



Department of Public Works

**Jeffrey J. Mantes**  
Commissioner of Public Works

**James P. Purko**  
Director of Operations

October 28, 2005

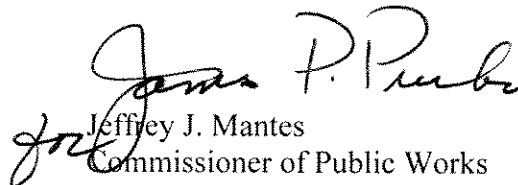
Honorable Finance and Personnel Committee  
Milwaukee Common Council  
City Hall Room 205

Re: Response to Questions on the 2006 Proposed Budget for the Department of Public Works

Dear Finance and Personnel Committee:

At the Department of Public Works' hearing on the 2006 Proposed Budget, you asked the department to respond to a number of questions raised at the hearing. Attached is our response to these questions. If you have any further questions, please feel free to contact me.

Very Truly Yours,

  
Jeffrey J. Mantes  
Commissioner of Public Works

Attachments

Cc: DPW Division Heads  
LaQuisha Schroeder  
Toni Biscobing  
Mark Nicolini, Budget Director  
Marianne Walsh, LRB Fiscal Manager  
Rhonda Kelsey, Mayor's Office

## RESPONSES TO FINANCE AND PERSONNEL COMMITTEE

### How many DNS fines have been issued in 2005 for litter/strewn debris?

DNS issued 9,830 clean up orders thru September 30, 2005. Property owners removed 7,647 of these violations. The remaining 2,183 were referred to contractors of which 212 were removed by Sanitation skid loader crews.

### How much would the City charge to establish a fee for clean fill disposal at the self-help stations?

The City of Milwaukee currently dumps clean fill at the Hartung Quarry at no cost. The quarry is expected to reach capacity by the end of 2006. Beginning in 2007, the city will need to budget for disposal costs of its own clean fill. If the self-help stations continue to take clean fill from residents, a fee would need to be established to cover transfer and hauling costs from the self-help stations to the quarry and a proportionate cost of the attendant and end loader operator stationed at the Quarry. Based on available data, that estimated cost is \$7 per yard.

There will be initial set up and ongoing administrative costs. Currently, each self-help station has a gate house for attendants to check for residency and direct vehicles to the proper disposal containers. Both gatehouses would need to be reconfigured to provide a secure area for receipt, handling, recording and safekeeping of cash. A cash register that records and prints receipts, a security camera and a secured safe, at minimum, would be required at each location.

The self-help stations are open 72 hours per week during the summer months and 48 hours per week during the winter months. The period of April 1 – November 30 would require at least two administrative staff at each location to cover the hours of operation. Using the Tow Lot as a reference, the administrative staff should be at the level of an Office Assistant III or greater to reflect the skill set needed to operate independently in a cash handling, customer service capacity.

Lastly, there would be cash transporting costs. The Tow Lot currently uses Loomis Armored to transfer cash. An additional pickup at the Lincoln self-help could probably be added to the current contract. However, we would likely need to establish a separate route for pick up at Industrial Road.

An estimate of the set up costs totals \$50,000. Net administrative costs would be \$58,000 after reducing two sanitation worker positions. Armored vehicle service costs for transporting cash are estimated to total \$75 per transport (roughly \$50,000 annually). As a result, the fee for disposal of clean fill is estimated to total \$15.00 per yard. In addition, the revenue would need to be recognized by the Comptroller.

Waste Management currently charges between \$33-\$40 per load for concrete with a \$15 minimum, and \$10 per ton for dirt.

### Fee for Move outs at 2-4 Family Rental Properties

The City's Attorney's Office is of the opinion that it is legal to charge rental properties for move-outs as long as there is a rational basis for imposing such charges. The department is in the process of developing a charge for this service, which will be available shortly.

**Please explain winter garbage regulations.**

Winter collection rules go into effect December 5, 2005. There is no brush collection from December 1 – March 1. For residents who do not have alleys, Sanitation crews will retrieve carts from their storage location, empty them and leave them at the curb for residents to return them to their storage locations by 10 PM on the day of collection. Any additional refuse or bulky items must be placed **at the curb**.

For residents who have alleys, carts should be at the alley line where they will be serviced and returned by Sanitation crews. Any additional refuse or bulky items should be placed **at the alley line, not at the curb**.

Collection days are not guaranteed during the winter and will change following each City holiday (Thanksgiving, Christmas, New Years, Dr. Martin Luther King Jr. Day). Garbage and recycling collection is suspended during major snowfall events.

Residents are responsible for clearing a path to garbage and recycling carts following snow and ice events.

**What would be the impact of allowing four-family units to go to private garbage collection?**

City collection crews service 3,075 four-family units, primarily with garbage carts. The impact of allowing these properties to go private would be the loss of up to \$1.6 million in solid waste fee revenue based on the proposed \$132 per unit solid waste fee. It is assumed that there would be a comparable reduction in costs to the City, however, that figure is unknown at this time due to uncertainty of how many buildings would actually go private and how many would contract with the city for apartment garbage collection. Since private collectors do not take additional items for free, there could also be adverse impacts on neighborhood cleanliness if residents continue to place bulky items at the curb or alley lines at properties the city no longer collects from.

**What would be the impact of elimination of sanitation supervisors and area managers?**

Since 1996, the three former divisions that now comprise the DPW-Operations Division have reduced its management staff from 104 to 81, or 22%. (Attachment A) The division attempts to reduce management staff in proportion to reductions in non-management staff. However, a reduction in management levels without a decrease in services impairs the division's ability to ensure that services are delivered in a timely and effective manner.

**Sanitation Supervisors (PG4) - 24 authorized positions**

Sanitation is the only DPW field operation that does not have crew leaders, which gives the initial impression of a high employee/management ratio when compared to other divisions. Sanitation Supervisors are the direct link for citizens. Each route supervisor manages between 7-10 garbage and recycling crews. Supervisors also coordinate special services such as weekend boxes, self help centers, brush collection, skid loader move-outs, barricade placement, street sweeping and leaf collection. They are the first responders to Aldermanic service requests, citizen inquiries and apartment garbage collection problems. To date, 104,000 Sanitation service requests have been processed through the DPW Call Center. Additionally, they initiate nuisance complaints to DNS and supervise the compliment of snow and ice control drivers.

Consequences of further reductions to Sanitation Supervisors will mean each route supervisor will have increased responsibility for more crews. Monitoring and supervision of these crews will be compromised. There will be delays in responses to aldermanic and citizen inquiries. The division will

continue to prioritize special service programs, but inevitably there will be operations that go unsupervised.

