or questions pertaining to the operation of CMP
- Problems with interfaces between CMP & other systems
- Error messages from CMP
- Printing issues related to CMP Mobile Software
- Questions about CMP customizable reporting tool

VIII. Shipping Costs

Customer will be responsible all shipping costs to its facility incurred by T2 Systems for the shipment of paper, Equipment, permits and all other physical components required to operate the CMP.

IX. Acceptance of Equipment

Customer shall inspect or test Equipment upon receipt. Customer shall be deemed to have affected final acceptance of the Equipment at the earliest of: (a) the fifteenth (15th) day after the date of shipment, unless written notice is received by T2 Systems before such day; or, (b) the date when the Equipment is used or otherwise placed in commercial operation.

X. Out of Scope Services and Change Order Requests

Additional services or changes may be requested by the Customer must be submitted in writing by the Customer. T2 Systems will prepare a separate statement of work along with a detailed cost estimate to be approved in writing by the Customer prior to the implementation of any changes or additions. This includes, but is not limited to, requests for additional Equipment, installation of additional sessions, Customer requested software modifications and/ or relocation of Equipment.



In performing T2 System's obligations in connection with the maintenance of the Public Citation Management Portal ("PCMP"), T2 Systems will serve as the merchant of record for all PCMP transactions and will supply a payment gateway for all such transactions.

Except for chargeback fees and any other transaction exception fees from T2 System's merchant bank, T2 Systems will be responsible for all merchant processing costs associated with citation payments made online through the payment portal, including, without limitation, settlement fees, payment gateway fees, and interchange reimbursement fees. Chargeback fees from T2 System's merchant bank will be passed through directly to Customer with no markup.

T2 Systems will remit all fees and fines to Customer, less T2 System's per transaction fees, refunded transactions and associated fees, merchant processing fees and chargeback and refund fees as applicable based on the pricing set forth in the Quote.

- a. Payment Processing. Should the Customer request for payment processing, Customer and T2 Systems will execute a separate addendum identifying the specific terms for payment processing.

7 Fees

Customer agrees to the fee schedule outlined in Exhibit A: Agreement to Purchase. Invoices will be submitted on a monthly basis, payable within thirty (30) days upon its transmittal.

Fees may increase after the initial term at every term renewal as set forth in the quote. If not defined in the quote, renewals may increase by an amount not to exceed five percent (5%) per year.

8 Payment

Payment for Software Licensing, Data Plans and CiteGuardPlus™ warranties are invoiced one (1) year in advance. Payment for purchased Equipment and CiteGuard™ warranties are due prior to installation. If Equipment and other upfront costs have been amortized over a three (3) year term, the lump sum payment outlined in Exhibit A: Agreement to Purchase will be invoiced one (1) year in advance.

Payments for any Revenue Share, Owner Lookups, Data Entry, Automated Notices and Call Center Support, as applicable, are invoiced monthly on an as-used basis pursuant to Exhibit A: Agreement to Purchase or other Exhibits.

T2 Systems shall keep accurate records of all Services performed under this Addendum and shall submit such information to the Customer with each invoice.

9 Web-Based License

T2 Systems grants to Customer, and Customer accepts, a nontransferable, nonexclusive license and right to access the Citation Management Program via the Internet, and to the Mobile Software through mobile devices on which T2 Systems has installed its software. Customer agrees to use the Software and the Documentation only as authorized in this Addendum, for its own internal purpose and operations, during the SaaS Term. Customer acknowledges that its access to and use of the back end Citation Management Program Software will be web-based only. The Citation Management Program will be hosted by T2 Systems and accessed and used by Customer through the use of the Internet and Customer's computers, while Mobile Software will be installed on Customer mobile devices exclusively by T2 Systems.



10 T2 Systems Limitations

The maximum number of Customer's employees, contractors, volunteers, and other agents that are simultaneously accessing or using the Software at any given time shall not exceed the number of users specified in Exhibit A: Agreement to Purchase. Customer's use of the Software may not exceed the number of users specified without the express written agreement of T2 Systems.

11 Permitted Uses

Subject to T2 System's database permissions and limitations, users shall be permitted access to the T2 Systems CityCite® products for the following uses (but only such uses) as described below:

By users as permitted and authorized by Customer within the terms and features of this Addendum:

- a. Issuance & Management of Citations, Tickets & Permits
- b. Customization & Management of Settings, Rules, Reporting and User Permissions
- c. Customization & Management of Public Citation Management Portal

The permitted uses described herein shall only be permitted during the SaaS Term. Customer agrees that upon expiration or termination of the SaaS Term, all rights granted to Customer shall immediately terminate. T2 Systems Customer shall certify in writing to T2 Systems that all copies of T2 Systems Content in any form, including partial copies, and shall erase all computer, electronic, or other storage devices have been destroyed.

12 Upgrades

T2 Systems will install upgrades/releases of the Software which are generally made available to its other subscribers, including patches and/or fixes, as they are made available, at no charge during the SaaS Term.

13 Customer Responsibilities

Customer is responsible for administering security within the T2 Systems applications (e.g., the granting of rights to a user for a specific form in the application), including maintaining the secrecy and protection of all usernames and passwords provided to Customer. Customer is responsible for maintaining its user desktops and other devices and providing users network and internet access to the Software. Customer is also responsible for ensuring that its users comply with these terms and conditions with respect to use of the Software and Services. Customer shall provide secure connectivity to the Internet for its location(s) for purposes of providing adequate access to Software hosted at the Customers hosting site.

T2 Systems shall not be responsible for the reliability or continued availability of the communications lines, or the corresponding security configurations, used by Customer in accessing the Software via the Internet. Customer shall provide adequate industry "best practice" standards to ensure reasonable security for integration between applications at the Customer site and Software hosted by T2 Systems. Customer shall provide accurate input information in the manner T2 Systems in connection with the Software and Services. Customer shall advise T2 Systems of any changes to Customer's operations, banking relationships, Primary Contact, or other information that would require a change in the support, operation, or configuration of the hosted Software. Customer shall configure necessary user accounts via the administrator account provided by T2 Systems. Customer shall be responsible for ensuring that any Customer Data is accurate, not corrupt in any way, and does not contain any viruses.



Customer shall be solely responsible for, and shall hold T2 Systems, its third party suppliers, and their respective Representatives harmless from any loss, damage or liability arising in connection with Customer's inputs, selection and use of the Services, and all data (including Customer Data), reports, statements and other content transmitted, posted, received or created on the T2 Systems system through Customer's account, even if transmitted, posted, received or created by a third party

14 Other Restrictions

Use of the Software and Services is restricted to use by the specific licensing entity only, and only for Customer's internal business purposes. Customer may not use the Software or Services for the benefit of any third parties or provide service bureau or other access or use of the Software or Services to third parties. Customer may not, directly or indirectly, sublicense, assign, transfer, sell, rent, lend, lease or otherwise provide the Software, Services (or any portion thereof, including without limitation any capacity) or the User Documentation, or any portions thereof, to any third party, and shall be deemed a material breach. Customer may not reverse engineer, disassemble, decompile or make any attempt to ascertain, derive or obtain the source code for the Software. Customer shall not use the Software for any commercial purpose beyond the functionality for which the Software is intended. Customer hereby agrees, represents and warrants to T2 Systems that Customer will not access or use the Software or the Web Sites for any purpose that is unlawful or prohibited by these terms and conditions.

Customer will not use the Software, Services or T2 Systems CityCite, CodeCite and ForCite cloud product to take any actions that (i) infringe on any third party's copyright, patent, trademark, trade secret or other proprietary rights or rights of publicity or privacy; (ii) violate any applicable law, statute, ordinance or regulation (including those regarding export control); (iii) are defamatory, trade libelous, threatening, harassing, or obscene; (iv) constitute unauthorized entry to any machine accessible via the network; (v) create or build any derivative works from any information, content, software, products or services obtained from or otherwise connected to T2 System's Software or Web Sites, including appending such information or content to Customer's internal database for distribution to multiple nonprofits as a donor database product or service; or (vi) distribute, transfer or resell the results of Customer's use of the Software, Services or Web Sites.

Customer shall not interfere with or disrupt network users, services or equipment with the intent to cause an excessive or disproportionate load on T2 System's or its suppliers' infrastructure by means of (but not limited to) distribution of unsolicited bulk emails or chain letters, viruses, Trojan horses, worms, or other similar harmful or deleterious programming routines. Customer further agrees to cooperate with T2 Systems in causing any unauthorized use (including but not limited to co-branding, framing or hyper-linking) and to immediately cease.

15 Location, Audio, Image and Video Services

Customer acknowledges and consents to the automated and manual creation and/or collection of Location-Based, Audio, Image, and/or Video Services information in the Software and/or device through interaction between the devices where the Software is installed, T2 System's servers, and third party applications and systems. T2 Systems will use commercially reasonable efforts to ensure the accuracy of Location-Based, Audio, Image, and/or Video Services; however, T2 Systems assumes no liability or responsibility in the event of inaccuracies in such information. While T2 Systems uses commercially reasonable efforts to safeguard such information, T2 Systems assumes no liability or responsibility for losses resulting from illegal or fraudulent access to Location-Based, Audio, Image, and/or Video Services related information. T2 Systems



also reserves the right to make such information available to auditors, police and other governmental agencies as permitted or required by law.

16 Software Modifications

Customer shall not make any modifications to the Software. Any modifications that Customer makes to the Software will void any warranty obligations contained in this Addendum and T2 Systems in its sole discretion, may terminate this Addendum.

17 Warranties

T2 Systems Limited Warranty. Each party warrants that (i) it has the right and power to enter into these Terms and Conditions, and (ii) it will comply with all applicable laws and regulations. T2 Systems warrants that the Services will be performed in a professional and workmanlike manner in accordance with recognized industry standards and other specifications as outlined in this Addendum.

Exclusive Remedies. If, during the warranty period the Software fails to comply with the specifications, T2 System's entire liability and Customer's exclusive remedy will be either to (a) repair or replacement of the Software, or (b) if in T2 System's opinion such repair or replacement is not possible, termination of the SaaS Term and a refund of the Subscription Fees paid for the Software of the current annual Term. This limited warranty is void if failure of the Software has resulted from accident, abuse, misuse or negligence of any kind in the use, handling or operation of the Software, including any use not consistent with the Documentation or T2 Systems training. T2 System's entire liability and Customer's exclusive remedy for any breach of warranty with respect to the Services as described above shall be T2 Systems re-performing the Services performed.



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Parking and Citation Management System

Village of Shorewood, Wisconsin

Police Department | Issued November 18, 2025

PROPOSAL #VOS-PCMS-2025

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Executive Summary

Concourse Tech Inc. is pleased to present our proposal for a comprehensive Parking and Citation Management System for the Village of Shorewood. We understand the critical importance of this project as your current EDC Corporation contract expires in April 2026, and you seek a simpler, more cost-effective solution that meets your operational needs.

Our proposed solution delivers a unified, cloud-based platform that addresses all eight components outlined in your RFP: parking permits management, automated citation writing, fee management, multi-channel payment processing, mail services, collections, and seamless implementation with data migration from your current system. Built on modern technology and designed specifically for municipal parking operations, our platform provides the flexibility and scalability you need as Shorewood evolves its parking management strategies.

Key Highlights

- **Complete Integrated Solution:** All required components in a single, unified platform—no multiple vendors or complex integrations
- **Transparent Pricing:** Annual subscription of \$35,000 with all software, unlimited users (up to 10), support, and updates included
- **On-Time Delivery:** 12-week implementation plan delivering by your April 15, 2026 target date
- **Wisconsin-Ready:** Native DMV integration, local support, and understanding of Wisconsin municipal operations
- **Future-Ready for Paid Parking:** Comprehensive paid parking capabilities with estimated \$880,000+ potential annual revenue
- **Data Migration Included:** Complete migration of ~5 years of permits, citations, and payment history from your EDC/AIMS system

Concourse has successfully delivered technology solutions to government agencies including municipalities, counties, and state departments. Our approach combines technical excellence with a deep understanding of government operations, procurement processes, and the need for reliable, secure systems that serve both staff and the public effectively. Additionally, Concourse has not been involved in any litigation, arbitration, or administrative proceedings, whether pending, settled, or otherwise disposed of, within the past five (5) years or at any time prior to the date of this proposal.

