VILLAGE OF TWIN LAKES

105 East Main Street P.O. Box 1024 Twin Lakes, Wisconsin 53181
Phone (262) 877-2858

VILLAGE BOARD COMMITTEE OF THE WHOLE MEETING
Monday, July 6, 2026 – 6:30 p.m.
Village Hall, 105 E. Main Street, Twin Lakes, WI

AGENDA

1. CALL TO ORDER

2. PLEDGE OF ALLEGIANCE

3. ROLL CALL: TRUSTEES ANDRES, BAXA, FITZGERALD, KAROW, LIVINGSTON, PERL, PRESIDENT SKINNER

4. PUBLIC COMMENTS AND QUESTIONS - Public comments are limited to three (3) minutes per person.

5. APPROVAL OF MINUTES: June 1, 2026 Committee of the Whole

6. PRESIDENT AND TRUSTEE REPORTS

A. TRUSTEE BARB ANDRES - ADMINISTRATION, FINANCE, JUDICIARY, LICENSING

1. Discussion regarding TIF #1 Project Plan.
2. Discussion regarding a Short-Term Rental License for 353 Indian Point Road, Lane/Kylee Johnson.
3. Discussion regarding a Short-Term Rental License for 1551 Richmond Road, Lowell Hall/Lakeview Comfort LLC.
4. Discussion regarding a Short-Term Rental License for 512 Barry Road, Natalie/Kyle Barry.
5. Discussion regarding a Short-Term Rental License for 359 Indian Point Road, Mario Gonzalez
6. Discussion regarding edits to the Short-Term Rental Ordinance.
7. Discussion regarding original license applications filed by The Prine Properties LLC, d/b/a The Prine Properties LLC, 201 Lance Drive; Payton Hulne, Agent, for a “Class B” intoxicating liquor license, Class “B” fermented malt beverage license, cabaret license, and amusement device license.
8. Discussion regarding an original Class “B” fermented malt beverage license application filed by De la Montana LLC, d/b/a De la Montana LLC, 405 N. Lake Ave.; Gabriel Giraldo, Agent.
9. Discussion regarding an event permit application filed by Andrew Kane, owner of Buoys, 402 S. Lake Ave., for the Buoys Car Show on August 15, 2026, from 4:00 p.m. to 8:00 p.m., including closure of South Lake Avenue from Barry Road to Wilmot Avenue, subject to the Fire Chief’s condition that the road reopen by 8:30 p.m.
10. Discussion regarding an event permit application filed by Emily Planton for Briar’s Ski4All to be held at Lance Park on August 22, 2026, from 8:00 a.m. to 9:00 p.m., including requested use of park facilities, a tent/bar area, extra trash cans, and reserved parking stalls.
11. Discussion regarding a Temporary Class “B” fermented malt beverage license application filed by the Twin Lakes Area Chamber & Business Association for Briar’s

Ski4All to be held on August 22, 2026, from 9:00 a.m. to 9:00 p.m. at Lance Park.

B. TRUSTEE KEVIN FITZGERALD - STREETS & ROADS, EQUIPMENT, STREET LIGHTS, WEEDS, LAKE PLANNING AND PROTECTION

1. Discussion regarding 2026 Street Resurfacing bids.
2. Discussion regarding 2026 Storm Sewer Improvement bids.
3. Discussion regarding a fence replacement at Lake Elizabeth Marina.
4. Discussion regarding the Village's vacuum truck.

C. TRUSTEE JIM BAXA - CEMETERY, SANITATION, RECYCLING, SENIORS

D. TRUSTEE AARON KAROW - BUILDING AND ZONING, PLAN COMMISSION, AND PUBLIC BUILDINGS

1. Discussion regarding sidewalks in Fairway Woods Subdivision.

E. TRUSTEE KEN PERL - POLICE, FIRE, LAKE CONTROL, PARKS AND BEACHES

1. Discussion regarding Public Administration Associates Fire and EMS Study.
2. Discussion regarding Uniform Address Signs on Piers.

F. TRUSTEE ROBERT LIVINGSTON - SEWER, HEALTH AND ENVIRONMENT, YOUTH, LIBRARY

1. Discussion regarding the Community Library Agreement.
2. Discussion regarding a new well at the WWTF.
3. Discussion regarding the repairs of two pumps at Lift Station #9.
4. Discussion regarding 2026 Sewer Main Repairs.

G. VILLAGE PRESIDENT HOWARD SKINNER

7. ADJOURN

MATTERS MAY BE TAKEN IN ORDER OTHER THAN LISTED

Requests from persons with disabilities who need assistance to participate in this meeting or hearing should be made to the Clerk's office in advance so appropriate accommodations can be made.

VILLAGE OF TWIN LAKES COMMITTEE OF THE WHOLE MINUTES - DRAFT
June 1, 2026 – 6:30 p.m.
Village Hall, 105 E. Main Street, Twin Lakes, WI
Minutes are a record of actions taken by the body and are not a verbatim transcript.

CALL TO ORDER / PLEDGE OF ALLEGIANCE / ROLL CALL

President Skinner called the meeting to order at 6:31 p.m., followed by the Pledge of Allegiance.
Present: Trustees Barb Andres, Jim Baxa, Kevin Fitzgerald, Aaron Karow, Bob Livingston, Ken Perl, and President Howard Skinner.
Also Present: Administrator Laura Jager, Police Captain Jacob Bauer, and Clerk Sabrina Waswo.

PUBLIC COMMENTS AND QUESTIONS

Attorney Tim Andringa, representing Lake Elizabeth Manor Improvement Association, objected to the proposed 25-foot height limit because LEMIA's existing 30-foot light pole would become nonconforming. He requested either a 30-foot height limit or an exemption until substantial work is done at the site.

Kim Lishamer, 1816 Pheasant Avenue, opposed the ordinance, stating that the compliance timeline was unrealistic and that the glare definition was too broad. She requested Trustee Livingston to recuse himself due to potential professional conflicts through his landscaping business.

Sharon Opryszek, 2909 Lakeshore Way, opposed the ordinance and questioned whether complaints from a limited number of residents should drive a Village-wide regulation. She stated that nearby residents did not object to the marina light and believed the ordinance was selectively aimed at LEMIA.

Diane Wahlner, 2920 Lakeshore Way, stated that she lives adjacent to the marina and purchased her home knowing the light pole was there. She said the light provides security and thanked Trustee Perl for addressing a maintenance issue at West Park.

Lisa Wagner, 245 West Park Drive, stated that she originally raised the lighting concern and believed the Board had done its due diligence. She urged the Board to move to a vote at the next regular meeting so affected residents could come into compliance during the summer.

Bryan Neal, 142 W. Park Drive, spoke regarding the audit presented at the prior meeting. He cited concerns from the audit, including omission of the required management discussion and analysis, expenditures exceeding revenues, five budget categories being over budget, and internal control deficiencies. He urged the Board to seek accountability regarding why trustees were not given the audit materials in advance.

Skinner/Fitzgerald motion to approve the Committee of the Whole minutes of March 2, 2026, April 6, 2026, and May 4, 2026. Motion carried 7-0.

PRESIDENT AND TRUSTEE REPORTS

TRUSTEE BARB ANDRES - ADMINISTRATION, FINANCE, JUDICIARY, LICENSING

Discussion regarding a Fireworks Permit Application submitted by MDS LLC / Jimmy Ellis for a fireworks display on Lake Elizabeth on July 11, 2026, beginning at dusk, approximately 9:00 p.m., with a rain date of July 25, 2026.
The application was approved by both the police and fire departments. It is consistent with permits issued in prior years, and applicants pay an additional $500 for water control. Trustee Fitzgerald requested the placement of launch barges be confirmed by police to avoid debris falling on neighboring piers, as occurred in past years.