Sanitation District Manager (PG7) - 6 authorized positions

Sanitation District Managers coordinate and prioritize field operations in each of the six Sanitation districts (Attachment B). They are responsible for the security and efficient operation of each district facility that serves as the home base for 10-20 crews each day (Attachment C). They redirect crews based on staffing shortages and equipment break downs. They are the route design experts and lead all plowing and leaf collection operations, allocating the appropriate level of manpower and equipment based on conditions. They respond to grievances, level disciplinary actions, monitor sick leave, and approve employee probationary reports.

The consequences of reducing District Managers are that the timely redirection of garbage and recycling crews and leaf and snow plowing operations will be compromised.

Sanitation Area Manager (PG11) - 3 authorized positions

These are senior staff members who plan and coordinate staffing and equipment needs for each Sanitation area. They plan and manage the resources needed to accomplish Department initiatives (i.e. reducing the cost of 2005 leaf collection operations in light of increased fuel costs), staff the "storm phone" 24-7 during the winter months with contracted meteorological firms and determine the appropriate equipment and staffing response to impending storms. They also review and interpret DPW Call Center data, manage optimal productivity of all Sanitation activities, represent the Department in Review Board appeals and represent the Division in joint bargaining negotiations.

Additionally, since the elimination of the Sanitation Operations Manager in 2003, the responsibility of coordinating seasonal operations, working with the dispatch office for equipment needs, and working with the Department of Employee Relations on seasonal staffing needs have been redirected to Sanitation Area Managers.

The loss of one of these managers will negatively impact the coordination of service delivery to citizens. It is vital that these senior managers coordinate the dispatching and staffing of equipment with Fleet Operations for all Sanitation services. Field production will be compromised by lack of oversight and the re-tooling of operations will not occur in a timely fashion (combined collection). There will also be a loss of leadership in the administration of the continuous improvement process and certain delays in responding to and resolving citizen complaints.

Area Managers are responsible for one-third of the city for essential Sanitation services. A reduction of one will leave 100% of the workload for 67% of the resources. This represents a **major** shift in operations with inherent problems for the remaining incumbents assuming responsibility for such large areas of the city. Given the division's overall responsibility for management of snow and ice control operations, along with garbage and recycling collection, leaf collection, street sweeping and other vital services, the management team will be taxed.

Impact of Bed Only irrigation systems on City Boulevards

In 2004 the City of Milwaukee changed its policy regarding irrigation systems on city boulevards from full turf and bed watering to "bed only". This cost saving strategy reduced the amount of irrigation pipe needed on city boulevards and saved \$276,000 in capital improvement program funding.

Boulevards are piped and re-landscaped in coordination with the street paving program. The impacts of "bed only" irrigation systems on the landscape are brown grass during periods of low rainfall, increased

broadleaf weeds in the turf and low visual appearance rating. Horticultural experts agree that it costs more to bring turf back after weeds are established.

**What number of vehicles scheduled to be purchased in 2006 are available with alternative fuel sources?**

Please see Attachment D, which lists the vehicles scheduled to be purchased in 2006 and their availability with alternative fuels.

**Is the Police Department purchasing any alternative fuel vehicle in 2006?**

Currently, the Police Department is not planning to purchase any alternative fuel vehicles. There may be opportunities for the Police Department to purchase certain alternative fuel vehicles.

**Please submit a productivity analysis for day cleaning.**

A summary of the benefits that have been suggested by others who have implemented day cleaning are as follows:

- Reduction in electrical use.
- Certain savings in heating and cooling costs with the adjustment of thermostats during non-use hours.
- Timely resolution to any day to day complaints.
- Cleaning meeting the needs of individual clients.

Buildings and Fleet Services will conduct a follow-up customer survey three months after the start of this pilot program to determine any impact day cleaning has had on office staff productivity.

**City Hall Restoration EBE goals and performance for Engberg Anderson Design Partnership**

The contracted EBE goal for professional services is 18 %. The City has paid \$2,241,129.03 for professional services to date, with \$432,587.70, or 19.3% of that amount paid to the five EBE professional firms. These five EBE firms are American Design (Architectural), Heartland Engineering (Lighting/Electrical), PSJ Engineering (Mechanical), Bloom Consultants (Structural), and Prism Technical (EBE Coordination).

**What are the plans for Engine House #35?**

The DPW staff presently housed at the former Engine House #35 located at 407 North Hawley Road will be transferred to the new DPW Field Headquarters at 3850 North 35<sup>th</sup> Street (Tower Automotive site). The former Engine House facility will be turned over to the Fire Department on or about March 1, 2006.

**Are there any maintenance plans for the Merrill Park basketball courts?**

Maintenance of the Merrill Park play field and recreation area is the responsibility of the Milwaukee Public Schools. Any capital improvements needed to these facilities is the responsibility of the Department of Public Works. MPS has done minimal repair maintenance to Merrill Park's play fields. The tennis courts and tot lot/wading pool are in good condition and the basketball courts, playground, grass areas and parking lots are in fair to poor condition. MPS has budgeted funds to replace the field house roof in 2006. Neither MPS nor DPW has planned any additional work for Merrill Park at this time.

**Develop a fee for special event traffic plans in order to restore a position of Engineering Technician V to Infrastructure Services.**

A traffic control plan is required for a variety of events. Infrastructure typically prepares approximately 100 traffic control plans for the 1,000 special event permits that are issued each year. Traffic control plans can take anywhere between 1 and 20 hours to prepare, depending on the event. The recommended fee structure would charge a different rate based on the amount of staff time required to prepare the traffic control plan. As the table shows, less than 10% of the total special event permits issued require a traffic control plan.

<u>Level</u>	<u>Description</u>	<u>Fee</u>	<u>Estimated # of Events</u>	<u>Potential Revenue</u>
I	Plans requiring 12 or more hours for preparation	\$900	10	\$9,000
II	Plans requiring between 5 and 11 hours of preparation	\$600	30	\$18,000
III	Plans requiring between 1 and 4 hours preparation or revision of existing traffic control plans up to 4 hours	\$240	60	\$14,400
IV	No plan required	\$0	1,000	\$0
<b>Total</b>			<b>1,100</b>	<b>\$41,400</b>

**Does WE Energies pay for steam condensate?**

WE Energies does pay a fee to both MMSD and the City of Milwaukee for the calculated amount of water that is discharged to the City sewer system as condensate from their steam distribution network. Their steam plant is "certified" by MMSD because not all of their water use is returned to the sewer. As a result, they pay a reduced rate.

**What is the amount of unexpended funds anticipated in 2005 for the Sewer Maintenance Fund?**

There are still several months of expenses to account for, so it is difficult to project the amount of funds that will be available at the end of 2005. In addition, the Sewer Maintenance Fund will need any remaining funds to revert to its reserves to offset the potential loss of revenue from decreased water usage and the closing of Red Star Yeast.

**Please provide an update on Infiltration and Inflow reduction projects.**

Roof Downspout Disconnection Project:

Pre-project flow monitoring has been ongoing between March 2005 and October 2005.