We are confident that our solution provides exceptional value while meeting all technical, operational, and budgetary requirements outlined in your RFP.

Understanding of Requirements

Operational Context

We understand that the Village of Shorewood is a compact, high-density urban community of 13,315 residents within 1.6 square miles, with approximately 28 miles of roadway serving 6,453 housing units (53.4% renter-occupied). Your proximity to the University of Wisconsin-Milwaukee significantly impacts parking demand, particularly in your two commercial corridors along N. Oakland Avenue and E. Capitol Drive.

Your Police Department currently manages a complex parking ecosystem including seven off-street parking locations, multiple on-street permit zones, and processes approximately 1,200 parking citations per month. Enforcement is conducted using a single LPR-enabled vehicle operated across two shifts by two civilian staff members.

Current System Challenges

Since 2021, you have utilized EDC Corporation's parking permit and citation management systems under a 5-year contract now approaching expiration. Based on your RFP objectives, we understand you are seeking a simpler, more cost-effective solution that maintains

operational effectiveness while providing the flexibility to adapt to future parking management strategies as outlined in your 2020 Transportation and Parking Analysis.

Permit Management Complexity

Your permit operations involve significant complexity that our system must accommodate:

- **Off-Street Permits:** Approximately 200 permits sold monthly across 7 locations, each with limited capacity and varied hour/time restrictions. Specific lots (Lighthorse, Oakland North) require waiting list management when demand exceeds capacity.
- **On-Street Overnight Permits:** Approximately 1,000 permits sold monthly with a household limit of 2 permits per living unit, requiring precise address validation and housing unit identification.
- **Single-Night Permissions:** Average 3,000 free permissions issued monthly, capped at 20 per vehicle per calendar year with a January 1 reset date.
- **Special Daytime Permits:** Approximately 200 permits sold annually, restricted to residents or workers within designated zones, requiring eligibility verification.

Citation Processing Requirements

With approximately 1,200 citations issued monthly, your system must efficiently handle the complete citation lifecycle including automated issuance via LPR, late fee escalation (10-day and 30-day with DMV fees), DMV registration holds, appeals processing, and collections. Current data indicates approximately 30% of citations are not paid by the due date, with 10% ultimately requiring DMV holds and subsequent notifications after 30 days.

Future Paid Parking Vision

We recognize that Shorewood currently has no paid on-street parking but is evaluating implementation along Oakland Avenue, Capitol Drive, and adjacent areas. Your 2020 Transportation and Parking Analysis identified 50-60 block faces (~400 spaces) fronting commercial corridors with a broader "business district" total of approximately 2,500 on-street spaces. While your analysis initially recommended time limits and enforcement over paid parking, your RFP requests vendor expertise in designing a paid parking program, estimating revenues, and recommending implementation strategies.

Critical Success Factors

Our understanding of your critical success factors includes:

- **Simplicity:** A more intuitive system for both staff and the public compared to current operations
- **Cost-Effectiveness:** Transparent, predictable pricing that fits municipal budgets
- **Reliability:** Stable platform with strong uptime and responsive support
- **Wisconsin Integration:** Seamless DMV integration and understanding of state-specific requirements
- **Future Flexibility:** Ability to adapt as parking policies evolve, including potential paid parking implementation
- **Data Continuity:** Complete migration of historical data from the EDC system
- **Timeline Adherence:** Implementation completed by April 15, 2026 to align with contract expiration

Proposed Solution

Concourse proposes a unified, cloud-based Parking and Citation Management Platform purpose-built for municipal operations. Our solution addresses all eight components of your RFP through an integrated system architecture that eliminates the complexity of multiple vendors while providing comprehensive functionality.

3.1 Component 1: Parking Permits Management System

General System Capabilities

Our permit management system captures and maintains all required customer information including name, complete address with apartment/unit number, phone, email, vehicle make/model/year/color, and license plate with issuing state. The system enforces data validation rules and maintains complete audit trails of all changes.

Address & Housing Unit Validation

At implementation, we will import your authoritative address and housing unit data file. The system validates all permit applications against this master data, ensuring customers can only purchase permits for valid addresses within their eligible zones. Staff can update the address database as new properties are developed or boundaries are adjusted. The system distinguishes between single-family homes (address only) and multi-unit buildings (address + unit number) to accurately enforce per-housing-unit permit limits.

Multiple Permit Types & Zone Management

Our platform supports unlimited permit types with configurable parameters:

- **Off-Street Lot Permits:** Individual lot configurations with capacity limits, pricing (\$30-\$50/month), eligible zones, time restrictions, and waiting list management. When a lot reaches capacity, customers are automatically placed on a waiting list and can view their position online. When space becomes available, the system can notify the next customer with a time-limited purchase invitation.
- **On-Street Overnight Permits:** Zone-based eligibility with address validation, household limits (e.g., 2 per living unit), monthly pricing (\$40), and support for multi-month purchases. The system prevents over-subscription by tracking active permits per housing unit across all household members.
- **Special Daytime Permits:** Restricted permits (\$30/year) available only to residents or workers within designated zones. The system supports eligibility verification through document upload (ID, utility bill, paystub, business certification) with staff approval workflow before permit issuance.
- **Single-Night Permissions:** Free permissions with annual caps (20 per vehicle) that automatically reset on January 1. Customers can self-issue online up to their limit without staff approval. The system tracks usage across the calendar year and prevents issuance once the cap is reached.

Online Permit Sales & Customer Portal

The public-facing customer portal enables online permit purchases, renewals, and account management:

- First-time customers complete registration with address validation and vehicle information

- Returning customers log in to view active permits, purchase renewals, or add additional permits
- Vehicle information can be updated (plate changes, new vehicle) without disrupting permit validity
- Multi-month purchases streamline renewals (e.g., purchase 6 months at once)
- Automated email reminders before permit expiration with direct renewal links
- Account dashboard shows permit history, payment history, and upcoming expirations
- Mobile-responsive design for smartphone and tablet access

Waiting List Management

For high-demand lots like Lighthorse and Oakland North, our system maintains organized waiting lists with online visibility. Customers can see their queue position, estimated wait time, and receive automatic notifications when space becomes available. Staff can manage waitlists through the administrative interface, manually offering permits when appropriate or allowing the system to automatically send time-limited purchase invitations to the next customer in line.

Equipment Support & Response Times

While our cloud-based software platform requires no on-premise equipment, we provide comprehensive support for LPR hardware and mobile enforcement devices. Our support model includes:

- **Responsibility:** Concourse technical support team handles all software issues; hardware issues managed by equipment vendor with Concourse coordination
- **Dispatch:** Remote support available immediately via phone/email; on-site dispatch within 24 hours for critical issues if needed
- **Response Times:** Initial response within 2 hours during business hours, 4 hours after-hours for critical issues; software issues typically resolved remotely within 4-8 hours
- **Replacement:** Advance replacement hardware shipped overnight for defective equipment; temporary loaner devices available if implementation includes our recommended hardware

Comprehensive Reporting

Our reporting engine provides both summary and detailed reports across all required categories:

- **Financial Reports:** Revenue by permit type, payment method analysis, daily/monthly/yearly summaries, reconciliation reports for accounting
- **LPR Reports:** Distinguish between "reads" (plate scans for time zone enforcement) and "hits" (active violations). Separate reporting for hotlist hits (DMV holds, habitual violators) versus general compliance scans
- **Permit Reports:** Permits issued by type, location, zone; occupancy analysis by lot; permit utilization trends; waiting list status
- **Vehicle Reports:** Duplicate plate identification, excessive violation tracking, hotsheet lists for enforcement personnel
- **Account Reports:** Outstanding balances, billing history, customer activity summaries
- **Citation Reports:** Citations issued by location, violation type, status, officer; payment rates and collection metrics
- **Customer Letters:** Receipts, late notices, adjudication decisions with full audit trail

All reports support flexible date ranges (custom, month, quarter, year, year-to-date) and can be exported to PDF, Excel, or CSV formats for further analysis.

3.2 Component 2: Automated Citation Writing Platform

Citation Issuance Process

Our citation platform supports both mobile and desktop issuance workflows. Enforcement officers use handheld devices or in-vehicle computers to capture violations in real-time. The system auto-populates vehicle information from LPR scans, allows photo attachment, validates violation codes, and generates citations with unique citation numbers. Citations are instantly synchronized to the central database, making them immediately available for public lookup and payment.

Citation Management Capabilities

The administrative interface provides comprehensive citation management:

- **Violation Type Configuration:** Define unlimited violation types with associated fine amounts, late fee schedules, and DMV hold eligibility. Village staff can adjust fines and fees as ordinances change.
- **Attachment Management:** Associate multiple photos, correspondence, emails, and notes to each citation. Attach VIN numbers for vehicle identification. All attachments are stored securely with the citation record.
- **Notice Retention:** All system-generated notices (initial citation, 10-day late notice, 30-day DMV notice) are automatically attached to citation records with timestamps and delivery tracking.
- **DMV Information Retrieval:** Integration with Wisconsin DMV provides registered owner lookups for citation mailings, registration hold placement, and hold release. Queries are logged for audit purposes. While real-time lookups are available, batch processing overnight optimizes system performance for high volumes.
- **Habitual Violator Identification:** Configurable rules identify repeat offenders (default: 3+ unpaid citations within 60 days) for special enforcement attention. Generate hotsheet lists for LPR scanning. Village staff can adjust thresholds as policies evolve.
- **Comprehensive Audit Trail:** Every action on a citation is logged with username, timestamp, and action type. Track who issued, modified, voided, or processed payments on each citation. Audit reports support compliance and accountability.
- **Date Range & Statistical Reports:** Generate reports for any date range showing citations issued, payments received, violations by type, enforcement by location, and officer activity. Monthly reports for habitual violators include current DMV registered owner information. Year-to-date financial reports show fine collections, dismissals, suspensions, and appeal volumes.
- **Management Analytics:** Dashboard views provide real-time enforcement metrics, problem area identification, collection rate analysis, and operational efficiency tracking. Revenue tracking by designated zones supports targeted enforcement strategies.

License Plate Reading (LPR) Integration

Our platform integrates with LPR systems through open APIs. We can integrate with your existing AIMS/Genetec LPR installation or implement a new LPR solution if hardware replacement is desired. The integration process includes:

- **Real-Time Scanning:** LPR cameras continuously scan plates, comparing against hotlists (unpaid citations, DMV holds, stolen vehicles, permit violations)
- **Automated Alerts:** Officers receive immediate in-vehicle alerts for hotlist matches with citation history and violation details
- **Permit Validation:** LPR scans automatically validate permit holders, flagging vehicles parking without valid permits for the zone/lot
- **Data Analytics:** LPR read data supports occupancy analysis, parking pattern identification, and enforcement optimization

If new LPR hardware is selected, we will coordinate installation, camera calibration, system integration testing, and officer training. Our proposal includes pricing for a complete mobile LPR system.

Voiding & Cancelling Citations

Authorized staff can void or cancel citations through the administrative interface. The system requires a reason code and optional notes explaining the void. Voided citations remain in the database for audit purposes but are marked inactive. If payment was already received, the system flags the citation for refund processing. All voids are logged in the audit trail with the administrator's identity and timestamp.

Citation Appeals & Adjudication

Our platform supports online appeal initiation by motorists combined with staff adjudication:

- Motorists log in via the public portal and select the citation to appeal
- Online appeal form captures the reason and supporting documentation (photos, proof of permit, etc.)
- Appeals are routed to designated staff for review

- Staff review all evidence, citation details, and violation photos
- Staff adjudicate the appeal (approve, deny, reduce fine) with reason codes and notes
- Automated email notifies the motorist of the decision
- If denied, motorist can request formal hearing; if approved, citation is adjusted or voided
- All appeal activity is logged with audit trail

Data Migration from EDC System

At implementation, we will migrate approximately 5 years of historical citation data from your EDC Corporation/AIMS system. Our migration process includes:

- Analysis of EDC data structures and export formats
- Development of extraction scripts to pull citation records, payment history, DMV queries, attached photos, and notes
- Data cleansing and validation to ensure integrity
- Iterative test migrations with Village review for accuracy
- Final production migration executed during go-live weekend
- Post-migration reconciliation reports comparing record counts and financial totals

Both open (unpaid) and closed (paid) citations will be migrated to provide complete history for reporting, habitual violator identification, and audit purposes.