Discussion regarding an Event Permit Application submitted by Main Street Tap and Village View Pub for the Street Party and Car Show on August 22, 2026, from 9:00 a.m. to 12:00 a.m. (midnight).
The permit is consistent with prior years and no issues have been reported in the past.

Discussion regarding an extension of premises for the Class "B" Fermented Malt Beverage licenses for Main Street Tap and Village View Pub for the Street Party and Car Show on August 22, 2026, from 9:00 a.m. to 11:00 p.m.
The extension is consistent with prior approvals. Clerk Waswo noted that intoxicating liquor must remain served inside the licensed premises; the extension applies to fermented malt beverages only.

Discussion regarding a request submitted by Aces Sports Bar & Grill Inc., DBA Aces Sports Bar & Grill, 200 E. Main St., to extend the Cabaret License to the outside patio.
The request covers acoustic-style entertainment on a small outdoor patio, ending no later than 10:00 p.m. The Board found this consistent with similar arrangements at other establishments.

Discussion regarding a new Cabaret License & Amusement Device License application filed by The Twisted Hook LLC, DBA The Twisted Hook, 121 S. Lake Ave., for approval from June 16, 2026 through June 30, 2026, and renewal approval for the July 1, 2026 through June 30, 2027 license year.
The applicant provided an updated map showing the proposed stage area relative to the bar.

Discussion regarding renewal license applications listed below, contingent upon payment of all outstanding liabilities and delinquencies with the Village of Twin Lakes and wholesaler invoices, clearance of any Department of Revenue holds, and approval of background checks, where applicable:

Renewal of Class "A" Fermented Malt Beverage and "Class A" Intoxicating Liquor Licenses filed by:

1. Twinkot Ltd DBA Berkot's Super Foods, 600 N. Lake Ave., Jean Pikalek, Agent
2. Twin Lakes BP Operating Corporation DBA Twin Lakes BP, 475 N. Lake Ave., Judith Schwartz, Agent
3. Twin Lakes Citgo Inc DBA Twin Lakes Citgo, 410 N. Lake Ave., Rupinder Singh, Agent

Renewal of Class "B" Fermented Malt Beverage and "Class B" Intoxicating Liquor Licenses, Cabaret Licenses, and Amusement Device Licenses filed by:

1. Aces Sports Bar & Grill Inc DBA Aces Sports Bar & Grill, 200 E. Main St., Kanwal Singh, Agent
2. Joe-Elaine Lightning 1926 LLC DBA The Blue Goose, 1205 N. Lake Ave., Amanda Londberg, Agent
3. Kane's Lakeside LLC DBA Buoys, 402 S. Lake Ave., Andrew Kane, Agent
4. FST Inc DBA Donovan's Reef, 611 Rink Ave., Barbara Eterno, Agent
5. Karr Incorporated DBA Main Street Tap, 338 E. Main St., Richard Karrasch, Agent
6. On the Go Bar & Grill Inc DBA On-the-Go Bar & Grill, 406 N. Lake Ave., Gurpinder Kaur, Agent
7. Hawes, Inc DBA Pink House Resort, 201 Lance Dr., Shirley Newkirk, Agent
8. Rumpoles Inc DBA Rumpole's Banquet & Bowling, 352 E. Main St., Adija Alijoski, Agent
9. Toor Country Club Inc DBA Twin Lakes Country Club, 1230 Legion Dr., Gurpinder Kaur, Agent
10. 2BG Inc DBA Twin Lakes Roadhouse, 1519 Musial Rd., Andrea Watson, Agent
11. A.S. Tonishing Inc DBA Village View Pub, 350 E. Main St., Kristina Kerwer, Agent

Renewal of Class "B" Fermented Malt Beverage and "Class B" Intoxicating Liquor Licenses and Cabaret Licenses filed by:

1. JDR Investments LLC DBA La Casita Mexican Restaurant, 201 E. Main St., Luciano Ortiz, Agent
2. Lake Elizabeth Sandbar and Island Grill LLC DBA Sand Bar & Island Grill, 3101 E. Lake Shore Dr., Chrystal Barnes, Agent
3. The Twisted Hook LLC DBA The Twisted Hook, 121 S. Lake Ave., Mehmet Uygur, Agent

4. Lakeside Entertainment LLC DBA Woody's, 511 Wilmot Ave., Brian Walmsley, Agent

Renewal of Class "B" Fermented Malt Beverage and "Class B" Intoxicating Liquor Licenses and Amusement Device License filed by:

1. Laurin's Landing LLC DBA Laurin's Landing, 425 Wilmot Ave., Jeffrey Laurin, Agent

Renewal of Class "B" Fermented Malt Beverage and "Class B" Intoxicating Liquor Licenses filed by:

1. Twin Lakes Vault Inc DBA Corner Kitchen Family Restaurant, 100 N. Lake Ave., Adija Alijoski, Agent

Renewal of Amusement Device License filed by:

1. Melody Park LLC DBA Melody Park Campground, 2154 E. Lakeshore Drive

TRUSTEE KEVIN FITZGERALD - STREETS & ROADS, EQUIPMENT, STREET LIGHTS, WEEDS, LAKE PLANNING AND PROTECTION

Discussion regarding sidewalk repairs downtown.
Trustee Fitzgerald and the Public Works Foreman walked the downtown sidewalks and identified the highest-priority areas for repair. The contract before the Board represents the most competitive of at least two bids received and covers the areas deemed major trip hazards. Some sections were set aside for potential mud-jacking or foam-lifting by public works staff. Funding is proposed from TIF funds, as the project was not included in the adopted budget.

Discussion also touched on the relationship between tree roots and sidewalk heaving, with further review anticipated. Trustee Baxa stated he would provide sample program language from other communities exploring a 50/50 cost-sharing program with adjacent property owners. Staff will include the second bid in the next board packet.

TRUSTEE JIM BAXA - CEMETERY, SANITATION, RECYCLING, SENIORS

Discussion regarding an Eagle Scout project at the Cemetery.
Trustee Baxa reported that following a site visit to Mt. Prairie Cemetery, an Eagle Scout from Troop 334 out of Burlington proposed constructing an informational sign and a small kiosk to store and display brochures for cemetery visitors. The Cemetery Board expressed support for the project and requested Board endorsement to allow the Scout to present formally at the next regular board meeting.

TRUSTEE AARON KAROW - BUILDING AND ZONING, PLAN COMMISSION, AND PUBLIC BUILDINGS

Discussion regarding actions taken at the May 27, 2026 Plan Commission Meeting:

a. Conditional Use Permit for Dion Romano, Parcel 85-4-119-211-1100.

Trustee Karow reported a Conditional Use Permit was recommended for Dion Romano at the parcel commonly known as Lovely Plaza to facilitate auto sales. The Board clarified that the business operates entirely off-site with no vehicles stored at the location; the permit is required solely due to the auto sales classification. The Board directed that the motion for the regular board meeting include a condition that the permit is tied to Mr. Romano's tenancy and that any future operator would be required to return to the Plan Commission and Village Board for approval.

TRUSTEE KEN PERL - POLICE, FIRE, LAKE CONTROL, PARKS AND BEACHES

Discussion regarding Ordinance 2026-6-1 Creating Chapter 8.90 of the Twin Lakes Code Pertaining to Outdoor Lighting.
Trustee Perl stated he generally supported the recommended revisions. The Board reviewed the recommended revisions.

Compliance Timeline: Trustee Karow questioned the change from 90 days to 45 days and raised concern that the ordinance did not clearly state when the compliance period would begin. The concern was that the ordinance could be read to require all properties in the Village to comply within the stated period after the ordinance becomes effective, even if no complaint had been filed.

The Board discussed separating the ordinance's effective date from the complaint-driven enforcement process. The intent was that the ordinance would become effective upon adoption and publication, with an initial 90-day grace period for general public awareness; however, enforcement would not be proactive.