In May 2005, a marketing consultant was retained to develop and implement a public outreach and involvement campaign (O & I campaign) to inform targeted area property owners and involve them in the project. Between July 14, 2005 and October 5, 2005, the O & I campaign reached 2,369 targeted area properties in the 7<sup>th</sup>, 10<sup>th</sup>, and 15<sup>th</sup> Aldermanic Districts. The O & I campaign included: project introduction letters from the Aldermen and Mayor, brochures delivered door-to-door, two community

outreach events at the Washington Park Library (including two post card mailings inviting property owners to the events), a downspout disconnection demonstration press event, and door-to-door canvassing.

The owners of 179 properties in the targeted area expressed interest in disconnecting downspouts. City crews inspected the downspouts at these 179 properties and found 148 of the properties had one or more downspouts eligible for the project (217 total eligible downspouts) based on the City's ordinances. Project consent forms were sent to these 148 properties with a deadline for return of October 19, 2005. To date, consent forms have been returned for 61 properties with 91 eligible downspouts.

Property owners that want to perform the downspout disconnections themselves and receive a rebate from the City have until December 1, 2005 to complete the work. Property owners that do not want to perform the disconnections themselves can be part of a City-let contract. Disconnections under the contract will be performed between November 15, 2005 and December 31, 2005.

#### Installation of Flow Controllers in Street Catch Basins with Downspout Disconnection Project:

In February 2005, a grant from the Milwaukee Metropolitan Sewerage District was obtained for 50% of the project costs (\$137,500 maximum reimbursement). Pre-project flow monitoring has been ongoing between March 2005 and October 2005.

The marketing consultant retained for the downspout disconnection project also developed an O & I campaign for this project. Between July 14, 2005 and October 5, 2005, the O & I campaign reached the 626 targeted area property owners in the 10<sup>th</sup> Aldermanic District. The O & I campaign included: a project introduction letter from Alderman Murphy and the Mayor, brochures delivered door-to-door, two community outreach events at the Washington Park Library (including two post card mailings inviting property owners to the events), a downspout disconnection demonstration press event, and door-to-door canvassing.

Owners of 75 properties expressed interest in the downspout disconnection portion of the project. City crews inspected the downspouts at all 75 properties and found 62 of the properties had one or more downspouts eligible for the project (97 total eligible downspouts) based on the City's ordinances. Project consent forms were sent to these 62 properties with a deadline for return of October 19, 2005. Consent forms have been returned for 27 properties with 41 eligible downspouts.

As with the downspout disconnection project, property owners that want to perform the disconnections themselves have until December 1, 2005 to complete the work. Property owners who do not want to perform the disconnections themselves can be part of a City-let contract. Disconnections under the contract will be performed between November 15, 2005 and December 31, 2005.

City forces are installing flow controllers in 80 street catch basins within the targeted area. Installation started in early October and approximately 30 flow controllers have been installed to date.

#### Foundation Drain Disconnection Project:

In February 2005, a grant from the Milwaukee Metropolitan Sewerage District was obtained for 50% of the project costs (\$250,000 maximum reimbursement). Pre-project flow monitoring has been ongoing between April 2005 and October 2005.

The same marketing consultant being used to develop an O & I campaign for the downspout disconnections and inlet flow controllers projects will also be assisting in developing educational material and signing up homeowners for this project.

Discussions between the City Engineer, Environmental Engineering, and the Alderman for the area have not yet resulted in a decision as to whether or not the project will be conducted.

Installation of Roof Drain Restrictors:

Eight city-owned buildings have been identified for the installation of the roof drain restrictors. A firm was selected to fabricate the restrictors, which are approximately 50% complete. Installation will begin on October 26.

Is it appropriate for the City to increase its Residential Preference Program and Emerging Business Enterprise requirements?

Attachment E are the year-end EBE reports from 1999-2004. The data shows that the department's EBE participation rate has increased from 16% in 1999 to 20.5% in 2004. Through September 2005, the EBE participation rate is 23.2%.



Attachment A

DPW OPERATIONS DIVISION - History of Management Reductions

ADMIN

Position	PG	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Operations Division Director	18							1	1	1	1	1
Admin & Projects Manager	14							1				
Administrative Services Manager	11								1	1	1	1
		0	0	0	0	0	0	2	2	2	2	2

FLEET

Position	PG	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Fleet Services Manager	14	1	1	1	1	1	1	1	1			
Fleet Services Manager	13									1	1	1
Vehicle & Equipment Repairs Mgr	11	1	1	1					1	1	1	1
Operations & Dispatch Manager	9			1			1	1	1	1	1	1
Quality Assurance Coordinator	8	1	1	1	1	1	1	1	1	1	1	1
Equipment Acquisition & Disposal Supv	8									1	1	1
Equipment Inventory Manager	6								1	1	1	1
Equip Operations & Training Manager	6									1	1	1
Auto Mechanic Supervisor II	5	8	8	8	8	8	8	8	8	7	7	7
Equip Operations Supervisor	4	3	3	3	3	3	3	3	3	3	2	2
Mgmt Services Analyst	7		1	1								
Equip Operations Manager	7	1	1	1	1	1						
Vehicle & Equipment Specialist	7				1	1	1	1	1			
Auto Mechanic Supervisor III	7	2	2	2	1	1	1	1				
Automotive Stores Supervisor	4	1	1	1	1	1	1	1				
Auto Mechanic Supervisor I	3	1	1	1	1	1	1					
Equipment Inventory Supervisor	2								1			
Inventory Control Coordinator	2	1	1	1	1	1	1	1				
Stores Asst Supervisor	2	1										
		21	21	22	19	19	19	18	18	17	16	16

Mgmt Reduction

24%

FACILITIES

Position	PG	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Buildings & Fleet Superintendent	16									1	1	1
Facilities Manager	14						1	1	1	1	1	1
Architecture Project Manager	12	1	1	1	1	1	1	1	1	1	1	1
Mechanical Engineer IV	12	1	1	1	1	1	1	1	1	1	1	1
Electrical Services Supervisor II	10	2	2	2	2	2	2	2	2	2	2	2
Operations & Maintenance Manager	10						1	1	1	1	1	1
Security Manager	6							1	1	1	1	1
Building Services Manager	6						1	1	1	1	1	1
Environmental Services Manager	4	1	1								1	1
Buildings & Fleet Director	16						1	1	1			
Support Service Director	16	1	1	1	1	1						
Bridges & Public Buildings Supt	16											
Bridges & Public Buildings Asst Supt	14											
Facilities Design & Construction Mgr	14						1	1	1	1		
Design & Construction Manager	14	1	1	1	1	1						
Facilities Manager	13			1	1	1						
Facilities Manager	12	1	1									
Facilities Repair Manager	13			1	1	1						
Facilities Repair Manager	12	1	1									
Civil Engineer V	13											
Mgmt Civil Engineer Senior	12											
Supervising Architect	12											
Bridges Management Engineer	12											
Building Management Engineer	12											
Bridges Management Asst Engineer	10											
Building Management Asst Engineer	10											
Business Operations Manager	8	1	1									
Management Facilities Engineer	8				1	1						
Construction Manager	8	1	1	1								
Buildings Project Manager	7											
Management & Acctg Officer	6											
Mechanical Maintenance Supervisor	5	2	2	2	1							
Parks & Playground Supervisor	4		1									
Management Accountant Senior	4											
Custodial Services Supervisor	4											
Custodial Services Manager	4											
Safety Specialist Sr	4	1	1									
Security Manager	4		1	1	1	1	1					
Custodial Services Manager	4			1	1	1						