Open API & Data Access

Our platform provides RESTful APIs with comprehensive documentation, enabling integration with existing and future Village systems. All key data (permits, citations, payments, customers) can be accessed programmatically via secure API calls with API key authentication. Additionally, all data is exportable via standard formats (CSV, Excel, JSON) for analysis in external tools or use in other systems. This ensures you are never locked into our platform and maintain full control over your data.

3.3 Component 3: Automated Fee Management & Late Notice Processing

Automated Fee Escalation

Our system automatically applies late fees and additional charges based on configurable schedules:

- **10-Day Late Fee:** Citations unpaid 10 days past the due date automatically receive the configured late fee (e.g., additional \$10). The system updates the citation balance and generates a late notice.
- **30-Day DMV Fees:** Citations unpaid 30 days past due receive additional DMV processing fees and other configured penalties. The system flags these citations for DMV registration hold processing.
- **Customizable Rules:** Village staff configure the fee schedule, escalation timing, and amounts through the administrative interface. Rules can be adjusted as ordinances change.

DMV Registration Suspensions & Holds

Integration with the Wisconsin DMV enables automated registration hold processing:

- Citations reaching 30 days past due are automatically queued for DMV hold placement
- System generates batch files in DMV-required format and transmits electronically
- DMV hold status is tracked in the citation record
- When citation is paid (including DMV fees), the system automatically generates the hold release request to DMV
- Hold placement and release are logged in the audit trail

Late Notice Generation & Distribution

The system automatically generates late notices at configured intervals (10 days, 30 days). Each notice includes all required information:

- Registered owner name and address (from DMV lookup if initial citation was issued to vehicle)
- Vehicle license number, make, and model
- Citation issue date, citation number, and time of violation
- Location and description of violation
- Current balance due including original fine, late fees, and DMV fees
- Payment instructions (online, phone, mail, in-person) with links and contact information
- Consequences of continued non-payment (additional penalties, DMV hold, collections)
- Contact information for questions or appeals

Generated notices are automatically attached to the citation record for complete documentation. Notices can be printed for mailing, emailed to customers with email addresses on file, or both. Our optional mail services (Component 6) handle printing, postage, and mailing if desired.

3.4 Component 4: Automated Online & Other Payment Capabilities

Online Payment Portal

Our public-facing payment portal enables motorists to easily view and pay citations online:

- Search for citations by license plate, citation number, or driver's license number
- View all outstanding citations with violation details, photos, and balances
- Select one or multiple citations to pay in a single transaction
- Enter payment information (credit/debit card, bank account for ACH)
- Review convenience fees before completing payment
- Receive immediate confirmation with receipt number
- Email receipt sent automatically with payment details

The portal is mobile-responsive, ensuring easy access from smartphones and tablets. Motorists can create optional accounts to save payment methods and view history, or pay as guests without account creation.

Additional Payment Channels

Beyond the web portal, we support multiple payment channels for convenience:

- **Mobile App:** Native iOS and Android apps with citation lookup, payment, and notification features
- **Pay by Text:** Text citation number to receive payment link via SMS
- **Pay by Phone:** Interactive voice response (IVR) system for automated phone payments
- **QR Code:** Citations include QR codes that link directly to the payment page for that specific citation

All channels support multiple languages (English and Spanish by default, additional languages available) and provide the same user-friendly experience across devices.

PCI Compliance & Data Security

Concourse is PCI-DSS Level 1 compliant, the highest level of payment card industry security certification. We will provide official certification documentation with our contract. Our security measures include:

- All payment data encrypted in transit (TLS 1.3) and at rest (AES-256)
- Tokenization of stored payment methods (no raw card numbers stored)
- Regular third-party security audits and penetration testing
- SOC 2 Type II compliance in progress (actively pursuing certification)
- Role-based access controls preventing unauthorized data access
- Comprehensive audit logging of all payment transactions

Fee Transparency

Convenience fees are clearly communicated at multiple points before transaction completion:

- Fee disclosure on the payment entry screen before card information is entered
- Fee itemization on the payment review screen showing base amount + convenience fee = total
- Fee explanation ("Convenience fee covers credit card processing costs")
- Option to pay via bank account (ACH) to avoid credit card fees

The Village receives 100% of citation and permit revenue; convenience fees are charged to the customer and retained by the payment processor to cover transaction costs.

Walk-In & Mail-In Payments

For customers who prefer traditional payment methods:

- **Walk-In Payments:** Village staff use the administrative interface to accept cash or credit card payments, process immediately, and print receipts. Staff permissions control who can accept payments and void transactions.
- **Mail-In Payments:** Checks mailed to Village are entered by staff through batch payment processing interface. System supports check scanning for image capture and reconciliation. Returned checks are flagged and additional fees applied.

Special Payment Scenarios

Our platform handles complex payment situations:

- **Partial Payments:** System accepts partial payments against citation balance, pauses further late fee escalation, and tracks remaining balance. Payment plans can be established with scheduled installments.
- **Returned Payments:** Bounced checks or declined cards are automatically flagged, balance is restored with returned payment fees, and customer is notified.
- **Refunds:** For voided or cancelled citations already paid, system queues refunds for processing. Refunds can be issued via original payment method or check.
- **Court-Ordered Payment Plans:** Staff can manually configure custom payment schedules for court-approved plans, with automated reminders and tracking of scheduled payments.

Payment Tracking & Reconciliation

The system tracks detailed payment information for accounting and auditing:

- Payment method (cash, check, credit card, debit card, ACH, mobile wallet)
- Payment channel (online, phone, mobile app, in-person, mail)
- Transaction date and time
- Processing fees and net revenue
- Payment processor transaction ID for reconciliation
- Daily batch summaries for deposit reconciliation

Payment Processing Vendor

Our platform integrates with multiple payment processors, providing flexibility:

- **Stripe:** Modern payment platform with competitive rates, excellent API, and comprehensive fraud protection. Supports credit/debit cards, ACH, Apple Pay, Google Pay, and digital wallets.
- **Bluefin PayConex:** If you prefer to continue with your current payment processor, we can integrate with Bluefin PayConex to maintain consistency and leverage any existing agreements.
- **Other Processors:** We have established integrations with Authorize.net, Braintree, and Square if you have preferences or existing relationships.

Payment processing fees are separate from our software licensing and are billed directly by the payment processor. Typical rates for government transactions are 2.95% + \$0.30 per transaction for credit/debit cards, which are passed through to the customer as convenience fees. The Village pays no payment processing fees—all fees are absorbed by convenience fees charged to customers or by our software license for internal operational costs.

3.5 Component 6: Mail Services

Concourse offers optional mail services for automated late notice processing. This service is ideal for high-volume mailings and ensures professional, timely delivery while reducing administrative burden on Village staff.

Mail Service Capabilities

- **Automated Generation:** Late notices are generated by the system according to your configured schedule (10-day, 30-day). Notices are formatted with your branding and all required information.
- **Professional Printing:** Notices are printed on high-quality paper using professional print equipment. Letters are stuffed in windowed envelopes with return address and postage applied.
- **USPS First Class Mail:** All notices are mailed via USPS First Class Mail with delivery typically within 2-3 business days. Certified mail available for high-value citations if desired.
- **Returned Mail Processing:** Mail returned as undeliverable is tracked by our service. Returned items are flagged in the system, addresses are marked as invalid to prevent future mailings, and staff are notified for address research. We can attempt skip tracing to locate updated addresses.
- **Notice Archiving:** PDF copies of all mailed notices are automatically attached to the citation record in the system, providing complete documentation of all customer communications.
- **Reporting:** Monthly reports detail notices mailed, delivery status, returned mail, and costs for budgeting and reconciliation.

Pricing

Mail services are priced per notice at \$1.50 each, which includes printing, envelope, postage, processing, and tracking. Based on your estimate of 400 late notices per month, this service would cost approximately \$600/month or \$7,200/year. This is optional—the Village can choose to print and mail notices internally if preferred.

3.6 Component 7: Collections Services

For citations that remain unpaid 120 days past due, Concourse offers optional collections services to maximize recovery while maintaining professionalism and compliance with Wisconsin collection laws.

Collections Process

- **Collection Notice Mailing:** Citations at 120 days past due automatically receive a final collections notice offering a last opportunity to pay before further action. This notice clearly explains consequences of continued non-payment.
- **Wisconsin TVRP Program Filing:** We have experience with the State of Wisconsin Tax Refund Intercept Program (TVRP). We prepare and file claims to intercept state tax refunds for delinquent citation debt. This is a highly effective collection tool for Wisconsin municipalities.
- **Skip Tracing:** When addresses are outdated or incomplete, we utilize skip tracing services to locate current addresses, phone numbers, and employment information. This significantly improves contact rates for aged debt.
- **Payment Plans:** We work with violators to establish affordable payment plans, increasing collection rates by providing manageable payment options. Plans are tracked in the system with automated reminders.
- **Professional Communication:** All collection communication is professional, compliant with federal and state law, and focused on resolution. We maintain your municipality's reputation while pursuing collections.

Fee Structure

In accordance with your requirement that no collections fees be charged to violators, our collections services operate on a contingency basis where fees are deducted from collected amounts:

- **15% of collected amount:** We retain 15% of successfully collected debt as our service fee. The Village receives 85% of collections.
- **No upfront costs:** There are no setup fees, monthly minimums, or charges for unsuccessful collection attempts. You only pay when we successfully collect.

- **No violator surcharges:** Consistent with your policy, we do not add collection fees to the violator's balance. The violator pays only the original citation amount plus any late fees/DMV fees applied by the Village.

Collections Reporting

Detailed collections reporting provides visibility into recovery efforts:

- Monthly collections report showing accounts in collections, recovery amounts, fee breakdown, and net proceeds to Village
- Status of each account (in collection, payment plan established, skip trace in progress, closed)
- Success metrics (recovery rate, average days to collection, payment plan compliance)

Estimated Collections Volume

Based on your estimate that approximately 10% of citations may require collections efforts, with ~1,200 citations per month and an average fine of ~\$50, potential collections volume could be $120 \text{ citations/month} \times \$50 = \$6,000/\text{month}$ in delinquent debt. If we achieve a 30% recovery rate (typical for municipal citations), this represents $\$1,800/\text{month}$ recovered $\times 85\%$ Village share = $\$1,530/\text{month}$ net proceeds to Village, or approximately $\$18,360/\text{year}$ in recovered revenue that would otherwise be written off.

Technical Architecture & Integration

System Architecture Overview

Our platform is built on modern cloud-native architecture designed for reliability, security, and scalability:

- **Cloud Infrastructure:** Hosted on Amazon Web Services (AWS) in US-based data centers with redundancy across multiple availability zones
- **Database:** PostgreSQL relational database with automated backups, point-in-time recovery, and encryption at rest

- **Application Layer:** Node.js backend APIs with React frontend for responsive web interface
- **Mobile:** Native iOS (Swift) and Android (Kotlin) apps with offline capability for enforcement officers
- **APIs:** RESTful APIs with comprehensive documentation for integrations

Wisconsin DMV Integration

Integration with the Wisconsin Department of Motor Vehicles is critical for citation processing. Our implementation approach includes:

- Connection to Wisconsin DMV systems using state-approved integration methods (API if available, otherwise batch file exchange via secure FTP)
- Automated registered owner lookups for citations issued to vehicles without driver information
- DMV registration hold placement for citations 30+ days past due
- DMV hold release when citations are paid
- Compliance with all Wisconsin DMV data security and privacy requirements

We will work with your existing DMV integration arrangements and credentials during implementation. If new integration setup is required, we will coordinate directly with Wisconsin DMV technical staff to establish connectivity by the April 15, 2026 go-live date.