Staff was directed to revise the compliance and enforcement language, including Section 8.90.8, to clarify that once a valid complaint is received and a violation is confirmed, the Village would issue notice to the property owner and provide a 45-day correction period before any citation is issued. The revised language should also address the notice process and allow for reasonable extensions when a property owner demonstrates a good-faith effort to comply.

Shoreline and Water-Oriented Lighting: The Board reviewed the recommendation to remove the 50-foot visibility restriction for docks, piers, berthing structures, and shoreline lighting because a fixed distance would be difficult to apply, especially on the water. The Board generally supported replacing the distance requirement with language requiring shoreline and water-oriented lighting to be shielded and directed downward to reduce light trespass onto navigable waters and adjacent properties. Trustee Livingston asked how shielding would be determined, and Trustee Fitzgerald stated the practical issue is whether the bulb itself is visible from outside the property. Attorney Andringa noted that visibility across the lake may still create enforcement challenges and that the language should be as clear and enforceable as possible.

Height Restriction: The Board reviewed the recommendation to increase the maximum pole height from 25 feet to 30 feet. It was noted that the 30-foot height addressed the remaining concern raised regarding the LEMIA pole. The Board supported the revision.

Public Lighting Exemptions: The Board reviewed the public lighting exemption and whether Village-owned parks should be fully exempt. Concern was raised that Village park lighting, including shoreline lighting, should not remain unshielded while private property owners are required to comply. The Board supported retaining the exemption for appropriate public facilities, while adding language requiring lights in public parks facing the shoreline to be shielded.

Recreational Lighting Exemptions: The Board reviewed the proposed exemption for recreational and sports lighting. It was noted that sports lighting poles may exceed the general height restriction and should be addressed separately so approved recreational lighting is not automatically in violation. The Board supported requiring Plan Commission review for this type of lighting with a professional illumination plan showing light direction, intensity, and spillover.

Penalty Section: Trustee Fitzgerald questioned what penalty would apply if a citation is issued. Staff noted that the draft penalty section provides for fines of not less than $100 and not more than $250. The Board directed that the citation amount be clarified and made consistent with the municipal court bond schedule.

Optional Additional Definition: Trustee Karow stated that the optional additional definition for public lighting should be added to the ordinance. The Board agreed to include the definition in the revised draft.

Administrator Jager noted that public notice could be provided through the Lake District flyer, newspaper publication, the Village website, and the Village Facebook page.

Staff was directed to incorporate the discussed revisions into a revised draft ordinance for consideration at the next regular Board meeting.

TRUSTEE BOB LIVINGSTON - SEWER, HEALTH AND ENVIRONMENT, YOUTH, LIBRARY

Discussion regarding the annual CMAR report for the WWTF.
The annual CMAR report will be provided to the Board with the highlighted fields completed.

ADJOURN

Skinner/Andres motion to adjourn at 8:03 p.m. Motion carried 7-0.

6.)A.)1.

Memorandum
To: Village Board
From: Laura Jager, Village Administrator
Date: June 29, 2026
Re: Developing a Strategic Implementation Plan for the Remaining Life of Tax Increment District No. 1

The purpose of this discussion is to begin developing a long-term implementation strategy for the remaining life of Tax Increment District No. 1. The Village has a unique opportunity over the next several years to make strategic investments that leave a lasting impact on the downtown before the TIF District closes. Attached is the original Tax Increment District Project Plan adopted in 2007 and amended in 2008. As the Board reviews potential future projects, staff recommends using the existing Project Plan as the foundation for future investments whenever possible. Completing projects that are already contemplated within the adopted plan will help minimize the need for future amendments while continuing to advance the original vision for the downtown area.

The intent of this discussion is not to authorize any specific project. Rather, the goal is to establish Board direction so staff can evaluate projects that are consistent with the adopted Project Plan and return to the Village Board with recommendations for future consideration. The original Project Plan was developed through an extensive public planning process that included multiple public meetings, stakeholder interviews with residents, business owners, and property owners, a community design preference survey, Plan Commission review, Village Board review, and Joint Review Board approval. As a result, the Village already has an adopted community vision for the TIF district. Although the Village and downtown have continued to evolve over the past several years, many of the original goals identified in the Project Plan remain relevant today. These include downtown revitalization, streetscape improvements, pedestrian connectivity, redevelopment opportunities, public infrastructure improvements, landscaping, gateway features, and other public improvements that encourage private investment within the district. As the TIF District enters the remaining years of its life, staff believes it is appropriate for the Village Board to revisit the adopted Project Plan and identify which projects or concepts should become priorities before the district closes. This discussion is intended to build upon the existing plan rather than begin a completely new planning process.

Discussion
To help guide the discussion, staff requests Board input on the following questions:

- What should be the Village Board's primary objectives for the remaining life of the TIF District?
- Which projects or concepts identified in the original Project Plan should receive priority before the district closes?
- Should the Village focus its remaining TIF resources on one or two transformational projects or several smaller improvements throughout the district?
- Are there redevelopment opportunities or strategic public investments that should continue to be evaluated because they support the goals of the adopted Project Plan?
- If the TIF District closes, what projects would you like residents to identify as the lasting accomplishments of the TIF District?

Recommended Process
To assist with developing a long-term implementation strategy, a Trustee TIF Priority Worksheet is attached for each Board member. Following the Committee discussion, Trustees are requested to complete the worksheet and return it to staff within approximately two weeks. Staff will then compile the responses, identify common priorities, evaluate how the suggested projects align with the adopted Project Plan, and prepare a consolidated list of potential projects, estimated costs, funding availability, and implementation considerations for future Committee discussion. Once the Village Board has established preliminary priorities and staff has evaluated potential projects, the Board may determine whether additional public engagement would be beneficial before moving forward with specific projects. This approach allows the Village to build upon the extensive public input that has already been incorporated into the adopted Project Plan while also providing residents an opportunity to review and comment on the Board's proposed direction before significant projects are implemented. The goal of this process is to develop a strategic implementation plan that identifies the Village Board's priorities for the remaining life of the TIF District and provides a roadmap for completing those projects before the district closes.

Recommendation
Discuss the remaining priorities for Tax Increment District No. 1 and provide staff with direction regarding future project evaluation and strategic planning for the remaining life of the district.

Village of Twin Lakes TIF District Planning Worksheet

Purpose

The Village's Tax Increment Financing (TIF) District is currently scheduled to close in 2032. As discussed at the Committee of the Whole, staff is beginning the planning process now to allow adequate time to evaluate, design, budget, and complete any projects the Village Board wishes to pursue before the district closes. Please complete this worksheet and return it to Village Hall within two weeks. Staff will compile the responses, identify areas of consensus, and present the results to the Village Board for discussion before seeking public input on potential projects.

1. Project Priorities

The project list below is intended to begin the discussion and is not all-inclusive. If there are additional projects you believe should be considered, please include them in the comments section. Please indicate the priority level for each potential project.

Project	High	Medium	Low	Not a Priority
Downtown Streetscape Improvements	☐	☐	☐	☐
Lake Mary to Downtown Connection (Sidewalks, Landscaping, Streetscaping)	☐	☐	☐	☐
Property Acquisition for Public Use or Redevelopment	☐	☐	☐	☐
Public Gathering Spaces / Parks	☐	☐	☐	☐
Landscaping & Gateway Improvements	☐	☐	☐	☐
Sidewalk & Pedestrian Improvements	☐	☐	☐	☐
Parking Improvements	☐	☐	☐	☐
Public Infrastructure Improvements	☐	☐	☐	☐
Redevelopment Incentives	☐	☐	☐	☐
Wayfinding / Downtown Identity	☐	☐	☐	☐

2. Top Three Priorities

Of the projects listed above, which three do you believe should receive the Village's highest priority before the TIF District closes?