Attachment A

Position	PG	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Bridge Operator Supervisor	3											
Custodian Supervisor II	2			3								
Environmental Supervisor	2	3	3									
Building Services Supervisor	2				3	3	3	3	2	2		
Custodian Supervisor I	4											
		17	19	16	15	14	13	13	12	12	10	10

Mgmt Reduction

41%

**SANITATION**

Position	PG	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Sanitation Services Manager	13								1	1	1	1
Sanitation Area Manager	11							3	3	3	3	3
Sanitation District Manager	7	6	6	6	6	6	6	6	6	6	6	6
Recycling Manager	7								1	1	1	1
Sanitation Supervisor	4	30	30	30	30	30	30	27	27	24	24	24
Sanitation Services Superintendent	16	1	1	1	1	1	1	1	1			
Sanitation Services Asst Supt	14											
Sanitation Operations Manager	14	1	1	1	1	1	1	1				
Administration & Projects Manager	14	1	1	1	1	1	1					
Special Assistant Sanitation	12											
Resource Recovery Manager	11	1	1	1	1	1	1	1				
Sanitation Area Manager	10	3	3	3	3	3	3					
Sanitation Area Manager	9											
Sanitation District Manager	6											
Business Operations Manager	8						1	1				
Community Relations Coordinator	7											
Sanitation Shop Supervisor	6	1	1	1	1	1	1	1				
Shop & Maintenance Supervisor	7								1			
Mgmt & Accounting Officer	6	1	1	1								
Sanitation Survey Coordinator	6				1	1	1					
Administrative Specialist Senior	4											
Cart Implementation Coordinator	4											
Safety Specialist Senior	4	1	1									
<b>Total</b>		46	46	45	45	45	46	41	40	35	35	35

Mgmt Reduction

24%

**FORESTRY**

Position	PG	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006
Environmental Services Supt	16								1	1	1	1
Forestry Services Manager	13								1	1	1	1
Urban Forestry District Manager	11	3	3	3	3	3	3	3	3	3	3	3
Greenhouse & Nursery Manager	8					1	1	1	1	1	1	1
Urban Forestry Manager	7	6	6	6	6	6	6	6	9	9	9	9
Shop and Maintenance Supervisor	7								1	1	1	1
Environmental Policy Analyst	6									1	1	1
Technical Services Manager	4									1	1	1
City Forester	16	1	1	1	1	1	1	1				
Assistant City Forester	14											
City Forestry Services Manager	14	1	1	1	1	1	1					
Forestry Operations Supervisor	11											
Boulevard Operations Supervisor	11											
Forestry Operations Supervisor	10											
Boulevard Operations Supervisor	10											
Business Operations Manager	8	1	1	1								
Arborist District Supervisor	7											
Landscape Supervisor III	7											
Safety Specialist Sr	4		1									
Mechanical Maintenance Supervisor	5	1	1	1	1	1	1	1				
Nursery Supervisor	4	1	1	1	1							
Arborist III	4											
Landscape Supervisor II	4											
Civic Center Landscape Supervisor II	4											
Urban Forestry Supervisor	4	6	6	6	6	6	6	6				
Landscape Supervisor I	2											
<b>Total</b>		20	21	20	19	19	19	18	16	18	18	18