Payment Processing Integration

Our platform integrates with payment processors via secure APIs:

- Real-time payment authorization and capture
- Tokenization of payment methods for PCI compliance
- Automated daily settlement reconciliation
- Webhook notifications for payment events (successful payments, failed transactions, chargebacks)

- Support for credit cards, debit cards, ACH/eCheck, and digital wallets (Apple Pay, Google Pay)

If you choose to continue with Bluefin PayConex, we will integrate using their API. If you prefer to switch to Stripe or another processor, we will coordinate setup of your merchant account and configure the integration during implementation.

LPR System Integration

Our platform integrates with license plate recognition systems to enable automated enforcement:

- **Real-Time Data Exchange:** LPR cameras continuously send plate reads to our system via API
- **Hotlist Matching:** System compares scanned plates against hotlists (unpaid citations, DMV holds, permit violations)
- **Officer Alerts:** Enforcement officers receive immediate in-vehicle alerts for hotlist matches
- **Permit Validation:** LPR scans are cross-referenced with active permits to identify parking violations
- **Citation Creation:** Officers can create citations directly from LPR hits with pre-populated vehicle information

We can integrate with your existing AIMS/Genetec LPR system to preserve your investment, or implement a new LPR solution if hardware replacement is desired. Our proposal includes optional pricing for a complete mobile LPR system including cameras, mounting, and vehicle installation.

Website Integration

Our public-facing portals will be embedded into the Village of Shorewood website for seamless user experience:

- Permit purchase portal embedded on Village parking permits page

- Citation lookup and payment portal embedded on Village parking citations page
- Responsive design matches Village website branding and navigation
- Single sign-on optional for residents who have Village website accounts
- Deep linking from Village site directly to specific permit types or citation payment

We will work with your IT staff or website vendor during implementation to embed our portals using iframes or JavaScript widgets, maintaining your site's look and feel while providing powerful functionality.

Security & Compliance

Security and compliance are paramount for municipal systems handling payment and personal information:

- **Data Encryption:** All data encrypted in transit (TLS 1.3) and at rest (AES-256)
- **Access Controls:** Role-based access control (RBAC) with granular permissions; multi-factor authentication (MFA) required for administrative accounts
- **Audit Logging:** Comprehensive audit logs track all system activity with user identity, timestamp, and action details; logs retained for 7 years
- **PCI-DSS Compliance:** Level 1 PCI-DSS certified for payment card processing
- **SOC 2 Type II:** Actively pursuing SOC 2 Type II certification (audit in progress)
- **Regular Security Assessments:** Annual penetration testing by independent third parties; quarterly vulnerability scanning
- **Data Privacy:** Compliance with data privacy regulations; customer data is never sold or shared with third parties
- **Backup & Recovery:** Automated daily backups with 30-day retention; point-in-time recovery capability; disaster recovery plan with 4-hour recovery time objective (RTO)

Performance & Reliability

Our platform is engineered for reliable 24/7 operation:

- **Uptime Target:** 99.5% uptime SLA with redundant infrastructure across multiple AWS availability zones
- **Performance:** Page load times under 2 seconds; API response times under 500ms for 95% of requests
- **Scalability:** Auto-scaling infrastructure handles traffic spikes during permit renewal periods or after major events
- **Monitoring:** Real-time monitoring with automated alerts for performance degradation or errors; 24/7 on-call engineering support for critical issues
- **Scheduled Maintenance:** Maintenance windows scheduled during low-traffic periods (typically Sunday 2-4 AM) with advance notice to Village staff and public communication on portals

Paid Parking Analysis & Revenue Recommendations

While the Village of Shorewood currently has no paid on-street parking, your 2020 Transportation and Parking Analysis identified the need to evaluate parking management strategies for your commercial corridors. Based on our experience with paid parking implementations in similar municipalities and the data you've provided, we offer the following analysis and recommendations.

Revenue Potential Analysis

Using the preliminary data provided in your Q&A responses, we've calculated potential annual revenue under various implementation scenarios:

Conservative Scenario: Block Faces Only (392 Spaces)

This scenario implements paid parking only on block faces directly fronting Oakland Avenue and Capitol Drive commercial corridors:

PARAMETER	VALUE
Paid Spaces	392 spaces
Paid Hours per Day	10 hours (9 AM - 7 PM)
Paid Days per Year	300 days (excluding Sundays & holidays)
Estimated Paid Occupancy	50%
Hourly Rate	\$1.50/hour
Annual Revenue Potential	\$882,000

Calculation: 392 spaces × 50% occupancy = 196 avg. paid spaces × 10 hours/day × \$1.50/hour × 300 days/year = \$882,000

Moderate Scenario: Expanded Coverage (800 Spaces)

This scenario expands paid parking to adjacent streets and high-demand areas beyond just the commercial block faces:

PARAMETER	VALUE
Paid Spaces	800 spaces
Estimated Paid Occupancy	45% (lower due to less prime locations)
Other Parameters	Same as conservative scenario
Annual Revenue Potential	\$1,620,000

Aggressive Scenario: Full Business District (2,458 Spaces)

This scenario implements paid parking across the entire business district as identified in your Transportation Analysis:

PARAMETER	VALUE
Paid Spaces	2,458 spaces
Estimated Paid Occupancy	35% (significantly lower due to residential spillover)
Other Parameters	Same as conservative scenario
Annual Revenue Potential	\$3,861,750

Important Note: The aggressive scenario, while generating the highest revenue, may face significant community resistance due to impacts on residential streets and is generally not recommended for initial implementation.

Recommended Implementation Strategy

Our Recommendation: Phased Conservative Approach

We recommend starting with the **Conservative Scenario (392 spaces, ~\$880K annual revenue)** for the following reasons:

- **Lowest Community Impact:** Focusing on commercial block faces minimizes impact on residential areas and reduces opposition
- **Clear Value Proposition:** High-turnover commercial areas have the strongest justification for paid parking (supporting short-term customer parking)

- **Manageable Enforcement:** Smaller area is easier to enforce effectively with your current two-shift, single-vehicle operation
- **Infrastructure Simplicity:** Fewer spaces require less signage investment and simpler zone configuration
- **Proof of Concept:** Successful initial implementation builds public acceptance for potential future expansion
- **Substantial Revenue:** \$880,000 annually is significant revenue for a community your size, providing strong return on investment

Phase 1: Core Commercial Areas (Year 1)

- **Coverage:** Oakland Avenue and Capitol Drive block faces directly fronting businesses (392 spaces)
- **Timing:** Launch 3-6 months after permit/citation system implementation (late 2026)
- **Marketing:** Extensive public education campaign emphasizing benefits (customer parking availability, business support)

Phase 2: Adjacent High-Demand Areas (Year 2-3)

- **Coverage:** Expand to adjacent streets with high parking demand if Phase 1 is successful
- **Data-Driven:** Use Phase 1 occupancy data to identify areas where paid parking would improve availability
- **Community Input:** Engage businesses and residents in expansion planning

Recommended Parking Rates & Hours

Hourly Rates

RATE STRUCTURE	RECOMMENDED RATE	RATIONALE
Standard Rate	\$1.50/hour	Competitive with surrounding communities; affordable for customers while generating revenue
Evening Rate (5-7 PM)	\$1.00/hour	Lower evening rate encourages dinner/entertainment visits
Maximum Daily Rate	\$12/day	Cap protects all-day parkers while encouraging turnover

Paid Hours

Recommended: Monday-Saturday, 9:00 AM - 7:00 PM

- **Rationale:** Covers peak business hours while keeping Sundays free to support weekend shopping and reduce enforcement costs
- **10 Hours Daily:** Balances revenue generation with operational costs
- **No Holiday Enforcement:** Free parking on major holidays (New Year's, Memorial Day, July 4th, Labor Day, Thanksgiving, Christmas) builds goodwill

Courtesy Grace Period

Recommended: Yes, 15-minute free parking period

- Allows quick errands (coffee, pick-up orders) without payment requirement
- Reduces friction and complaints from very short-term parking

- Encourages mobile app adoption (app makes it easy to pay if staying longer than 15 minutes)
- Minimal revenue impact (most customer visits exceed 15 minutes)

Implementation Recommendations

Where to Implement

Based on your RFP specifications and parking analysis, we recommend paid parking in these specific areas:

- **N. Oakland Avenue:** Block faces from E. Kensington Blvd. to E. Capitol Dr. (primary commercial corridor)
- **E. Capitol Drive:** Block faces from N. Morris Blvd. to N. Oakland Ave. (secondary commercial corridor)
- **E. Edgewood Avenue:** Block faces adjacent to Oakland Avenue commercial area
- **Village Parking Lots:** Publicly owned lots serving commercial areas
- **Seasonal Capitol/Lake Drive:** East end of Capitol Drive/Lake Drive during summer months if applicable

Explicitly Exclude: Residential streets beyond immediate commercial block faces to minimize community impact

Phasing Strategy

Recommended Launch Timeline

1. **Q2 2026:** Implement permit/citation system (this RFP)
2. **Q3 2026:** Public education campaign about upcoming paid parking; signage installation

3. **Q4 2026:** Soft launch with warning period (citations issued but fees waived for 30 days)
4. **Q1 2027:** Full enforcement begins
5. **2027-2028:** Evaluate performance and consider expansion

Public Education & Adoption Strategy

Successful paid parking implementation requires extensive public communication:

- **Benefits Messaging:** Emphasize improved parking availability for customers, support for local businesses, and revenue for community improvements
- **Multi-Channel Communication:** Village website, social media, local newspaper, business association newsletters, direct mail to residents
- **Business Engagement:** Partner with Oakland Avenue and Capitol Drive business associations; provide businesses with handouts explaining the system to share with customers
- **Easy Payment Options:** Heavy promotion of mobile payment app (easier than meters); signage with QR codes for instant payment
- **Permit Options:** Offer monthly parking permits for employees and frequent visitors at discounted rates

Infrastructure Requirements

Our paid parking solution is **mobile-pay focused**, minimizing infrastructure costs:

- **Signage:** Install clear signage at paid parking zone entrances and throughout zones indicating hours, rates, and payment methods. Estimated cost: \$15,000-\$25,000 for 392 spaces.
- **No Parking Meters:** Our system does not require physical parking meters. Payment is via mobile app, text message, phone call, or web portal. This dramatically reduces infrastructure costs and provides superior convenience.

- **Optional Kiosks:** For customers without smartphones, consider 2-3 pay stations in high-traffic areas. Estimated cost: \$10,000-\$15,000 per kiosk.
- **Enforcement:** Your existing LPR-enabled enforcement vehicle supports paid parking enforcement. No additional vehicles required initially.

Cost-Benefit Analysis

ITEM	ANNUAL AMOUNT
Revenue (Conservative Scenario)	
Parking Payment Revenue	\$882,000
Operating Costs	
Payment Processing Fees (3% of revenue)	(\$26,460)
Enforcement Labor (existing staff, no new costs)	\$0
Software Platform (marginal cost for paid parking module)	Included
Customer Support (vendor-provided)	Included
One-Time Implementation Costs (Year 1 Only)	
Signage Installation	(\$20,000)
Public Education Campaign	(\$5,000)
Net Revenue	
Year 1 Net Revenue	\$830,540
Year 2+ Annual Net Revenue	\$855,540

Return on Investment: Even with implementation costs, paid parking generates over \$830,000 in net revenue in Year 1 and \$855,000+ annually thereafter. This represents exceptional ROI and provides substantial funding for transportation improvements, parking infrastructure upgrades, or other community priorities.

Additional Considerations

Residential Permit Program

To protect residents in or near paid parking zones, consider expanding your overnight permit program to include daytime permits for residents who work from home. This ensures residents aren't forced to pay for parking in front of their own homes while still managing commercial visitor parking effectively.

Business Employee Permits

Offer discounted monthly permits for business employees who need all-day parking (e.g., \$50/month unlimited parking). This removes employee vehicles from high-turnover spaces while generating predictable revenue and supporting local businesses.

Dynamic Pricing Considerations

Our platform supports demand-based pricing where rates can vary by time of day, day of week, or occupancy level. While we recommend starting with simple flat-rate pricing, dynamic pricing could be explored in later phases to optimize occupancy and revenue. For example, lower rates during typically slow periods (early morning, late evening) and higher rates during peak times.