1. _____

2. _____

3. _____

3. Projects That Should Not Be Pursued

Are there any project types you believe the Village should not pursue with remaining TIF funds?

_____

_____

4. Additional Comments (Optional)

_____

_____

_____

Village of Twin Lakes

Tax Increment District #1

Approved: September 24, 2007

Revised: February 2, 2008

Amended: April 21, 2008

Prepared By:
Planning and Design Institute
and
Griffin, Kubik, Stephens & Thompson

PDI

GK S&T Griffin, Kubik, Stephens & Thompson, Inc.
Investment Bankers

Village of Twin Lakes
Tax Increment District #1

Approved: September 24, 2007
Revised: February 2, 2008
Amended: April 21, 2008

Village President
Howard Skinner

Village Board
Sharon Bower
Tom Connolly
Kevin Fitzgerald
Aaron Karow
Jeremy Knoll
Mike Moran
Howard Skinner

Village Plan Commission
Tim Beyer
Dennis Deeter
Todd Destree
Richard Diedrich
Aaron Karow
Howard Skinner

Community Growth Commission
Joe Anselmo
John Caslin
Carl Karow
Charles Lovely
Vicki Skinner
Lon Wlenke

Joint Review Board
David Geertsen - Kenosha County Director of Financial Services
Mark Zlevor - Gateway Tech College Chief Financial Officer
Steve Dunn - Twin Lakes School Dist #4 Board President
David Betz - Wilmot Union High School Business Manager
David Cox - Village of Twin Lakes Village Administrator
Stan Torstenson - JRB Citizen Representative

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A note on TIF amendments

After a TID is created, the municipality may amend the TID in numerous ways. The physical area of the TID can be modified to bring property served by district improvements into the TID, or to remove developed land from a TID and return it to the tax rolls. The project plan can be amended to include new project costs or different financing plans. Finally, the life of a TID can be extended beyond the statutory maximum if existing tax increments will not pay off project costs in the allowed time.

Each type of amendment has different procedures and restrictions. For example, a boundary amendment is permitted only four times during the life of a TID, while the project plan's expenditures and financing have no amendment limits. All types of amendments must follow the same rules and guidelines as newly created TIDs.

This proposed project plan is utilizing one of its four allowed boundary amendments, as well as amending the expenditures and methods of financing.

Tax Increment Law

The State of Wisconsin created Tax Incremental Law to help cities and villages broaden the tax base, reduce the tax burden of residents and homeowners, rehabilitate blighted areas, and improve or develop industrial sites. The law establishes a procedure for cities and villages to finance projects which will help achieve the aforementioned objectives. The law allows communities to recapture the costs of public improvements through property taxes levied on the newly created development within the Tax Incremental District (TID). The law recognizes that without the TID expenditures, the new development would not have occurred.

Background

As directed by the Village Plan Commission, the Village planning and financial consultants, in coordination with Village staff and elected officials, have prepared a proposal for a Tax Incremental Finance District (TIF) for the Village of Twin Lakes downtown area.

On February 15, 2007, the Village of Twin Lakes authorized Planning and Design Institute, Inc. (PDI), in coordination with Village staff and elected officials, to conduct Phase I (Background and TIF Concept) and Phase II (Public Involvement) components of a proposed Tax Increment Financing District for the Village's downtown area. Furthermore, on June 4, 2007, the Village of Twin Lakes authorized PDI, in association with Griffin, Kubik, Stephens & Thompson, Inc. (GKST - Village financial advisor), to conduct the final phases of the Tax Incremental Financing Districts, Phase III (TID Concept Feasibility) and Phase IV (TID Approval and Adoption).

Creation of a TID necessitates that the property within the TID meet certain requirements. The type of district proposed is a Blight Elimination/Redevelopment TID on the basis of over 50% of the real property in the TID (by area) meeting the definition of "blighted area" set forth in Section 66.1105 of Wisconsin Statutes (see Exhibit 10 for blight study and parcel list). This type of TID was selected because the property within the District more appropriately meets the eligibility criteria for this classification of TID. Additionally, this type of TID adequately meets the future needs of the Village.

The proposed district generally extends along two mixed-use corridors. The first corridor extends along North and South Lake Avenue from Estate Drive (at the northern end) to Lake Street (at the southern end). The second corridor extends along East Main Street and Lance Drive from the intersection of East Main Street and Lake Avenue to approximately Swanson Court. The District is comprised of 218 parcels covering approximately 152 acres (see Exhibit 1).

Public Involvement

Several meetings have occurred over the course of the TID process. The TID plan was developed over four phases and included a series of public meetings. The first public meeting was held on February 15, 2007 at Lakeview School. In phase I, PDI presented "TIF 101" explaining how tax increment financing works and discussing how it could be used to benefit the Village.

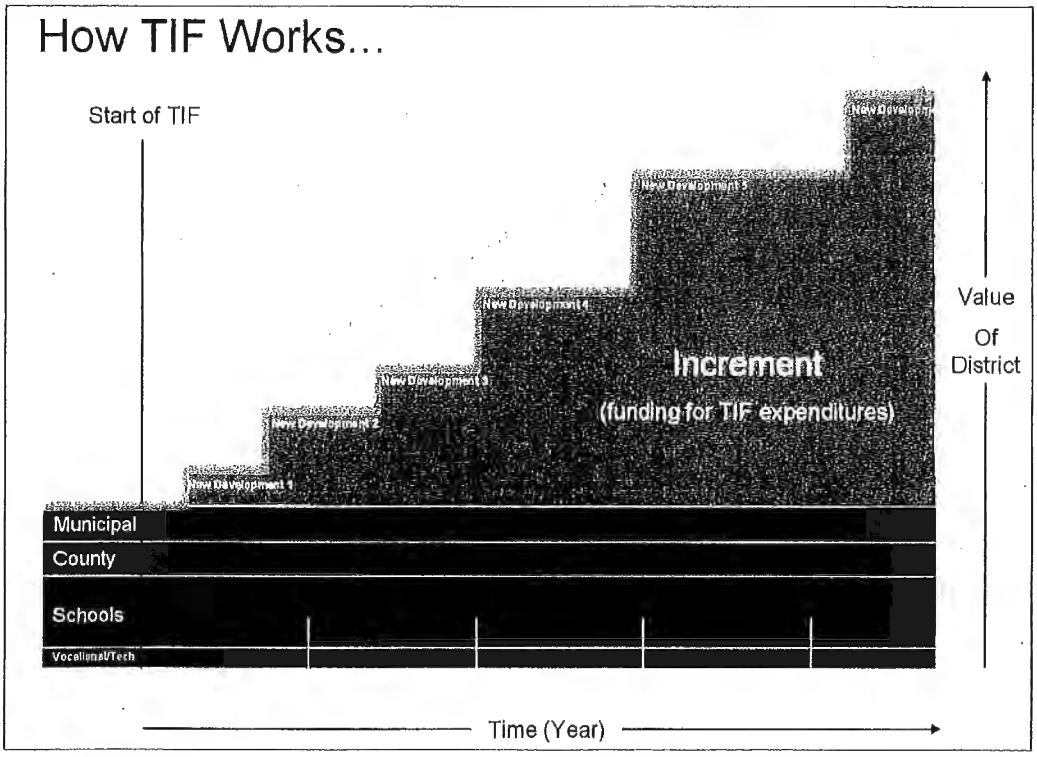
Stakeholder interviews were held on May 22 - 23, 2007 at the Village Hall. Twenty-two residents, business owners and property owners were asked 1) what they felt was good and/or bad and 2) what their vision was for the downtown area. A brief summary of the interviewees' responses was presented at a second public meeting on May 24, 2007. A design preference survey was also conducted at this meeting to gauge citizen response to various type, styles, and designs of development. Nineteen residents participated in the design preference survey.