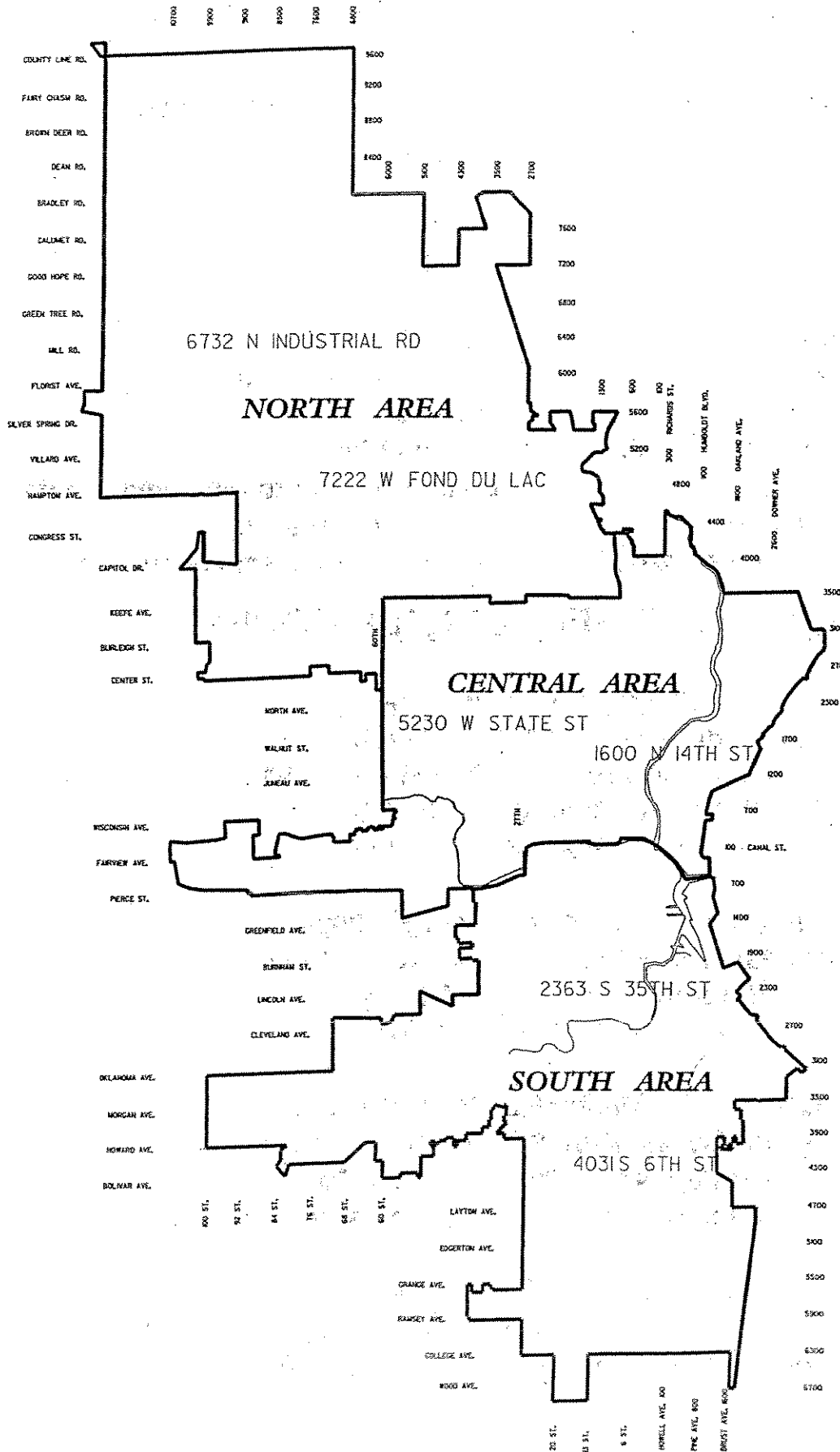
Mgmt Reduction

10%

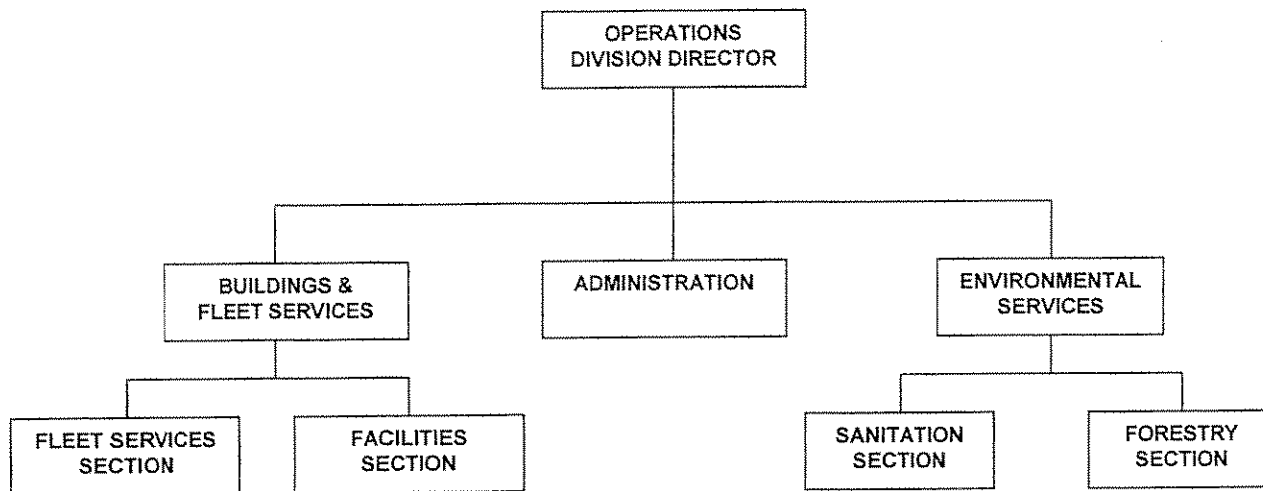
Total Management Reductions From 104 in 1996 to 81 in 2006	22%	104	81
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# Attachment B

## Sanitation district map



# Attachment C



## DPW – OPERATIONS DIVISION ENVIRONMENTAL SERVICES

### Zeidler Municipal Building, 6<sup>th</sup> Floor West

Environmental Svc Supt	Cole, Preston	E 016
Forestry Services Mgr	McFadyen, Bob	013
Enviro Policy Analyst	Kujoth, Kim	006
Safety Supervisor	Thomas, Eunice	004
Landscape Architect	vacant	606
Admin Assistant II	Whittow, Claudia	445
Accounting Asst II	Taylor-Johnson, Toni	445
Sanitation Services Mgr	Engelbart, Michael	013
Admin Services Mgr	Booker, Wanda	011
Recycling Manager	vacant	007
Safety Supervisor	Leszczynski, Michael	004
Program Assistant II	Benites, Ana	530
Program Assistant I	Walter, Nicole	460
Accounting Asst II	vacant	445

### 6732 North Industrial Road

Urb For District Mgr	Boeder, Jeffrey	011
Urban Forestry Mgr	Batchelor, Arthur	007
Urban Forestry Mgr	vacant	007
Urban Forestry Mgr	vacant	007
Urban Forestry Tech	Schlosser, Mark	560
Urban Forestry Crew Ldr	Abdullah, Najjar	282
Urban Forestry Crew Ldr	Allen, Robin	282
Urban Forestry Crew Ldr	Heebsh, Steven	282
Urban Forestry Crew Ldr	Kling, Chris	282
Urban Forestry Crew Ldr	Nice, Gary	282
Urban Forestry Crew Ldr	Nichols, Malvin	282
Urban Forestry Crew Ldr	Schneider, Tamara	282
Office Assistant IV	Toth, Kristin	445
Urban Forestry Specialist	40 Positions	255
City Laborer (seasonal)	15 Positions	205
Sanitation Area Mgr	Bensch, Mary	011
Sanitation District Mgr	Newsom, Marilyn	007
Sanitation Supervisor	Lassanske, Gary	004
Sanitation Supervisor	Wallace, Jerome	004
Sanitation Supervisor	Powalisz, James	004
Sanitation Supervisor	Pena, Steve	004
Field Hdqtrs Coord	Stoecker, Gary	741
Operations Driver Worker	80 Positions	750
Sanitation Worker	15 Positions	740
Sanitation Inspector	Green, James	500

### 7222 West Fond du Lac

Sanitation District Mgr	Daniels, Michael	007
Sanitation Supervisor	Heindel, Mark	004
Sanitation Supervisor	Henry, Todd	004
Sanitation Supervisor	Kerr, Alan	004
Sanitation Supervisor	vacant	004
Sanitation Inspector	Davis, Shannon	500
Operations Driver Worker	20 Positions	750

### 5230 West State Street

Urb For District Mgr	Ottman, Kenneth	011
Urban Forestry Manager	Dannecker, Christy	007
Urban Forestry Manager	Mueller, Theodore	007
Urban Forestry Manager	Oleszak, Paula	007
Shop & Maint Supvr	Melanz, Ronald	007
Tech Services Supervisor	Krouse, Randy	004
Urban Forestry Tech	Regan, Katherine	560
Urban Forestry Tech	Kringer, James	560
Urban Forestry Tech	Munson, Michael	560
Urban Forestry Tech	Walfort, John	560
Urban Forestry Crew Ldr	Kessen, Robert	282
Urban Forestry Crew Ldr	Miller, Scott	282
Urban Forestry Crew Ldr	Okerlund, Kathleen	282
Urban Forestry Crew Ldr	Ostaszewski, Chad	282
Urban Forestry Crew Ldr	Porn, David	282
Urban Forestry Crew Ldr	Reinhardt, Dwayne	282
Urban Forestry Crew Ldr	Schabarker, Willard	282
Urban Forestry Crew Ldr	Shea, Steven	282
Office Assistant IV	Gnas, Dannette	445
Lead Equipment Mech	Kielman, Wayne	260
Equipment Mechanic III	Kitzke, Jay	248
Equipment Mechanic III	Perez, David	248
Equipment Mechanic III	Ureda, Robert	248
Utility Crew Worker	Siang, Wayne	741
Urban Forestry Spec	40 Positions	255
City Laborer (seasonal)	16 positions	205
Sanitation Area Mgr	Stone, Donald	011
Sanitation District Mgr	Erber, Paul	007
Sanitation Supervisor	Smith, Billy	004
Sanitation Supervisor	Limon, Rick	004
Sanitation Supervisor	Bliot, Dan	004
Sanitation Supervisor	Falkowski, Walter	004
Field Hdqtrs Coord	Fillmore, Holliss	741
Operations Driver Worker	30 Positions	750
Sanitation Worker	12 Positions	740