Integration with Village Events

The system easily accommodates special events where parking should be free or rates modified. Staff can configure event-specific rate overrides that automatically activate during defined date/time ranges.

Implementation Timeline & Approach

Concourse proposes a structured 12-week implementation timeline that delivers your new Parking and Citation Management System by April 15, 2026, meeting your target go-live date. Our phased approach balances thorough implementation with timely delivery.

Implementation Overview

PHASE	DURATION	KEY DELIVERABLES	COMPLETION
Phase 1: Discovery & Planning	3 weeks	Requirements validated, system designed, data migration plan, staging environment live	Feb 11, 2026
Phase 2: Configuration & Development	4 weeks	All permit types configured, citation workflows operational, data migrated, integrations functional	Mar 11, 2026
Phase 3: Testing & Training	3 weeks	System tested, staff trained, documentation complete, go-live readiness certified	Apr 1, 2026
Phase 4: Deployment & Go-Live	2 weeks	Production deployed, public portals live, post-launch support, official go-live milestone	Apr 15, 2026

Phase 1: Discovery, Planning & Foundation

Weeks 1-3: January 22 - February 11, 2026

Objectives

- Complete requirements validation and system design
- Configure core system architecture
- Establish project governance and communication protocols
- Begin data migration preparation

Key Activities

Week 1: Project Kickoff & Discovery

- Project kickoff meeting with Police Chief Wurth, Captain Santiago, Public Safety Clerk, Finance Director, Budget & Finance Committee Chair, and Village Manager
- Document current workflows and pain points with EDC system
- Review all permit types, citation types, fee structures
- Validate parking zone configurations (7 off-street lots + on-street zones)
- Review address/housing unit validation requirements
- Assess current hardware (LPR system, devices)

Week 2: Requirements Finalization & System Design

- Technical discovery workshops
- Review integration requirements (Wisconsin DMV, Bluefin PayConex or alternative payment gateway, Village website)
- Security and compliance review
- Data migration assessment (EDC/AIMS data structures)
- User role definition and permissions mapping
- Training needs assessment

Week 3: Project Planning & Environment Setup

- Finalize detailed project plan with milestones
- Set up staging environment
- Configure basic system parameters
- Begin development of data migration scripts
- Establish communication protocols (weekly status meetings every Wednesday at 2:00 PM CT)
- Issue tracking and escalation procedures

Deliverables

- Requirements Specification Document
- Technical Architecture Document
- Data Migration Plan
- Project Schedule with Critical Path
- Communication Plan
- Staging Environment Live
- Week 3 Status Report

Village Responsibilities

- Provide access to current EDC system for data extraction
- Provide address/housing unit master file
- Designate primary administrator for training
- Approve requirements document

Phase 2: Core System Configuration & Development

Weeks 4-7: February 12 - March 11, 2026

Objectives

- Configure all permit types and citation workflows
- Complete data migration
- Integrate with external systems (DMV, payments, website)
- Initial testing of core functionality

Key Activities

Week 4: Permit System Configuration

- Configure on-street overnight permits (\$40/month, 2 per household limit)
- Configure off-street lot permits (\$30-\$50/month, 7 locations with capacity limits and waiting lists)
- Configure special daytime permits (\$30/year)
- Configure single-night permissions (free, 20 per vehicle/year limit)
- Set up address validation by zone and housing unit limits
- Configure pricing and payment options
- Test online permit application workflows

Week 5: Citation System Configuration

- Configure violation types and fine amounts
- Set up late fee escalation (10-day, 30-day with DMV fees)
- Configure DMV integration for registration holds
- Set up automated notice generation
- Configure appeal and adjudication workflows
- Configure habitual violator rules (3+ unpaid in 60 days, configurable)
- Test mobile citation writing workflows

Week 6: Data Migration Execution

- Execute data migration scripts for ~5 years of permit history
- Migrate ~5 years of citation history (open and closed)
- Migrate payment history and customer accounts
- Data validation and reconciliation
- Address any data quality issues
- Parallel testing with EDC system

Week 7: Integration & Payment Configuration

- Complete Wisconsin DMV integration
- Configure payment gateway (Bluefin PayConex or selected processor)
- Set up convenience fees (2.95% + \$0.30)
- Integrate public-facing portals into Village website
- Configure email notifications (payment confirmations, reminders, etc.)
- Set up reporting infrastructure
- Initial integration testing

Deliverables

- Fully configured staging system
- All permit types operational
- All citation types operational
- Migrated data validated
- DMV integration functional
- Payment processing functional
- Week 7 Status Report

Village Responsibilities

- Review and approve system configuration
- Test sample workflows in staging
- Provide feedback on user interface/experience
- Validate migrated data accuracy

Phase 3: Testing, Training & Documentation

Weeks 8-10: March 12 - April 1, 2026

Objectives

- Comprehensive system testing (functional, integration, user acceptance)
- Train all administrators and enforcement staff
- Finalize documentation
- Prepare for go-live

Key Activities

Week 8: Functional & Integration Testing

- Functional testing of all modules (permit issuance/renewal/updates, citation writing/payment/escalation, late notices/DMV holds, appeals/adjudication, reporting)
- Integration testing (DMV lookups and holds, payment processing end-to-end, email notifications, website portals)
- LPR system integration testing (if new hardware)
- Performance testing (load testing with expected volumes)
- Security testing
- Bug identification and remediation

Week 9: User Acceptance Testing & Training

- User Acceptance Testing (UAT) with Village staff: Public Safety Clerk (primary admin), 2 enforcement officers, Finance staff, Police Captain
- **Administrator Training Sessions (3 sessions):**
 - Session 1: Permit Management (4 hours)
 - Session 2: Citation Management (4 hours)
 - Session 3: Reporting & Advanced Features (4 hours)
- **Enforcement Officer Training:**
 - Mobile app training (2 hours)
 - LPR system training (2 hours)
 - Citation workflows (2 hours)
- **Finance Staff Training:**
 - Payment reconciliation (2 hours)
 - Financial reporting (2 hours)
- UAT feedback collection and resolution

Week 10: Documentation & Go-Live Preparation

- Finalize all documentation (Administrator User Manual, Enforcement Officer Guide, Public User Guides, System Configuration Documentation, Troubleshooting Guide, Quick Reference Cards)
- Create training videos (5-10 minute modules)
- Set up online knowledge base
- Develop go-live communication plan (internal staff communications, public-facing announcements for website/social media, press release if desired)
- Final production environment setup
- Go-live readiness checklist review

- Final data sync from EDC system
- Backup and rollback plan preparation

Deliverables

- Test Results Report (all tests passed)
- Trained Staff (documented training attendance)
- Complete Documentation Suite (digital and print)
- Training Videos Published
- Knowledge Base Live
- Go-Live Readiness Certification
- Week 10 Status Report

Village Responsibilities

- Participate in UAT
- Attend all training sessions
- Review and approve documentation
- Approve go-live plan
- Prepare public communications

Phase 4: Deployment, Go-Live & Stabilization

Weeks 11-12: April 2 - April 15, 2026

Objectives

- Execute production deployment
- Launch system to public
- Provide intensive go-live support

- Transition to ongoing support

Key Activities

Week 11: Production Deployment & Soft Launch

- **Weekend of April 5-6:** Production deployment (deploy application to production environment, final data migration from EDC system including data through April 5, smoke testing in production, user access provisioning)
- **Monday, April 7:** Internal soft launch (system available to Village staff only, process a few test transactions, monitor system performance, staff familiarization with production system)
- **April 7-9:** Internal-only operations (staff process real permits and citations, monitor for any issues, fine-tune workflows, build staff confidence)
- **April 10:** Public launch (public portals activated, website integration live, payment processing live, press release and social media announcements, on-site support at Village offices)

Week 12: Post-Launch Support & Stabilization

- Daily check-ins with Village staff (April 10-15)
- On-site support available (April 10-11)
- Remote support (April 12-15)
- Monitor system performance metrics (transaction volumes, response times, error rates, user feedback)
- Rapid issue resolution
- Fine-tuning and optimization
- Address any user questions or concerns
- **April 15:** Official go-live milestone achieved
- Transition to standard ongoing support

Deliverables

- Production System Live (April 7)
- Public Portals Live (April 10)
- Go-Live Support Summary Report
- System Performance Baseline Report
- Lessons Learned Document
- Project Closeout Report (April 15)
- Transition to Ongoing Support

Village Responsibilities

- Coordinate public communications
- Be available for go-live support
- Monitor citizen feedback
- Report any issues immediately
- Participate in project closeout meeting

Project Governance

Weekly Project Meetings

Every Wednesday, 2:00 PM CT (60 minutes)

Attendees:

- Police Captain Fernando Santiago (primary Village contact)
- Implementation Project Manager (Concourse)
- Technical Lead (Concourse)
- Public Safety Clerk

- Others as needed

Agenda:

- Progress since last meeting
- Issues and risks
- Upcoming milestones
- Decisions needed
- Action items review

Monthly Executive Briefings

High-level status updates for Village Manager, Police Chief, Finance Director, and Budget & Finance Committee Chair (as available) covering status, risks, and budget.

Communication Protocols

- **Primary Contact:** Captain Fernando Santiago (fsantiago@shorewoodwi.gov, 414-847-2610)
- **Secondary Contact:** Chief Heather Wurth (hwurth@shorewoodwi.gov, 414-847-2610)
- **Project Email:** Dedicated project email alias for all project-related communications
- **Issue Escalation:** Standard issues resolved by project team; critical issues escalated to Police Captain within 2 hours; major risks escalated to Police Chief and Village Manager

Risk Mitigation

Timeline Contingencies

Our 12-week timeline includes contingency buffers for unexpected issues. Each phase has built-in flexibility to accommodate complexities without impacting the April 15 go-live date.

Key Risks & Mitigation Strategies

RISK	MITIGATION STRATEGY
EDC Data Quality Issues	Early data assessment in Phase 1; iterative migration approach with validation; data cleansing procedures built into migration scripts
DMV Integration Complexity	Dedicated integration week (Week 7); leverage Concourse experience with Wisconsin DMV; coordinate directly with DMV technical staff; fallback to manual batch processing if API unavailable
Staff Availability for Training/Testing	Schedule training sessions well in advance; provide flexible training options (on-site, remote, recorded); create comprehensive documentation for self-paced learning
LPR Hardware Integration Issues	Test LPR integration early in Phase 2; work with LPR vendor technical support; provide fallback manual citation entry if needed initially
Go-Live Performance Issues	Comprehensive load testing in Phase 3; soft launch period (April 7-9) with Village staff only before public launch; on-site support during first two days of public launch

Post-Implementation Support

Following the April 15 go-live milestone, Concourse provides ongoing support included in your annual subscription:

- **Business Hours Support:** Monday-Friday, 8:00 AM - 6:00 PM Central Time via email and phone
- **Response Times:** Initial response within 2 hours during business hours for critical issues; 8 hours for non-critical issues

- **Software Updates:** Continuous platform improvements, security patches, and feature enhancements deployed quarterly
- **System Monitoring:** 24/7 automated monitoring with on-call engineering for critical system failures
- **Knowledge Base:** Online help documentation, video tutorials, and FAQs accessible 24/7
- **Optional Premium Support:** 24/7 emergency support, 1-hour response SLA, dedicated account manager available for \$6,000/year

Pricing & Investment

Concourse offers transparent, predictable pricing structured to fit municipal budgets. Our annual subscription model provides all software, unlimited users (up to 10), support, updates, and training with no hidden fees or surprises.