The third public meeting was held on June 4, 2007. The results from the design preference survey were presented along with a summary of comments from both the introductory meeting and stakeholder interviews.

The fourth public meeting was held July 11, 2007 at the Village Hall. At this meeting, PDI displayed and explained the elements of a detailed concept development scenario and street sections for the downtown area. Additionally, the initial draft of TID expenditures and the results of the blight study were presented.

The initial draft of the TID Project Plan was discussed at a Joint Plan Commission and Village board meeting held August 7, 2007 at the Village Hall and was approved August 29, 2007.

A graphic used at the first public meeting to explain how TIF works.

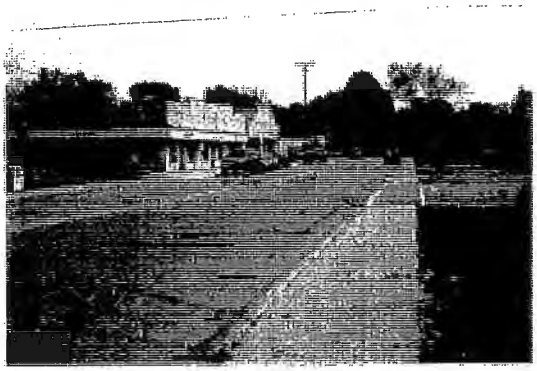


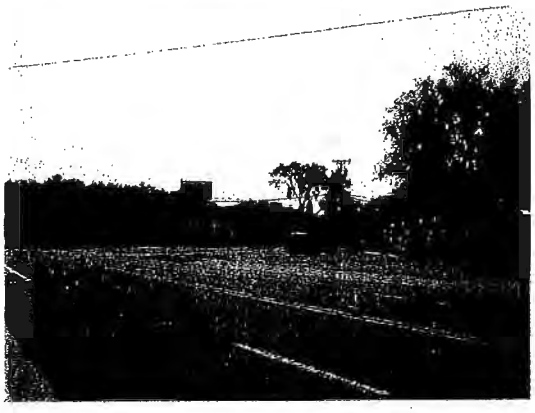
Existing Conditions

The Village of Twin Lakes downtown area currently consists of a mixture of offices, restaurants, bars and grills, and general stores. The area lacks visual cohesion and does not draw potential outside patrons. In a series of stakeholder interviews, many property/ business owners indicated the area had limited aesthetic appeal, lacked main street features (such as street trees, lighting and well defined sidewalks) or an identity, and many buildings needed façade improvements. Several property/business owners commented the Village's downtown area felt old but not old-fashioned. While stakeholders indicated a desire to make improvements to their property, they were not certain that the incurred costs would be recaptured in rents, property value or additional business. The property/business owners remain optimistic about the Village's downtown area; its convenience, traffic counts, and proximity to Lake Mary all help its desirability as a local commercial destination.

Development patterns within the Village's downtown area still reflect the long vacated rail corridor, resulting in a single-sided Main Street corridor in the heart of the Village. Properties on the developed (north) side of the East Main Street often are in need of façade or other building improvements. Obsolete platting and irregular rights-of-way are major issues throughout the district. Often there is little distinction between what is public versus what is private and what space is for pedestrians versus what is for automobiles. Sidewalks are often narrow and immediately adjacent to the street. This creates an unsafe feeling for pedestrians and may result in fewer people walking and spending extended periods of time in the Village's downtown area. Public "on-street" parking is well utilized but can be difficult to use as a result of irregular placement. Travel lanes are often excessively wide, resulting in speeding traffic, difficulty crossing the street, and lost development or pedestrian space. Several buildings exist within the right-of-way, and the street is often on private property outside the right-of-way. Many parcels have double frontage (a street in the front and back of a property), which creates additional issues when trying to achieve high-quality development.

The above issues, along with the potential under-utilization of publicly and privately owned land, have prevented a critical mass of downtown businesses and residents from developing and invigorating the Village's downtown area.





Images from top to bottom: Main Street at Lake Avenue looking west
Lake Avenue south of Main Street
Lake Avenue north of Main Street
Lake Avenue north of the downtown area

Statement of Kind, Number and Location of Proposed Projects, Works and Improvements

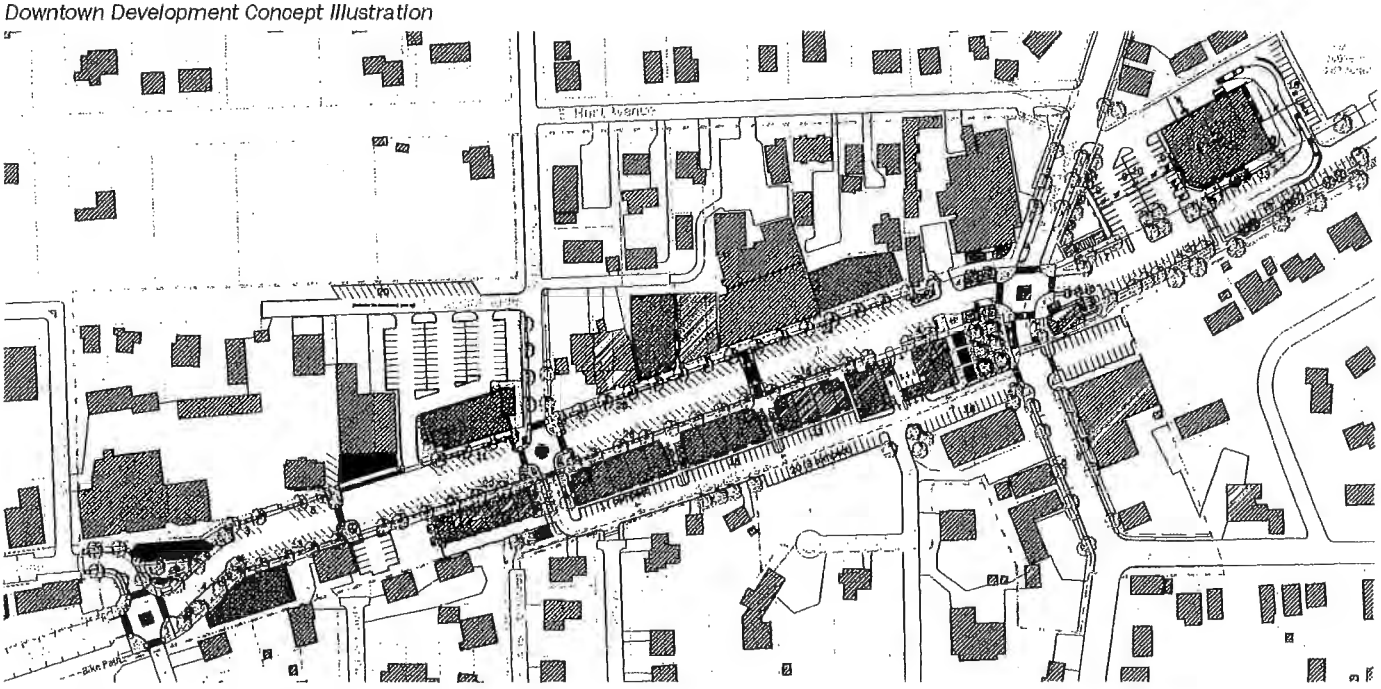
The estimated TID expenditures for the Village of Twin Lakes are planned to occur in two phases. The first phase generally includes improvements along East Main Street from the intersection of Lake Avenue and East Main Street to Strickland Avenue. This area is envisioned as the core commercial district of the Village's downtown area and has been identified as the primary investment zone.

Village's Core Downtown Area

A development projects illustration (Exhibit 5) has been created for the core downtown area of the Village's TIF District. Improvements for the area include substantial changes to the existing roadway, right-of-way and streetscape, public plazas, a municipal fire protection system and property improvement programs.