**1100C North 60<sup>th</sup> Street**

Landscape & Irrigation Specialist	Illemann, Paul	786
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**3342 N 100<sup>th</sup> Street**

Sanitation Worker	Brzezinski, Lester	740
Tractor Operator	1 Position	960

**1600 North 14th Street**

Sanitation Distr Mgr	Colorez, Gary	007
Sanitation Supervisor	Bontempo, Ken	004
Sanitation Supervisor	Steadman, Robert	004
Sanitation Supervisor	Bruno, Sal	004
Sanitation Supervisor	Urbaniak, Chuck	004
Cart Maintenance Tech	Olson, Frank	740
Sanitation Inspector	Grimes, Sahajian	500
Sanitation Inspector	Jackson, Kenneth	500
Operations Driver Worker	60 Positions	750

**2363 South 35th Street**

Sanitation Area Mgr	Smith, Jeffery	011
Sanitation District Mgr	Land, Rich	007
Sanitation Supervisor	Kadow, Gary	004
Sanitation Supervisor	Hagen, John	004
Sanitation Supervisor	Mullins, William	004
Sanitation Supervisor	Laura, John	004
Field Hdqtrs Coord	Smith, Sandra	741
Cart Maintenance Tech	Skarr, Dennis	740
Sanitation Inspector	Murawski, Dennis	500
Operations Driver Worker	100 Positions	750
Sanitation Worker	17 Positions	740

**4031 South 6th Street**

Sanitation District Mgr	Pelkowski, John	007
Sanitation Supervisor	Figueroa, Raul	004
Sanitation Supervisor	Schoesser, James	004
Sanitation Supervisor	Sandles, Marvece	004
Sanitation Supervisor	Wynn, Thomas	004
Operations Driver Worker	20 Positions	750

**2024 West Holt Avenue**

Urban For District Mgr	Leinberger, Lawrence	011
Urban Forestry Manager	Genich, Kevin	007
Urban Forestry Manager	Kieren, Elizabeth	007
Urban Forestry Manager	Perkins, Joan	007
Urban Forestry Tech	Wojtycki, Gael	560
Office Assistant IV	Gruna, Margaret	445
Urban Forestry Crew Ldr	Balistreri, Aimee	282
Urban Forestry Crew Ldr	Dominguez, Thomas	282
Urban Forestry Crew Ldr	Gelhar, Kurt	282
Urban Forestry Crew Ldr	Kluslow, Jeff	282
Urban Forestry Crew Ldr	Rewolinski, Stanley	282
Urban Forestry Crew Ldr	Stamp-Schrader, Debra	282
Urban Forestry Crew Ldr	Thurrow, David	282
Urban Forestry Specialist	40 Positions	255
City Laborer (seasonal)	16 Positions	210

**8423 South 51st Street**

Greenhouse & Nursery Manager	Grocholski, Jan	008
Nursery Crew Leader	Ocepek Peppey, Lynn	255
Nursery Laborer	4 Positions	238
Urban For Laborer (seas)	11 Positions	230
Tractor Operator	1 Position	960

ALTERNATIVE FUEL OPTIONS FOR 2006

Equipment Name	2006 Units	Dollars	Current Fuels			Alternative Fuels				Comments
			Gasoline	Diesel	Bio-Diesel	CNG	Propane	Hybrid	E85 Flex-Fuel	
<b>FLEET-CAPITAL EQUIPMENT</b>										
Sweeper	3	351,000		X	X					See Note 1 below
Tractor Light, Multi-Purpose	8	552,000		X	X					
Tractor, Trencher w/Breaker, Trailer	1	51,000	X	X	X					
Truck, Aerial, 36 Ft. Utility Body	1	120,000		X	X					
Truck, Dump, 5 Yard w/Underbody Plow	14	1,666,000		X	X					
Truck, Dump, 5 Yard	2	200,000		X	X					
Truck, Packer, 25 Yard Rearload	10	1,800,000		X	X	X				Add \$30,000 per truck for CNG
Truck, Packer, 25 Yard Recycle	6	1,260,000		X	X	X				CNG fueling costs being researched
Truck, Packer, 31-Yard, Top Load	1	170,000		X	X					
Truck, Roll-Off	2	260,000		X	X					
Truck, Van, Step	1	70,000	X	X	X					
<b>FLEET-O&amp;M EQUIPMENT</b>										
Chipper, Brush	1	30,000		X	X					
Compactor, Vibratory	1	2,000	X							
Endloader, Skid-Steer, 1,350 Lb w/Trailer	1	27,000		X	X					
Forklift, 9,000 Lb	1	39,000	X	X	X	X	X			Add \$600 (Propane), \$2,500 (CNG)
Roller, Vibratory	1	14,000	X					X		
Sealant Melter	1	25,000						X		
Stump Cutter	1	38,000		X	X					
Truck, Dump, 2 yd	1	70,000	X	X	X					
Truck, Dump, 2 yd, w/Compressor	2	94,000		X	X					
Truck, Platform, Compressor	2	70,000		X	X					
<b>DPW-PARKING</b>										
Jeep, Right-Hand Drive	5	140,000	X							See Note 3 below
Tow Truck	1	55,000	X	X	X					
Cube Van	1	48,000	X	X	X					
<b>INFR-UNDERGROUND</b>										
Truck, Dump, 2 yd	1	48,000	X	X	X					
Truck, Sewer Jet	1	140,000		X	X					
Truck, Step Van	1	55,000	X	X	X					
<b>WATER WORKS</b>										
Forklift	1	25,000	X	X	X	X	X			Add \$600 (Propane), \$2,500 (CNG)
Truck, Drill Rig	1	120,000		X	X					
Truck, Stake	2	96,000	X	X	X					
Truck, Van, Step	1	60,000	X	X	X					
Truck, Van, Step	3	315,000		X	X					
<b>POLICE DEPARTMENT</b>										
Squad Car	57	1,197,000	X							See Notes 2 and 3 below
Truck, Van	2	43,500	X	X	X					
Truck, Van, Prisoner Transport	3	78,000	X	X	X					

Total Units and Dollars	141	\$9,329,500
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Total number of equipment types	30
Alternative fueled equipment types available	27
% of alternative fuel vehicle types available	90%

Notes

1. Biodiesel Cost: For every percentage point of biodiesel used, add approximately \$.01 to fuel cost/gallon. Example, 99% petroleum diesel w/ 1% biodiesel = current cost of \$2.411/gallon vs. \$2.40 for 100% petroleum diesel. Engine manufacturers currently allow up to 10% biodiesel blend.
2. Although some consumer grade cars such as the Ford Crown Victoria and Chevrolet Impala are available with Gasoline/E85 (flex-fuel) engines, the heavier-duty squad car versions of those models are not.
3. The possibility of alternative fuel conversion kits for vehicles is being researched. The EPA requires any kit to provide as clean or cleaner emissions for any modifications that alter the certified emission system on vehicles.