Annual Software License

COMPLETE PLATFORM - ALL MODULES
INCLUDED

ANNUAL SUBSCRIPTION

Annual Software License

Includes all of the following:

- Parking Permits Management (all types)
- Citation Writing & Management Platform
- Automated Fee Management & Late Notices
- Online Payment Portal & Multi-Channel Payments
- DMV Integration (Wisconsin)
- Reporting & Analytics Suite
- Mobile Enforcement App (iOS & Android)
- Unlimited Users (up to 10 administrative users)
- Standard Business Hours Support (M-F, 8 AM-6 PM CT)
- Regular Software Updates & Security Patches
- Online Knowledge Base & Documentation
- 99.5% Uptime SLA
- Up to 500 GB Data Storage
- Automated Backups & 7-Year Data Retention

\$35,000
/year

What Makes This Exceptional Value

- **All-Inclusive:** Everything you need in one annual fee—no per-seat charges, no surprise upgrade fees, no hidden costs
- **Unlimited Users:** Up to 10 administrative users included (your current 6 back-office staff covered with room to grow)
- **Future-Ready:** Paid parking capabilities included when you're ready to implement—no additional software licensing required
- **Predictable Budgeting:** Fixed annual cost makes municipal budgeting simple
- **Continuous Improvement:** Quarterly software updates ensure you always have the latest features and security enhancements

Implementation & Onboarding (One-Time)

SERVICE	ONE-TIME FEE
<p>Complete Implementation Package</p> <p><i>Includes:</i></p> <ul style="list-style-type: none">• System configuration and setup (all permit types, citation workflows, zones, fees)• Data migration from EDC Corporation/AIMS system (~5 years of permits, citations, payments, customer accounts)• Village address/housing unit data import• Parking zone configuration (7 off-street lots + on-street zones)• Wisconsin DMV integration setup• Payment processor integration (Bluefin PayConex or alternative)• Website integration for public portals• Administrator training (up to 12 hours for 6 users)• User documentation and guides (digital and print)• Go-live support (2 weeks on-site and remote assistance)	<p>\$12,500</p>

Hardware & Equipment (Optional)

HARDWARE	ONE-TIME COST
Complete Mobile LPR System <i>Includes: 2x high-resolution LPR cameras (front and rear), mobile computing unit with mounting, real-time integration with citation platform, installation and calibration, 3-year hardware warranty</i>	\$18,500
Handheld Enforcement Devices (2x) <i>All-in-One Device with Integrated Printer: Android tablet with built-in thermal printer, rugged case, LPR-ready, 3-year warranty</i>	\$5,600 (\$2,800 each)
Alternative: Use existing Android devices or purchase separately (software license included in annual subscription)	

Optional Add-On Services

SERVICE	ANNUAL COST
Premium Support Upgrade 24/7 emergency support, 1-hour response time SLA, dedicated account manager, quarterly system health reviews, priority feature requests	\$6,000/year
Mail Services (Late Notices) Automated late notice printing, postage, mailing, and returned mail processing <i>Estimated 400 notices/month × \$1.50 each</i>	~\$7,200/year (\$1.50 per notice)
Collections Services Wisconsin TVRP program filing, skip tracing, payment plans, professional collections communications <i>15% of collected amount (no upfront fees; Village receives 85% of collections)</i>	Contingency (15% of recovered debt)
Advanced Analytics & Reporting Dashboard Custom report builder, real-time dashboard with visualizations, predictive analytics, revenue forecasting, occupancy heat maps	\$3,000/year

Complete Investment Summary

Year 1 Total Investment

COMPONENT	COST
Annual Software Subscription	\$35,000
Implementation & Data Migration (one-time)	\$12,500
LPR Vehicle System (optional but recommended)	\$18,500
Handheld Devices (2x) (optional but recommended)	\$5,600
YEAR 1 TOTAL	\$71,600

Ongoing Annual Cost (Years 2-5)

COMPONENT	ANNUAL COST
Annual Software Subscription (all-inclusive)	\$35,000
<i>Optional add-ons can be added at any time:</i> Mail Services (~\$7,200/year) Collections (contingency-based) Premium Support (\$6,000/year) Advanced Analytics (\$3,000/year)	
BASE ANNUAL COST (YEARS 2+)	\$35,000

3-Year Contract Total

YEAR	ANNUAL SUBSCRIPTION	IMPLEMENTATION (Y1 ONLY)	HARDWARE (Y1 ONLY)	TOTAL
Year 1	\$35,000	\$12,500	\$24,100	\$71,600
Year 2	\$35,000	—	—	\$35,000
Year 3	\$35,000	—	—	\$35,000
3-YEAR TOTAL				\$141,600

Optional 2-Year Renewal (Years 4-5): \$35,000/year with rate locked (no increase)

Payment Processing & Transaction Fees

Customer Convenience Fees (Paid by Motorist/Permit Holder, Not Village)

PAYMENT METHOD	FEE	PAID BY
Credit/Debit Card (Online, Phone, Mobile)	2.95% + \$0.30	Customer
ACH/eCheck (Bank Account)	\$1.50 flat	Vendor absorbs
Cash (Walk-In)	\$0	—
Check (Mail-In)	\$0	—

Important: The Village receives 100% of citation and permit revenue. Credit card convenience fees are charged to customers choosing that payment method and are used to cover payment processing costs. The Village pays no payment processing fees.

Detailed Cost Breakdown (RFP Component 5 Requirements)

The following table addresses all cost categories requested in RFP Component 5:

COST CATEGORY	DETAILS
1. Estimated purchase/lease costs	\$0 (SaaS subscription model—no purchase or lease)
2. Software upgrade frequency/fees	Included in annual subscription; continuous updates deployed quarterly at no additional charge
3. Estimated system lifecycle	7-10 years (cloud-based platform with continuous updates and improvements)
4. Any implementation costs	\$12,500 one-time implementation fee (includes all setup, configuration, data migration, training, go-live support)
5. User license limits/additional fees	Up to 10 users included in annual subscription; additional users \$500/year each (unlikely to be needed based on your 6 current users)
6. Service, maintenance, or licensing costs	Included in \$35,000 annual subscription—no separate maintenance fees
7. Any training costs	Included in implementation fee; additional training (if needed beyond initial 12 hours) available at \$1,500/day
8. Data migration/ancillary costs	Included in implementation fee—no separate data migration charges
9. Estimated yearly total costs	\$35,000/year base software; optional add-ons separate (mail services, collections, premium support, advanced analytics)

COST CATEGORY	DETAILS
10. Activity-based fees	None for core system; optional collections services operate on contingency basis (15% of recovered debt)
11. Customer convenience fees	2.95% + \$0.30 per credit/debit card transaction (paid by customer, not Village); Village receives 100% of citation/permit revenue
12. Payment processing fees	Convenience fees (see #11) paid by customers cover all payment processing costs; Village pays \$0 in payment processing fees
13. Data interface, extraction, export fees	Included in annual subscription—unlimited data exports via API or manual export at no additional charge

Payment Terms

Option 1: Traditional Payment Schedule (Recommended)

- **Implementation Invoice:** \$12,500 due within 30 days of contract execution (due February 21, 2026)
- **Hardware Invoice:** \$24,100 (LPR system + devices) due within 30 days of go-live (due May 15, 2026)
- **Annual Subscription:** \$35,000 invoiced annually beginning May 1, 2026, due within 30 days

Option 2: Budget-Friendly Quarterly Payments

- Year 1 costs spread over quarterly payments: \$17,900 per quarter (Feb, May, Aug, Nov 2026)

- Years 2+: \$35,000 annual invoice or quarterly at Village preference

We are flexible and can align payment schedules with your fiscal year budgeting cycles. Please discuss specific needs with your Finance Director.

Value Proposition Summary

Why Concourse Delivers Exceptional Value

- **Transparent Pricing:** All-inclusive annual subscription with no hidden fees, surprise charges, or per-seat licensing games
- **Predictable Costs:** Fixed annual fee makes budgeting simple and eliminates procurement complexity
- **Complete Solution:** All eight RFP components addressed in a single integrated platform—no multiple vendor coordination
- **Future-Ready:** Paid parking capabilities included when you're ready—estimated \$880,000+ annual revenue potential with minimal additional costs
- **Unlimited Users:** Up to 10 administrative users included—no paying per-seat as your needs grow
- **Continuous Innovation:** Regular software updates ensure you always have the latest features, security, and performance improvements
- **Wisconsin-Optimized:** Native DMV integration, local support, and understanding of Wisconsin municipal operations
- **Risk-Free:** 3-year contract with performance guarantees and your right to terminate for convenience

Government Technology Delivery Experience

Concourse has successfully delivered technology solutions to government agencies nationwide. Below are relevant examples of our work with municipalities, counties, and state departments demonstrating our capability to deliver complex systems for public sector clients.

Massachusetts Port Authority | East Boston, MA

Contract Value: \$19,890 | **Product:** Integration Platform & Professional Services

Provided SnapLogic Professional Services to the Massachusetts Port Authority. The engagement supports integration development and solution architecture for defined use cases. SnapLogic's integration platform provides visual pipeline design, prebuilt connectors, and API-driven integrations to connect applications and data sources. Work was scoped for an estimated 157 hours and delivered remotely.

City of Columbus | Columbus, OH

Contract Value: \$431,243 | **Product:** Email Security & Data Loss Prevention Platform

Provided Proofpoint Core Plus, Enterprise P1, and DLP & Encryption SaaS licensing and support to the City of Columbus. Proofpoint's cloud-based email security platform provides centralized protection and policy enforcement for inbound and outbound messaging. The DLP and Email Encryption modules enable classification of sensitive data and automated encryption based on configurable policies to support privacy and compliance. The SaaS administration console supports consolidated controls and reporting with API access for integration into existing IT governance tools; licensing covered 10,001 users.

City of Cleveland Municipal Court | Cleveland, OH

Contract Value: \$1,520 | **Product:** Check Scanning for Payment Processing

Provided Digital Check TellerScan TS240 to the City of Cleveland Municipal Court Clerk's Division. The TS240 is a high-speed batch check scanning platform with a 100-item feeder and up to 100 documents-per-minute throughput, supporting front/rear color, grayscale, and bitonal imaging. It provides E13B/CMC7 MICR recognition with optical assist, virtual endorsement, and a rear inkjet endorser, with optional ultraviolet image capture for fraud detection. The DCC API and USB connectivity support integration with deposit and treasury systems for efficient revenue processing and audit-ready image capture.

Southeastern Pennsylvania Transportation Authority | Philadelphia, PA

Contract Value: \$629,777 | **Product:** Public Sector CRM Platform

Provided Salesforce Public Sector Foundation Advanced, Government Cloud Plus, and Employee Experience for Public Sector to the Southeastern Pennsylvania Transportation Authority. Salesforce delivers a centralized CRM platform with configurable workflows, dashboards, analytics, and reporting to manage interactions and data across programs. Government Cloud Plus provides a secure government cloud environment with governance features for public sector requirements. Employee Experience for Public Sector extends the platform to internal users with tools for employee engagement and service workflows, backed by open APIs for enterprise integration. Deployment included 108 advanced users and 2,000 employee experience users.

City of Columbus Municipal Court Clerk | Columbus, OH

Contract Value: \$10,370 | **Product:** Data Security & Access Governance Platform

Provided Lepide Data Security Platform to the City of Columbus Municipal Court Clerk. The solution provides unified auditing and access governance for Active Directory, Exchange Server, and Windows File Server, with anomaly detection for Exchange to highlight unusual activity patterns. The Active Directory Cleaner add-on supports cleanup of inactive or stale directory objects, and the Service Accounts add-on extends governance coverage for non-human accounts. Licensed for 560 users with 140 service accounts.

County of Los Angeles – Internal Services Department | Los Angeles, CA

Contract Value: \$49,785 | **Product:** IT Service Management & Endpoint Management Suite

Provided ManageEngine Service Desk Plus Enterprise Edition, Endpoint Central UEM Edition, ADSelfService Plus Professional Edition, and EventLog Analyzer Premium Edition to the County of Los Angeles – Internal Services Department. Service Desk Plus provides IT service management with ticketing, change workflows, knowledge base, dashboards, and API integrations. Endpoint Central delivers unified endpoint management for patching, software deployment, remote troubleshooting, inventory, and policy enforcement with a secure gateway option. ADSelfService Plus supports self-service password reset and account unlock with audit logging, while EventLog Analyzer offers centralized log collection, search, alerting, and reporting. Licensing covered three ServiceDesk Plus portals (35/10/10 technicians with 2,000/500/500 node tiers), 1,050 endpoints in UEM, 850 domain users for ADSelfService Plus, and 10 devices in EventLog Analyzer.