Several roadway and streetscape changes are to occur in the first phase. East Main Street will be reconstructed with 12' drive lanes and angle parking on each side. Bump-outs at intersections and at mid-block locations will be added to lessen crossing distances for pedestrians and slow traffic. Well-defined sidewalks with street trees and decorative lighting are placed on both sides of the street creating a pedestrian friendly environment In addition to the pedestrian improvements along East Main Street, two pedestrian plazas are proposed: one at the intersection of Lake Avenue and East Main Street and the other at the intersection of East Main Street, Lance Drive and Pawley Avenue. These plazas will serve as areas for pedestrians to gather as well as gateway markers to the Village's core downtown area.

Downtown Development Concept Illustration



East Main Street will also be extended approximately 600' east past the current intersection with Lake Avenue to allow for additional development east of downtown. The intersection will be redesigned to accommodate the new street segment and for future conversion to a signalized intersection.

The segment of Bassett Street traveling parallel to Main Street has been narrowed to a 22' public lane. This public lane is proposed to function as a service lane for the new development on East Main Street and as a secondary access point for local streets. Additional head-in parking is planned as part of the reconfiguration of Bassett Street, which will serve residents or employees that would be located in the new development on East Main Street. Furthermore, right-of-way has been reserved for a potential extension of Burden Avenue, which will cross Main Street and connect with Basset Street. This will help improve connections from the existing residential neighborhood located south of the Village's core downtown area to East Main Street. The connection will also increase Fire and EMS service levels to the existing residential neighborhood. In conjunction with the reconfiguration of Bassett Street, Richter Court would be reconstructed as a cul-de-sac.

The development projects illustration shows several development opportunities on the south side of East Main Street. This area, with the exception of one parcel, is owned by the Village of Twin Lakes or Bear Realty, a local real estate development firm. This area is currently utilized for municipal parking, the Village's Chamber of Commerce office, and a small underutilized park. The Chamber of Commerce office is to be relocated, creating more contiguous developable space. The existing parking in the municipal lots south of Main Street will be relocated to on-street locations throughout the Downtown as well as other municipal lots, creating new development opportunities along East Main Street. These parking changes increase its efficiency and the increase the amount of public parking available within the downtown area.

Multifamily residential development is envisioned as a critical component of the future development planned in the Downtown area. Strong "Main Street" commercial areas require a substantial population within walking distance and mixed-use/multifamily developments provide this population. Recent changes in State law will require any new building with three or more residential units to provide sprinklers. The Village of Twin Lakes currently does not have a municipal water system, which makes sprinklers more costly and may require additional land for developments. To allow for multifamily development in the downtown area, a municipal fire protection system will be installed to service the downtown area. While the system will not supply potable water, its pipes can be

used for potable water in the future if the Village establishes a municipal water system. More information on the proposed fire suppression system can be found in Exhibit 7.

In addition to the identified development opportunities and street improvements, part of the estimated TID expenditures include matching assistance funds to qualified property/business owners. These funds are intended for façade and building improvements or private landscaping improvements for properties within the TIF district. A façade and building improvement grant program is intended to help property/business owners improve the appearance of their building, as well as the character of the Village's core downtown area. A second program is intended to assist property/business owners improve the appearance of their property when their building is setback from the street. The private landscaping improvement grant program will help fund improvements such as screening of parking areas, trees and other landscape features, garden walls and decorative fencing on private property along the street edge.

Limited sewer improvements are also identified TID projects. This includes the extension of existing sewer lines to service properties within the TID boundary.

Remainder of TIF District Area

The second phase of estimated TID expenditures for the Village of Twin Lakes is the area outside of the Village's core downtown area, which has been discussed as the supplementary investment zone. Improvements in this area are similar to those in Phase I, but may be of smaller scale and less intensity.

The most significant improvement in Phase II is the proposed second extension of East Main Street to Lincoln Drive and Chapel Avenue. This will further connect the Village's core downtown area with surrounding residential areas and increase the development opportunities for parcels east of North Lake Avenue.

Minor landscape improvements, consisting of street trees and lighting, are proposed for North and South Lake Avenue and Lance Drive (see Exhibit 4). Gateway features identifying the entrance into the Village of Twin Lakes are planned for each route into the core downtown area. The location of these gateway features are as follows:

- The intersection of South Lake Avenue and Wilmot Avenue
- The intersection of North Lake Avenue and Holy Hill Road
- The intersection of Lance Drive and East Main Street

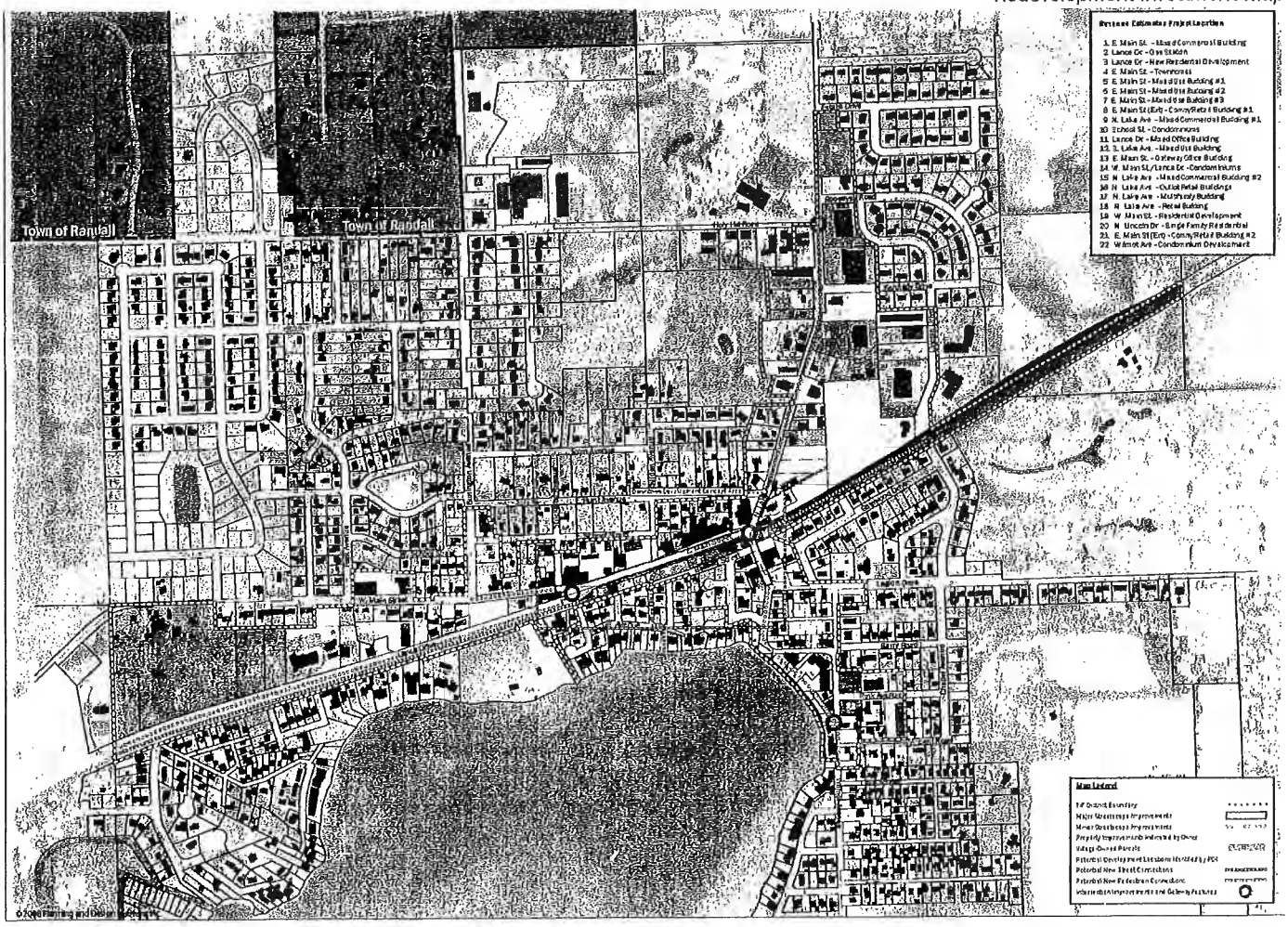
The intersection of Wilmot and Lake will also be reconfigured to improve safety and help guide traffic into the downtown.