DECEMBER

2004

MONTHLY

YEAR TO DATE

BUREAU	FORMAL CONTRACTS				FORMAL CONTRACTS		
	YEAR	TOTAL DOLLARS	EBE DOLLARS	EBE %	TOTAL DOLLARS	EBE DOLLARS	EBE %
INFR	2003	\$1,171,893	\$106,126	9.1%	\$30,651,712	\$5,924,081	19.3%
	2004	\$2,454,523	\$355,605	14.5%	\$52,941,755	\$9,869,488	18.6%
B&F	2003	\$719,326	\$130,887	18.2%	\$2,866,446	\$428,814	15.0%
	2004	\$0	\$0	0.0%	\$6,028,065	\$1,555,489	25.8%
SAN	2003	\$0	\$0	0.0%	\$87,500	\$0	0.0%
	2004	\$0	\$0	0.0%	\$3,633,810	\$931,850	25.6%
FOR	2003	\$0	\$0	0.0%	\$0	\$0	0.0%
	2004	\$0	\$0	0.0%	\$80,000	\$80,000	100.0%
WATER	2003	\$732,687	\$123,495	16.9%	\$8,736,357	\$2,029,639	23.2%
	2004	\$1,608,345	\$314,492	19.6%	\$8,624,457	\$2,056,621	23.8%
ADMIN	2003	\$0	\$0	0.0%	\$980,002	\$180,000	18.4%
	2004	\$109,450	\$5,500	5.0%	\$319,610	\$31,900	10.0%
FORMAL CONTS TOTAL	2003	\$2,623,906	\$360,508	13.7%	\$43,322,017	\$8,562,534	19.8%
	2004	\$4,172,318	\$675,597	16.2%	\$71,627,697	\$14,525,348	20.3%
PROF.SERV. CONTS TOTAL	2003	\$0	\$0	0.0%	\$7,304,259	\$1,555,117	21.3%
	2004	\$0	\$0	0.0%	\$2,065,512	\$452,360	21.9%
SERVICE ORDERS	2003	\$105,035	\$33,828	32.2%	\$819,112	\$240,770	29.4%
	2004	\$61,819	\$7,416	12.0%	\$1,054,735	\$327,140	31.0%
DPW TOTAL	2003	\$2,728,941	\$394,336	14.5%	\$51,445,388	\$10,358,421	20.1%
	2004	\$4,234,137	\$683,013	16.1%	\$74,747,944	\$15,304,848	20.5%

# DEPARTMENT OF PUBLIC WORKS

## EBE REPORT FOR FORMAL CONTRACTS

2003

DECEMBER

MONTHLY

YEAR TO DATE

BUREAU	FORMAL CONTRACTS				FORMAL CONTRACTS		
	YEAR	TOTAL DOLLARS	EBE DOLLARS	EBE %	TOTAL DOLLARS	EBE DOLLARS	EBE %
INFR	2002	\$1,312,650	\$297,094	22.6%	\$28,514,756	\$6,032,413	21.2%
	2003	\$1,171,893	\$106,126	9.1%	\$30,651,712	\$5,924,081	19.3%
B&F	2002	\$0	\$0	0.0%	\$2,614,779	\$841,678	32.2%
	2003	\$719,326	\$130,887	18.2%	\$2,866,446	\$428,814	15.0%
SAN	2002	\$0	\$0	0.0%	\$0	\$0	0.0%
	2003	\$0	\$0	0.0%	\$87,500	\$0	0.0%
FOR	2002	\$0	\$0	0.0%	\$0	\$0	0.0%
	2003	\$0	\$0	0.0%	\$0	\$0	0.0%
WATER	2002	\$747,710	\$207,799	27.8%	\$9,372,791	\$2,152,520	23.0%
	2003	\$732,687	\$123,495	16.9%	\$8,736,357	\$2,029,639	23.2%
ADMIN	2002	\$0	\$0	0.0%	\$0	\$0	0.0%
	2003	\$0	\$0	0.0%	\$980,002	\$180,000	18.4%
FORMAL	2002	\$2,060,360	\$504,893	24.5%	\$40,502,326	\$9,026,611	22.3%
CONTS TOTAL	2003	\$2,623,906	\$360,508	13.7%	\$43,322,017	\$8,562,534	19.8%
PROF.SERV.	2002	\$84,986	\$15,577	18.3%	\$2,071,317	\$616,903	29.8%
CONTS TOTAL	2003	\$0	\$0	0.0%	\$7,304,259	\$1,555,117	21.3%
SERVICE	2002	\$42,379	\$15,807	37.3%	\$311,664	\$159,140	51.1%
ORDERS	2003	\$105,035	\$33,828	32.2%	\$819,111	\$240,770	29.4%
DPW	2002	\$2,187,725	\$536,277	24.5%	\$42,885,307	\$9,802,654	22.9%
TOTAL	2003	\$2,728,941	\$394,336	14.5%	\$51,445,387	\$10,358,421	20.1%