Genesee County Road Commission | Flint, MI

Contract Value: \$14,803 | **Product:** Microsoft 365 & Cloud Productivity Suite

Provided Microsoft 365 Business Standard, Exchange Online (Plan 1), and Microsoft Entra ID P1 to the Genesee County Road Commission. Exchange Online provides cloud-hosted email and calendaring with centralized mailbox management and security controls. Microsoft 365 Business Standard delivers cloud productivity applications and collaboration services for document creation and file sharing across devices. Entra ID P1 offers directory-based identity and access management with single sign-on and policy-driven access for Microsoft services and integrated applications; delivered for 90 users of Exchange and Business Standard and 35 users of Entra ID P1.

North Carolina Highway Patrol | Raleigh, NC

Contract Value: \$94,833 | **Product:** VoIP Phone System for Law Enforcement

Provided FortiFone-580B IP Phones to the North Carolina Highway Patrol. FortiFone-580B provides VoIP desk telephony with color displays and 96 programmable keys for rapid call handling and one-touch functions. The device supports Power over Ethernet with integrated 10/100/1000 Mbps LAN and PC ports to streamline workstation connectivity and reduce cabling. 350 units were supplied to equip agency users at scale.

Berkeley County Sheriff's Department | Martinsburg, WV

Contract Value: \$36,739 | **Product:** Mobile Computing for Field Operations

Provided Dell Pro 14 (PC14250) to the Berkeley County Council. The Dell Pro 14 platform provides mobile Windows 11 Pro computing with 11th Gen Intel Core i5-1145G7 vPro processors, 16GB RAM, and 256GB NVMe SSD storage. A 14-inch touchscreen, Wi-Fi/Bluetooth and Ethernet connectivity, and USB-C charging support flexible field and office use. Enterprise manageability and a 3-year hardware warranty support reliable, secure operations for frontline teams. The order included 34 units for the Berkeley County Sheriff's Department.

South Carolina Department of Probation, Parole and Pardon Services | Columbia, SC

Contract Value: \$54,726 | **Product:** Adobe Document Management & eLearning Suite

Provided Adobe Acrobat Pro for Enterprise, Adobe Captivate for Enterprise, and Adobe Creative Cloud for Enterprise All Apps to the South Carolina Department of Probation, Parole and Pardon Services. Acrobat Pro provides comprehensive PDF creation, editing, OCR, redaction, and form design with review and commenting tools to support secure document workflows and compliance. Captivate enables interactive eLearning authoring with simulations, quizzes, and responsive course content for training and compliance programs. Creative Cloud All Apps offers a professional suite for graphic design and video production to create and manage digital assets across teams; deployment supported 200 Acrobat Pro, 20 Captivate, and 28 Creative Cloud users.

Company Information

Company Name	Concourse Tech Inc.
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CAGE Code	09E17

Customer References

ENTITY	CONTACT NAME	EMAIL	PHONE
Tarrant County	Kehinde Olugbile Senior Buyer	kolugbile@tarrantcountytexas.gov	817-212-7249
Town of Waterford	Jeffrey Robillard IT Manager	jrobillard@waterfordct.org	(860) 442-0553
San Antonio Water System	Josiah Sia Purchasing Agent	Josiah.Sia@saws.org	210-233-2941
Northeast Independent School District	Samantha Schumacher Administrator	sschum@neisd.net	210-407-0001
City of Columbus Municipal Court Clerk	Colton Goodrich IT Administrator	goodrichc@fcmcclerk.com	614-645-8183

Contract Terms and Conditions

Quote Terms and Conditions: A Quote is not an order or offer to sell. Product, available inventory, additional fees and pricing data are updated by manufacturers from time to time and may change without notice.

Warranties Disclaimer: Concourse Tech Inc. does not make any warranties, express or implied, including but not limited to warranties of merchantability or fitness for a particular

purpose.

Force Majeure: Concourse Tech Inc. shall not be responsible for delays or failure to deliver due to circumstances beyond its reasonable control, including but not limited to acts of God, natural disasters, labor disputes, supply chain disruptions.

Financing Assignments: For select high-value orders, we may request the buyer to assign the receivable to one of our financing partners.

Final Agreement: The terms and conditions of this Quote, including payment and delivery terms, are subject to final agreement upon issuance and acceptance of a purchase order.

Acceptance

By signing below, both parties agree to the terms and conditions outlined in this proposal.

Client Acceptance:

Signature

Print Name

Date

Concourse Tech Inc.:

Signature

Print Name

Date



VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO VILLAGE BOARD

Agenda Item: Consider residential neighborhood streetlight settings.

Date: January 21, 2025

Presenter: Dan Heyen – Superintendent of Public Works **Department:** Public Works

History – Please include a timeline of historical relevant events related to this agenda item. This may include previous Village board action, policies, planning documents, etc. If able, hyperlink to previous agenda packets (include page number) to reference information. If there is not relevant history, N/A should be entered in this space.

6/6/2022	Village Board approves utilization of ARPA funds for development of streetlight replacement plan by Village Engineer (Strand)
3/6/2023	Strand presents overview of existing system and outlines planning study
5/1/2023	Strand presents Street Lighting System Replacement Plan
7/3/2023	Village Board approves LRP inclusion of streetlight replacement plan on five-year schedule
8/7/2023	Village Board approves Streetlight Replacement Program RFP ; directs staff to include DarkSky compliant fixtures in the 2025 Lake Drive/WisDOT STH 32 reconstruction project and the Village’s comprehensive streetlight replacement program; no action is taken on the proposed retrofit of the existing business district lights to achieve DarkSky compliance
10/16/2023	Village Board approves professional services agreement with KL Engineering for Streetlight Replacement Program engineering design, management and inspection
6/6/2024	KL Engineering presents Lighting Replacement Preliminary Design Study
12/16/2024	Village Board awards Phase I construction contract \$1,693,771.64
7/7/2025	Village Board approves Task Order 3 (2026 work) to the streetlight replacement program engineering design agreement (Phase 2 inspection and Phase 3 engineering)

New Fixture Light Output

DPW had KL Engineering do a review of new fixture setting to match what the light output of our fixture were with recommendations using IES (Illumination Engineering Society) standards.

Residential Luminaires

- Recommended fixture setting(s) to most closely match the intended lumen levels of the existing fixtures (assuming new lenses).
 - Assuming new lenses for both existing HPS and new LED
 - Set adjustable output module to 90%
- Recommended fixture setting(s) to most closely match the existing lumen levels (as impacted by weathered lenses).
 - Assuming weathered lens for existing HPS and New LED
 - Set adjustable output module to 75% (if only be able to adjust in even increments → 80%)
 - Assuming weathered lenses for both HPS and LED i.e. after a few years of being installed
 - Set adjustable output module to 85% (if only be able to adjust in even increments → 90%)
- Recommended fixture settings to maximize public safety.
 - To maximize public Safety, recommendation is to operate lights at 100%
 - There is no significant increase in glare and uniformity is relatively consistent – these are the factors that impact user safety
 - To meet minimum IES recommended illuminance Criteria
 - Set adjustable output module to 70%
- **KL Recommendation**
 - **Set adjustable output module to 90% to match existing fixture lumen output and exceed IES recommended levels**

Arterial Luminaires

- Recommended fixture setting(s) to most closely match the intended lumen levels of the existing fixtures (assuming new lenses).
 - Assuming new lenses for both existing HPS and new LED
 - Set adjustable output module to 90%
- Recommended fixture setting(s) to most closely match the existing lumen levels (as impacted by weathered lenses).
 - Assuming weathered lens for existing HPS and New LED
 - Set adjustable output module to 80%
 - Assuming weathered lenses for both HPS and LED i.e. after a few years of being installed
 - Set adjustable output module to 90%
- Recommended fixture settings to maximize public safety.
 - To maximize public Safety, recommendation is to operate lights at 100%
 - There is no significant increase in glare and uniformity is relatively consistent – these are the factors that impact user safety
 - To meet minimum IES recommended illuminance Criteria
 - Set adjustable output module to 85% (if only be able to adjust in even increments → 90%)
- **KL Recommendation**
 - **Set adjustable output module to 90% to match existing fixture lumen output and exceed or match IES recommended levels**

Update on Dark Sky Compliant Lighting

Please recall that at the August 7, 2023, board meeting, the Board considered a request to update the streetlights in the business district to **Dark Sky compliant** fixtures. The Board determined that replacing all existing light heads in the business district was cost prohibitive.

At the same meeting, the Board approved an RFP to retain an engineer to design the comprehensive streetlight replacement program. The Board directed staff to include specifications for DarkSky compliant residential fixtures in the upcoming WisDOT Lake Drive/STH 32 project and in the Village-wide streetlight replacement project.

As reviewed ([8/7/2023 memo pg180](#)), the DarkSky fixtures have a very different look than the traditional fixtures. The light is projected downward, and lenses are not used. To provide additional public education, following the August meeting, DPW staff installed a demonstration DarkSky compliant light head in the Village Center/Library parking lot. A sign with a QR code was placed nearby to solicit public feedback on the fixture. This demonstration was also featured in the [Village Manager's Memo \(VMM\)](#), Facebook posts, and the 2023 spring edition of Shorewood Today ([pg. 17](#)) to encourage community input.

No public feedback was received regarding the demonstration fixture.

Staff-directed Adjustments to Date

The current light heads are equipped with adjustable output settings ranging from Level 1 (dimmiest) to Level 8 (brightest). These lights were originally shipped at Level 8 (7100 lumens) to match the brightness of the previous streetlights, which produced approximately 6,300 lumens. (For reference, a standard 60-watt incandescent bulb emits around 800 lumens.)

In response to complaints, DPW made the following initial adjustments:

- **Side streets:** Light level reduced to **Level 1**
- **Intersections:** Set to **Level 4**
- **Wilson Drive:** Maintained at **Level 8**

After observing the changes, DPW believes that Level 1 is too dim and does not adequately illuminate the street or sidewalks for safety and visibility.

POLICY OPTIONS FOR FUTURE CONSIDERATION

It is not practical to make adjustments on a light-by-light basis. Staff requests that the Village Board consider system-wide modifications to address resident complaints, if the Board believes that to be necessary.

Demonstration Area

A shield can be installed in the fixture which directs the light to the front and sides and away from the house/building. Each shield costs about \$25 and should address the concerns regarding light

shining into windows, however the shield will also block the light from illuminating the sidewalk. The cost of the shields is not included in the Phase I contract.

A demonstration area has been set up:

- **Without shield:** Between the **Village Hall and the Library**
- **With shield:** **Across from the Fire Station**

DPW invites the board and residents to visit these areas to see the difference and provide feedback. This input can be used in future discussions to determine standard light settings and a policy regarding the use of shields. Feedback from residents and the board will help determine the most appropriate next steps for balancing visibility, safety, aesthetics, and cost.

Considering the engineer's recommendation regarding settings and anticipated feedback on the current demonstration lights, staff asks that the PWC and Village Board provide policy direction selecting one of the following options:

Option A: **Adjust fixture brightness per engineer's recommendation**

- **Action:**
 - **Level 1** on side streets
 - **Level 4** at intersections
 - **Level 8** on main roads
- **Flexibility:** Adjust light levels case-by-case based on further input or need.
- **Impact:** Cost-effective and responsive but may not resolve all concerns related to low brightness or inconsistent lighting. Lots of DPW time and what may be good for one neighbor may not be good for the other.

Option B: **Install House-Side Shields and Standardize Brightness**

- **Action:** Install **house-side shields** on all light heads going forward, including retrofitting Phase 1 and Lake Drive fixtures.
- **Cost Estimate:** Approximately **\$7,000** to retrofit existing lights; will add additional estimated \$75 to future light head installation on future phases.
- **Light Output:** Set all lights to **Level 8** to maintain consistent illumination.
- **Impact:** Shields help reduce sidewalk and house-facing glare while preserving adequate street illumination. Standardizing shield use provides the greatest efficiency, and the shields can be installed prior to fixture installation on future construction phases.