The façade and landscape grant programs in Phase I will also be available in Phase II.

Other estimated TID expenditures that may occur over the life of the TIF include:

- Cash grants (developer incentives) Grant for creation
- Streetscape improvement maintenance
- Environmental remediation
- Financing costs
- Professional services and administrative costs
- Real estate assembly
- Replacement of sewer and water lines (see discussion under non-project costs)

Redevelopment Investment Map



Detailed List of Project Costs

The following chart identifies estimated expenditures associated with the improvements previously mentioned.

Table 1

Twin Lakes TID Expenditure Estimates

	Item	Quantity	Unit	Unit Cost	Total Cost
Main Street Area	1 Main Street Improvements - Lake Ave. to Strickland Ave.	1400	ft	$ 1,000	$ 1,400,000
	2 Lake Avenue Improvements - Legion Dr. to Hunt Ave.	700	ft	$ 450	$ 315,000
	3 Main Street Pedestrian Improvements (Plazas)	2		$ 150,000	$ 300,000
	4 Extension of Burden Ave.	150	ft	$ 450	$ 67,500
	5 Converting Bassett St. to an 18' Lane	800	ft	$ 150	$ 120,000
	5a Parking areas along Bassett St.	1			$ 50,000
	6 Build a cul-de-sac on Richter Ct.	1		$ 25,000	$ 25,000
	7 Matching Façade and Building Improvement Fund	1			$ 250,000
	8 Matching Private Landscape Improvement Fund	1			$ 50,000
	9 Fire Protection System	1		$ 2,700,000	$ 2,700,000
	10 Sanitary Sewer Improvements	1		$ 525,000	$ 525,000
	11 Contingencies				$ 275,000
	12 Developer Incentives listed in quantities				$ 400,000
					$ 6,477,500

	Item	Quantity	Unit	Unit Cost	Total Cost
Remainder of TIF District	13 Extend E. Main St. to Lincoln Dr.	1325	ft	$ 540	$ 715,500
	14 Traffic Signal at Lake Ave. and Main St.	1		$ 175,000	$ 175,000
	15 N Lake Avenue Planting Improvements - Trees 50' OC	140	trees	$ 400	$ 56,000
	16 N Lake Avenue Lighting Improvements - Lights 100' OC	70	lights	$ 1,500	$ 105,000
	17 S Lake Avenue Planting Improvements - Trees 50' OC	60	trees	$ 400	$ 24,000
	18 S Lake Avenue Lighting Improvements - Lights 100' OC	30	lights	$ 1,500	$ 45,000
	19 Lance Drive Planting Improvements - Trees 50' OC	60	trees	$ 400	$ 24,000
	20 Intersection Improvement at S. Lake Ave. and Wilmot Ave.	1		$ 30,000	$ 30,000
	21 Gateway Feature at N Lake Ave.	1		$ 10,000	$ 10,000
	22 Gateway Feature at Lance Dr. and Main St. (Included in Item #3)				-
	23 Matching Façade and Building Improvement Fund	1			$ 250,000
	24 Matching Private Landscape Improvement Fund	1			$ 50,000
	25 Contingencies				$ 200,000
	26 Developer Incentives				$ 400,000
					$ 2,084,500

Grand Total $ 8,562,000

NOTES:

- Costs for items 1, 2, 4, 5 and 13 are derived from comparable street cost estimates developed by PDI.
- Item 6 is estimated to cover cost of new curb and screening of cul-de-sac.
- Costs for items 3, 20 and 21 are based on 2007 RS Means - Site Work and Landscape Cost data. These cost may change based on level of amenities desired.
- Items 7, 8, 23 and 24 are maximum potential expenditures that will only occur with approved matching private investment on existing structures and properties.
- Items 9 and 26 represents 10% of all expenditures (exclusive of developer incentives) to be used for unforeseen costs or changes in estimated costs.
- Items 12 and 26 are maximum potential expenditures that may be necessary to make new development feasible.
- Costs of item 14 is based on 2007 RS Means - Site Work and Landscape Cost for four-way signalized intersection without turning arrow. With turning arrows, the cost increases to $235,000.
- Item 19 includes Gateway features

Economic Feasibility Study

To determine the economic feasibility of TID #1, the amount of tax incremental revenue that can reasonably be expected to be generated must be projected. The total incremental revenue generated over the life of the TID must be sufficient to pay all project and financing costs incurred during the TID's expenditure period. In determining the projected incremental revenue, a number of assumptions must be made. These include:

- The annual inflationary increase in the base valuation of the TID
- The anticipated valuation increase due to new development and construction within the TID
- Changes in the full value tax rate

For this proposal, the assumptions contained herein are as follows:

Inflationary Valuation Increases

Since 1995, the equalized value of the Village (net of new construction) has grown by an average of 5.9% annually. For this proposal, a 4% annual growth is projected.

New Development and Construction

Properties within the TID boundary were evaluated to determine what development potential existed. Concept development scenarios were generated for properties determined to have significant development potential. The scenarios assigned a building value, likelihood of development, and likely time period of construction in order to calculate an estimated stream of increment.

The total value of all the concept development scenarios is approximately $84,000,000; however, it is unlikely all projects would occur within the life of the TID. The value of new development expected to occur within the life of the TID is approximately $41,000,000 (see Exhibits 4 and 8). This value was further reduced to $21,375,000 to lessen the financial risk, given the uncertainty of future development. $21,375,000 was the value used in calculating tax increment.

Full Value Tax Rate

Currently, the Full Value Tax Rate is $17.07 per $1000 of valuation. The analysis contained herein will assume that this rate will remain the same throughout the life of the TID.

It has been determined that new private development within the proposed boundaries of TID #1 would "not otherwise occur without the use of tax incremental financing." Subsequently, the implementation of this plan by the Village is crucial to stimulating and attracting new development. The economic feasibility study for TID #1 is detailed in Tables 2 and 3.

The chart below shows the increase in increment and tax increment value over the life of the TID.

Table 2

Projected Tax Increments

Year	Estimated TID Equalized Value	Net Projected Increment Value	Estimated Annual Increment @ Tax Rate of $17.07	Estimated Cumulative Tax Increment
2008	$47,359,600			- - - BASE YEAR - - -
2009	$49,253,984	$1,894,384	$32,337	$32,337
*2010	$58,724,143	$11,364,543	$193,993	$226,330
2011	$61,073,109	$13,713,509	$234,090	$460,419
2012	$63,516,033	$16,156,433	$275,790	$736,210
2013	$66,056,675	$18,697,075	$319,159	$1,055,369
2014	$68,698,942	$21,339,342	$364,263	$1,419,631
2015	$71,446,899	$24,087,299	$411,170	$1,830,802
**2016	$88,179,775	$40,820,175	$696,800	$2,527,602
2017	$91,706,966	$44,347,366	$757,010	$3,284,612
2018	$95,375,245	$48,015,645	$819,627	$4,104,239
2019	$99,190,255	$51,830,655	$884,749	$4,988,988
2020	$103,157,865	$55,798,265	$952,476	$5,941,464
2021	$107,284,180	$59,924,580	$1,022,913	$6,964,377
2022	$111,575,547	$64,215,947	$1,096,166	$8,060,543
2023	$116,038,569	$68,678,969	$1,172,350	$9,232,893
2024	$120,680,112	$73,320,512	$1,251,581	$10,484,474
2025	$125,507,316	$78,147,716	$1,333,982	$11,818,456
2026	$130,527,609	$83,168,009	$1,419,678	$13,238,134
2027	$135,748,713	$88,389,113	$1,508,802	$14,746,936
2028	$141,178,662	$93,819,062	$1,601,491	$16,348,427
2029	$146,825,808	$99,466,208	$1,697,888	$18,046,315
2030	$152,698,840	$105,339,240	$1,798,141	$19,844,456
2031	$158,806,794	$111,447,194	$1,902,404	$21,746,860
2032	$165,159,066	$117,799,466	$2,010,837	$23,757,697
2033	$171,765,428	$124,405,828	$2,123,607	$25,881,304
2034	$178,636,045	$131,276,445	$2,240,889	$28,122,193