# DEPARTMENT OF PUBLIC WORKS

## EBE REPORT FOR FORMAL CONTRACTS

*2002*

**DECEMBER**

MONTHLY

YEAR TO DATE

BUREAU	FORMAL CONTRACTS				FORMAL CONTRACTS		
	YEAR	TOTAL DOLLARS	EBE DOLLARS	EBE %	TOTAL DOLLARS	EBE DOLLARS	EBE %
INFR	2001	\$598,328	\$121,150	20.2%	\$24,075,485	\$3,666,004	15.2%
	2002	\$1,312,650	\$297,094	22.6%	\$28,514,756	\$6,032,413	21.2%
B&F	2001	\$316,624	\$3,713	1.2%	\$8,396,490	\$2,574,264	30.7%
	2002			0.0%	\$2,614,779	\$841,678	32.2%
SAN	2001	\$0	\$0	0.0%	\$0	\$0	0.0%
	2002	\$0	\$0	0.0%	\$0	\$0	0.0%
FOR	2001	\$0	\$0	0.0%	\$0	\$0	0.0%
	2002	\$0	\$0	0.0%	\$0	\$0	0.0%
WATER	2001	\$740,110	\$185,028	25.0%	\$5,775,712	\$1,193,433	20.7%
	2002	\$747,710	\$207,799	27.8%	\$9,372,791	\$2,152,520	23.0%
ADMIN	2001	\$0	\$0	0.0%	\$36,812	\$0	0.0%
	2002	\$0	\$0	0.0%	\$0	\$0	0.0%
FORMAL CONTS TOTAL	2001	\$1,655,062	\$309,891	18.7%	\$38,284,499	\$7,433,701	19.4%
	2002	\$2,060,360	\$504,893	24.5%	\$40,502,326	\$9,026,611	22.3%
PROF.SERV. CONTS TOTAL	2001	\$0	\$0	0.0%	\$0	\$0	0.0%
	2002	\$84,986	\$15,577	18.3%	\$2,071,317	\$616,903	29.8%
SERVICE ORDERS	2001	\$0	\$0	0.0%	\$0	\$0	0.0%
	2002	\$42,379	\$15,807	37.3%	\$311,664	\$159,140	51.1%
DPW TOTAL	2001	\$1,655,062	\$309,891	18.7%	\$38,284,499	\$7,433,701	19.4%
	2002	\$2,187,725	\$536,277	24.5%	\$42,885,307	\$9,802,654	22.9%

# DEPARTMENT OF PUBLIC WORKS

## DBE REPORT FOR FORMAL CONTRACTS

2001

DECEMBER

MONTHLY

YEAR TO DATE

BUREAU	FORMAL CONTRACTS					FORMAL CONTRACTS		
	YEAR	TOTAL DOLLARS	DBE DOLLARS	DBE %		TOTAL DOLLARS	DBE DOLLARS	DBE %
INFR	2000	\$532,363	\$55,071	10.0%		\$24,457,572	\$4,991,332	20.4%
	2001	\$598,328	\$121,150	20.2%		\$24,075,485	\$3,666,004	15.2%
B&F	2000	\$2,377,418	\$418,146	17.6%		\$4,339,806	\$923,855	21.3%
	2001	\$316,624	\$3,713	1.2%		\$8,396,490	\$2,574,264	30.7%
SAN	2000	\$0	\$0	0.0%		\$0	\$0	0.0%
	2001	\$0	\$0	0.0%		\$0	\$0	0.0%
FOR	2000	\$0	\$0	0.0%		\$0	\$0	0.0%
	2001	\$0	\$0	0.0%		\$0	\$0	0.0%
WATER	2000	\$754,020	\$165,633	22.0%		\$5,695,741	\$1,157,465	20.3%
	2001	\$740,110	\$185,028	25.0%		\$5,775,712	\$1,193,433	20.7%
ADMIN	2000	\$0	\$0	0.0%		\$718,631	\$129,354	18.0%
	2001	\$0	\$0	0.0%		\$36,812	\$0	0.0%
DPW TOTAL	2000	\$3,683,801	\$638,850	17.3%		\$35,211,750	\$7,201,906	20.5%
	2001	\$1,655,062	\$309,891	18.7%		\$38,284,499	\$7,433,701	19.4%

# DEPARTMENT OF PUBLIC WORKS

## DBE REPORT FOR FORMAL CONTRACTS

2000

### DECEMBER

MONTHLY

YEAR TO DATE

BUREAU	FORMAL CONTRACTS					FORMAL CONTRACTS		
	YEAR	TOTAL DOLLARS	DBE DOLLARS	DBE %		TOTAL DOLLARS	DBE DOLLARS	DBE %
INFR	1999	\$14,344,928	\$718,189	5.0%	\$39,324,421	\$4,984,926	12.7%	
	2000	\$552,363	\$55,071	10.0%	\$24,457,572	\$4,991,232	20.4%	
B&F	1999	\$59,250	\$2,500	4.2%	\$27,305,639	\$5,187,583	18.9%	
	2000	\$2,377,418	\$418,146	17.6%	\$4,339,806	\$923,855	21.3%	
SAN	1999	\$0	\$0	0.0%	\$0	\$0	0.0%	
	2000	\$0	\$0	0.0%	\$0	\$0	0.0%	
FOR	1999	\$0	\$0	0.0%	\$0	\$0	0.0%	
	2000	\$0	\$0	0.0%	\$0	\$0	0.0%	
WATER	1999	\$169,695	\$33,950	20.0%	\$6,002,872	\$1,309,917	21.8%	
	2000	\$754,020	\$165,633	22.0%	\$5,695,741	\$1,157,465	20.3%	
ADMIN	1999	\$0	\$0	0.0%	\$1,338,248	\$447,640	29.1%	
	2000	\$0	\$0	0.0%	\$718,631	\$129,354	18.0%	
DPW TOTAL	1999	\$14,573,873	\$754,639	5.2%	\$74,371,180	\$11,930,066	16.0%	
	2000	\$3,683,801	\$638,850	17.3%	\$35,211,750	\$7,201,906	20.5%	

# DEPARTMENT OF PUBLIC WORKS

## DBE REPORT FOR FORMAL CONTRACTS

1999

DECEMBER

MONTHLY

YEAR TO DATE

BUREAU	YEAR	FORMAL CONTRACTS			FORMAL CONTRACTS		
		TOTAL DOLLARS	DBE DOLLARS	DBE %	TOTAL DOLLARS	DBE DOLLARS	DBE %
INFR	1998	\$1,295,250	\$155,881	12.0%	\$24,376,586	\$4,525,454	18.6%
	1999	\$14,344,928	\$718,189	5.0%	\$39,324,421	\$4,984,926	12.7%
B&F	1998	\$0	\$0	0.0%	\$2,737,847	\$495,722	18.0%
	1999	\$59,250	\$2,500	4.2%	\$27,505,639	\$5,187,583	18.9%
SAN	1998	\$0	\$0	0.0%	\$0	\$0	0.0%
	1999	\$0	\$0	0.0%	\$0	\$0	0.0%
FOR	1998	\$0	\$0	0.0%	\$0	\$0	0.0%
	1999	\$0	\$0	0.0%	\$0	\$0	0.0%
WATER	1998	\$164,789	\$37,972	10.4%	\$16,303,170	\$2,664,167	16.3%
	1999	\$169,695	\$33,950	20.0%	\$6,002,872	\$1,309,917	21.8%
ADMIN	1998	\$0	\$0	0.0%	\$2,233,350	\$405,318	18.1%
	1999	\$0	\$0	0.0%	\$1,538,248	\$447,640	29.1%
DPW	1998	\$1,660,039	\$193,853	11.7%	\$45,674,953	\$8,090,661	17.7%
TOTAL	1999	\$14,573,873	\$754,639	5.2%	\$74,371,180	\$11,930,066	16.0%