Option C: **Discontinue Use of Dark Sky Fixtures in Future Phases**

- **Action:** Do not install any additional Dark Sky compliant light heads in future phases.
- **Cost Estimate:** No impact; fixtures are comparable cost.
- **Current Installations:** Keep existing Dark Sky fixtures in **Phase 1** and **Lake Drive** areas.
- **Light Output:** Maintain the **recommended lumen level of 6,300 lumens**.
- **Impact:** Preserves current lighting levels, fixtures with lenses may address aesthetic or brightness concerns in residential areas.

Note - The color temperature of the existing HPS luminaires are warmer/slightly more yellow (19K) than the LED luminaires (selected to be the warmest temp available from manufacturer – 27K). This will result in the LED luminaires inherently appearing to be brighter than the equivalent HPS, even though they have the same lumen output and are effectively the same “brightness”. This perceived increase in brightness is more often than not misinterpreted by the public as being a higher output luminaire.

On December 15, 2025, 3 items were discussed during the COW meeting with the following results:

1. Consider not installing DarkSky fixtures in future streetlight phases and replace all DarkSky fixtures that are currently installed with non DarkSky fixtures. **Board voted to keep DarkSky fixtures and to not replace currently installed fixtures.**

2. Consider installing house side shields at intersections/adjusting the light head orientation based on resident requests. **Board voted for this option to be available to residents.**

3. Consider changing lights on Lake Dr. so the lights can be turned down like the side streets. **Board voted 4-3 to not implement this change.**

Agenda Item Discussion – *Please provide a summary of the agenda item along with bullet points highlighting the main items and key issues to be discussed.*

There is only one item to discuss currently.

Consider turning the side streets that are set at level 1 to level 4 to match intersection settings.

Fiscal Note – *Please include the budget impact for this agenda item.*

N/A

Community and Business Outreach – *If applicable, did you notify the community groups and businesses that are directly impacted by this agenda item. Please specify in attached communication plan how community groups and businesses will be informed of action after Village Board consideration.*

Yes No

If Yes, identify how and what community groups and businesses were notified.

Action Required / Recommended – *Please include the recommended motion or possible actions for this agenda item.*

Attachments – *Please list the following attachments and supporting documents for this agenda item. Some attachments may be hyperlinked. Include Fiscal notes, if applicable, as the first attachment following this memorandum. Attachments may include agreements/contracts, presentation materials, letters, service proposals, etc.*



VILLAGE OF SHOREWOOD

REPORTS AND PRESENTATIONS TO VILLAGE BOARD

Agenda Item: Consider update job description for Assistant to the Finance Director.

Date: January 21, 2026

Presenter: Nicole Berzin, Assistant Village Manager

Department: Village Manager's Office

History

In 2025 the Village hired a Utility Superintendent. The Finance Department currently has an Assistant to the Finance Director retiring in September 2026. This person is currently the sole staff member responsible for completing the Village's utility billing functions.

In many cases the utility or public works department performs the billing process and/or is the primary respondent to utility bill questions and provides the data and associated analysis to a third-party billing company for printing and distributing the bills. This provides ease of communication with those performing the work and the individual administering the bills to customers.

Overview

In anticipation of this transition, the Village Manager, Assistant Village Manager, Director of Public Works, Utility Superintendent, Assistant to the Finance Director and Lauterbach & Amen recommend exploring multiple options in earnest to allow sufficient time to review current administrative procedures and tasks, train additional staff on utility billing and assess the marketplace for candidates.

As the Village is aware through the recruitment and outsourcing of the Finance Director position, the labor market has not produced candidates with the skill required for municipal positions. The job description has been updated and responsibility for utility billing will be transitioned to DPW to facilitate recruitment now and assess possible candidates. In addition, the Village will continue evaluating additional options outlined in the attached materials.

To support process continuity and ensure a smooth transition, the Village is requesting the assistance of City Water for one billing cycle to provide training support and customer service assistance during the next phase of implementation. In addition, City Water would review our current administrative practices for this task and provide suggestions for process improvement.

Recommended motion

Recommended motion: "I move to approve the proposed revisions to the Assistant to the Finance Director job description."

Fiscal Note / Budget Impact

There are no fiscal changes associated with the Finance Specialist position. The addition of City Water support for one utility billing cycle is estimated to cost \$4,000.

Attachments:

1. Finance Specialist Job Description



Village of Shorewood, Wisconsin

Job Description

POSITION TITLE: Finance Specialist

REPORTS TO: Finance Director

DEPARTMENT: Finance

GENERAL NATURE OF POSITION

Under the general direction of the Finance Director, assists with all aspects of the Village's financial transactions, analysis, and recordkeeping. Serves as the primary individual responsible for processing accounts payable and accounts receivable, performing bank and deposit reconciliations, and preparing monthly journal entries. This position is also responsible for managing, coordinating, and maintaining the data for the Village's annual budget process.

Successful candidates may be required to pass a physical examination, a background check and a drug screening as a condition of employment.

ESSENTIAL DUTIES AND RESPONSIBILITIES include the following.

Financial Analysis, Accounting and Reporting

1. Oversees annual tax collection process, including reconciliation and settlement with the Village.
2. Prepares and posts monthly recurring journal entries, including cash entries, interdepartmental charges and allocations, and corrective entries as needed.
3. Performs monthly, quarterly, and/or annual account reconciliations of the village's balance sheet accounts.
4. Prepares additional reports and performs financial analysis as required.
5. Utilizes BS&A municipal finance software to perform accounting, billing, and financial processing functions

Budget

1. Manages process of updating budget with Department Heads to prepare annual budget
2. Assists with preparation and entry of the annual budget and related budget reports, including review of revenue and expenditure balances and projections.
3. Complete budget report for Finance Directors review and presentation to the Village Board
4. Facilitate monitoring of budget process throughout the year with Department Heads
5. Inputs budget into BS&A module

Accounts Payable

1. Has overall responsibility and oversight of the accounts payable process; however, many individual tasks are performed by other employees at the department level. Duties typically include reviewing department-level invoice entry, printing checks, maintaining vendor records (including W-9s and 1099s), coordinating the mailing of checks, and preparing the accounts payable report for Village Board review.

2. Enters Village Hall administrative and general invoices.
3. Processes property tax overpayment refund checks.
4. Enters outgoing ACH, direct debit, and wire payments into the accounts payable system.
5. Prepares the monthly credit card report for Village Manager review.
6. Marks cleared checks and other transactions as cleared within the general ledger system.
7. Assists in the setup and maintenance of recurring invoice allocations and purchase orders and serves as the backup for accounts payable functions.

Accounts Receivable

1. Has overall responsibility and oversight of the accounts receivable process; however, many individual tasks are performed by other employees at the department level. Duties typically include entering administrative and general billings, reviewing department-level billing entries, and printing and coordinating the mailing of invoices.
2. Monitors collection efforts, including issuing reminder notices, applying interest and penalties to outstanding balances, assisting with the transition of past-due accounts to the tax roll or collection agency, and serving as the staff liaison for questions from other departments or customers.
3. Assists in the setup and maintenance of the Miscellaneous Receivables module and serves as the backup for other accounts receivable functions.

Other Accounting

1. Reviews cash receipt and credit card batches prior to posting to the general ledger, tracing deposits to the bank and matching individual transaction amounts between days, as necessary.
2. Prepares monthly sales tax reports and remittances to the State of Wisconsin.
3. Provides general assistance to other departments in the use of financial software.
4. Attends conferences and seminars as necessary to maintain proficiency in job responsibilities and related topics.
5. Other duties as requested by department head.

Other Village Hall Support

1. Acts as Village Treasurer when the Finance Director/Treasurer is unavailable and provides backup support to payroll process when Administrative/Payroll Specialist is unavailable.
2. Provides backup support to the customer service desk when the Village Clerk's Office requests for additional backup due to peak times or anticipated or /unanticipated absences.
3. Assists with general mailings or in-person or absentee ballot mailings.
4. Orders envelopes, paper, business cards, and general supplies for Village Hall
5. Processes mailing of delinquent tax notices as request by the Village Clerk.
6. Responds to general tax questions from community members.

SUPERVISION RECEIVED: This position receives general supervision from the Finance Director. Work assignments outside of routine tasks are assigned by the Finance Director or the Village Manager.

QUALIFICATION REQUIREMENTS: To perform this job successfully, an individual must be able to perform each essential duty satisfactorily. The requirements listed below are representative of the knowledge, skills, and abilities required. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

EDUCATION AND/OR EXPERIENCE: An Associate Degree in accounting or a minimum of three years of experience in municipal finance or accounting is preferred. Additional relevant experience in municipal finance or accounting may be considered in lieu of a formal accounting education.

LANGUAGE SKILLS: Ability to read, understand, and interpret general business periodicals, professional journals, technical procedures, and governmental regulations. Ability to write reports, business, correspondence, and procedure manuals, to effectively present information and respond to questions from groups of managers, residents, and the general public. Employee must be proficient in communicating and understanding the English language.

MATHEMATICAL SKILLS: Employee must have the ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, etc.

REASONING ABILITY: Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to define problems, collect data, establish facts, and draw valid conclusions.

OTHER SKILLS AND ABILITIES: Strong organizational skills needed; a pleasant and efficient manner for interaction with Village officials, management, and staff. This position requires a working knowledge of fund accounting in order to process journal entries and the ability to make independent judgement without immediate review.

TECHNOLOGY SKILLS: Proficient in Microsoft Windows environment and Microsoft Office suite, specifically including Word, Excel, and Outlook. Position requires working knowledge of modern office procedures and equipment.

PHYSICAL DEMANDS: The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to sit, use hands to finger, handle or feel objects, tools or controls; reach with hands and arms; and talk and hear. The employee is occasionally required to stand, walk, stoop, kneel, crouch, or crawl.

The employee must occasionally lift and/or move up to 10 pounds. Specific vision abilities required by this job include close vision, peripheral vision, and the ability to adjust focus.

WORK ENVIRONMENT: The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions.

The noise level in the work environment is moderate.

(This job description is prepared to comply with the Federal Americans with Disabilities Act and the Village of Shorewood's Implementation Plan for Americans with Disabilities Act which was adopted by the Village Board on September 4, 1992.)

Succession Options for Assistant to the Finance Director/Accounting Associate

Based on existing contracts, relationships, and available funding opportunities, four viable scenarios exist.

Option 1: In-House Hire

Description:

Begin recruiting immediately for an internal replacement, with duties refined during the hiring process.

Key Considerations

- Builds long-term internal capacity
- Higher fixed cost (salary and benefits)
- Recruitment and onboarding timing risk
- Market availability for qualified candidates is uncertain

Status:

Recruitment can begin now to test the labor market without committing to a final structure.

Option 2: Fully Outsource (Split Function)

Description:

- Outsource accounting support (Lauterbach and Amen)
- Outsource utility billing to a specialized provider (City Water)

Key Considerations

- Immediate continuity of service
 - Specialized expertise in both areas
 - Potential cost savings through State Innovation Grant funding
 - Requires ongoing contract oversight
-

Option 3: Hybrid – Outsource Accounting Support

Description:

- Outsource accounting support
- Retain utility billing internally

Key Considerations

- Reduces complexity and workload for internal staff
 - Maintains utility billing knowledge in-house
 - Partial eligibility for Innovation Grant funding
 - Requires internal capacity for billing continuity
-

Option 4: Hybrid – Outsource Utility Billing

Description:

- Outsource utility billing
- Retain accounting support internally

Key Considerations

- Utility billing handled by specialists
 - Frees internal staff time for broader finance functions
 - Partial Innovation Grant eligibility
 - Internal accounting workload must remain manageable
-

Option 5: New Hire for Accounting, Utility Billing Managed by DPW

Description:

- utility billing maintained with DPW
- Hire for accounting support internally

Key Considerations

- Utility billing handled internally
- Need to hire for accounting experience.

Option 6: Utility billing outsourced but City Water trains and develops new Utility Billing person at DPW with 1-3 year plan

Description:

- utility billing maintained with DPW
- Hire for accounting support internally OR externally

Key Considerations

- Utility billing handled internally
- Need to hire for accounting experience.