* 2010 Net Projected Increment Value increase includes:
  $3,000,000 of new construction – Southport Bank
  $1,000,000 of new construction – Gas Station (Lance Drive)
  $1,400,000 of new construction – Lake Avenue Town homes
  $2,100,000 of new construction – Commercial Retail Building (E Main Street)

**2016 Net Projected Increment Value increase includes $13,875,000 of new construction

Project costs associated with the TID are estimated at $8.5 million and, with the anticipated debt service schedule, an estimated total of $15.8 million in principal and interest must be covered by the tax increment.

Table 3

Net Debt Service Schedule

	Phase I Estimated Debt Service Initial Financing: 2008 Estimated Take-out: 2013		Phase II Estimated Debt Service Initial Financing: 2013 Estimated Take-out: 2018			
Year	**Principal**	**Interest**	**Principal**	**Interest**	**Net New D/S**	**Estimated Cumulative Surplus (Deficit)**
2008	-	-	-	-	-	-
2009	-	-	-	-	$0	$32,337
2010	-	-	-	-	$0	$226,330
2011	-	$114,000	-	-	$114,000	$346,419
2012	-	$228,000	-	-	$228,000	$508,210
2013	-	$114,000	-	-	$114,000	$941,369
2014	$60,000	$409,050	-	-	$469,050	$950,581
2015	$205,000	$266,288	-	-	$471,288	$1,359,514
2016	$215,000	$256,838	-	-	$471,838	$2,055,764
2017	$225,000	$246,938	-	$177,075	$649,013	$2,635,599
2018	$235,000	$236,588	-	$88,538	$560,125	$3,544,114
2019	$245,000	$225,788	$90,000	$263,588	$824,375	$4,164,613
2020	$255,000	$214,538	$185,000	$168,863	$823,400	$5,118,064
2021	$270,000	$202,725	$190,000	$160,425	$823,150	$6,141,227
2022	$280,000	$190,350	$200,000	$151,650	$822,000	$7,238,543
2023	$295,000	$177,413	$210,000	$142,425	$824,838	$8,408,055
2024	$310,000	$163,800	$220,000	$132,750	$826,550	$9,657,924
2025	$320,000	$149,625	$230,000	$122,625	$822,250	$10,996,206
2026	$335,000	$134,888	$240,000	$112,050	$821,938	$12,416,196
2027	$350,000	$119,475	$250,000	$101,025	$820,500	$13,926,436
2028	$370,000	$103,275	$265,000	$89,438	$827,713	$15,520,714
2029	$385,000	$86,288	$275,000	$77,288	$823,575	$17,222,740
2030	$405,000	$68,513	$290,000	$64,575	$828,088	$19,016,368
2031	$420,000	$49,950	$300,000	$51,300	$821,250	$20,925,610
2032	$440,000	$30,600	$315,000	$37,463	$823,063	$22,934,634
2033	$460,000	$10,350	$330,000	$22,950	$823,300	$25,058,004
2034			$345,000	$7,763	$352,763	$27,769,430
TOTAL	**$6,080,000**	**$3,799,275**	**$3,935,000**	**$1,971,788**	**$15,786,063**	**$14,698,992**

Description of the Methods of Financing and the Time When Such Cost or Monetary Obligations are to be Incurred

The major component in assessing the economic feasibility of TID projects for the Village is the ability of the Village to finance infrastructure projects necessary to encourage new development within the TID. Statutorily, the Village has a number of financial instruments available to fund these infrastructure projects. The Village can utilize general obligation bonds and notes, revenue bonds and notes, and Community Development Authority (CDA) revenue bonds.

Under Wisconsin Statutes, villages issuing general obligation debt are limited to issuing no more than an amount equal to 5% of the equalized value of the village. The 2006 Equalized Valuation of the Village of Twin Lakes is $793,459,700, which leaves a legal debt capacity of $39,672,985. The existing general obligation debt of the Village is currently $2,191,953, leaving a remaining general obligation debt capacity of $37,481,032.

The total amount of borrowing and actual timing of the borrowing is yet to be determined, but it is anticipated that the borrowing would be primarily in the form of general obligation bonds and/or notes. The estimated size, structure and timing of such bond and note issues are detailed in Exhibit 9. It is anticipated that agreements between the Village and private developers will be in place prior to incurring any major expenditures and the Village will have a written developers agreement in place prior to paying developer incentive or cash grants. Estimates of projected costs and the subsequent timing of those costs are detailed in Table 1.

Proposed Changes in Zoning Ordinances, Master Plan, Map, Building Code and Village Ordinances

Actions related to the TIF will not require changes in the zoning ordinance, master plan, map, building code or Village ordinances.

The Village planning consultant will review the zoning code to ensure it promotes quality, responsible development that results in the optimum utilization of land within the Village's downtown area. If the zoning code does not ensure this type of development, the Village planning consultants may recommend changes to specific sections of the code.

List of Non-project Costs

The Village of Twin Lakes may, in conjunction with the reconstruction and extension of East Main Street or other streets, replace existing sewer lines within the District to expand the system capacity. The cost is estimated at $2,000,000 and is not a TID-eligible expense. The Village will be responsible for payment if it elects to replace the sewer line. A $525,000 expenditure is identified in the project cost for sanitary sewer improvements. This is a separate and unrelated sewer project and will be paid for with TID funds.

Statement of Proposed Method for Relocation of any Displaced Persons

Redevelopment of Village's downtown area will primarily rely on the development of private property by private developers. Additionally, the Village owns several parcels within the proposed TID boundary which may be developed. One of these parcels contains a structure housing the Chamber of Commerce. The Village may elect to redevelop this property, since the corner property may be of better economic value as a commercial use. In the event this property is redeveloped, the Chamber of Commerce would need to be relocated to an appropriate location.

The Village does not anticipate the need to condemn or acquire property or displace any other persons or businesses in actions related to the TIF or downtown redevelopment. If such a need does arise, the Village will comply with all applicable statutes and regulations, including Section 32.19 of the Wisconsin Statutes.

Promotion of Orderly Development

The proposed TIF District promotes orderly development in several ways. It aims to prevent future decline of the downtown area by enhancing the visual character and ease of use of the area. The plan will also create opportunities for new residential and commercial development within the area, adding customers for business and re-establishing a true neighborhood business district. New development and substantial renovation of existing structures will also be required to follow the design standards (Exhibit 12) created for the Village's downtown.

Projects within the TIF District will receive two levels of review, depending on the extent of the assistance received through the District. Projects that do not request or require direct assistance from the TIF District will be required to follow the Village's normal review process. Generally, this process includes review of the proposed

project with the Building and Zoning Official or the Village Planner to determine compliance with the Village's Design Review guidelines, followed by consideration by the Design Review Committee. All projects in the District must not only follow the Village's Design Review guidelines but must also follow the guidelines established in the TIF District Project Plan. Additionally, any project requiring special approvals or amendments to the Zoning Code will be required to follow the appropriate review process.

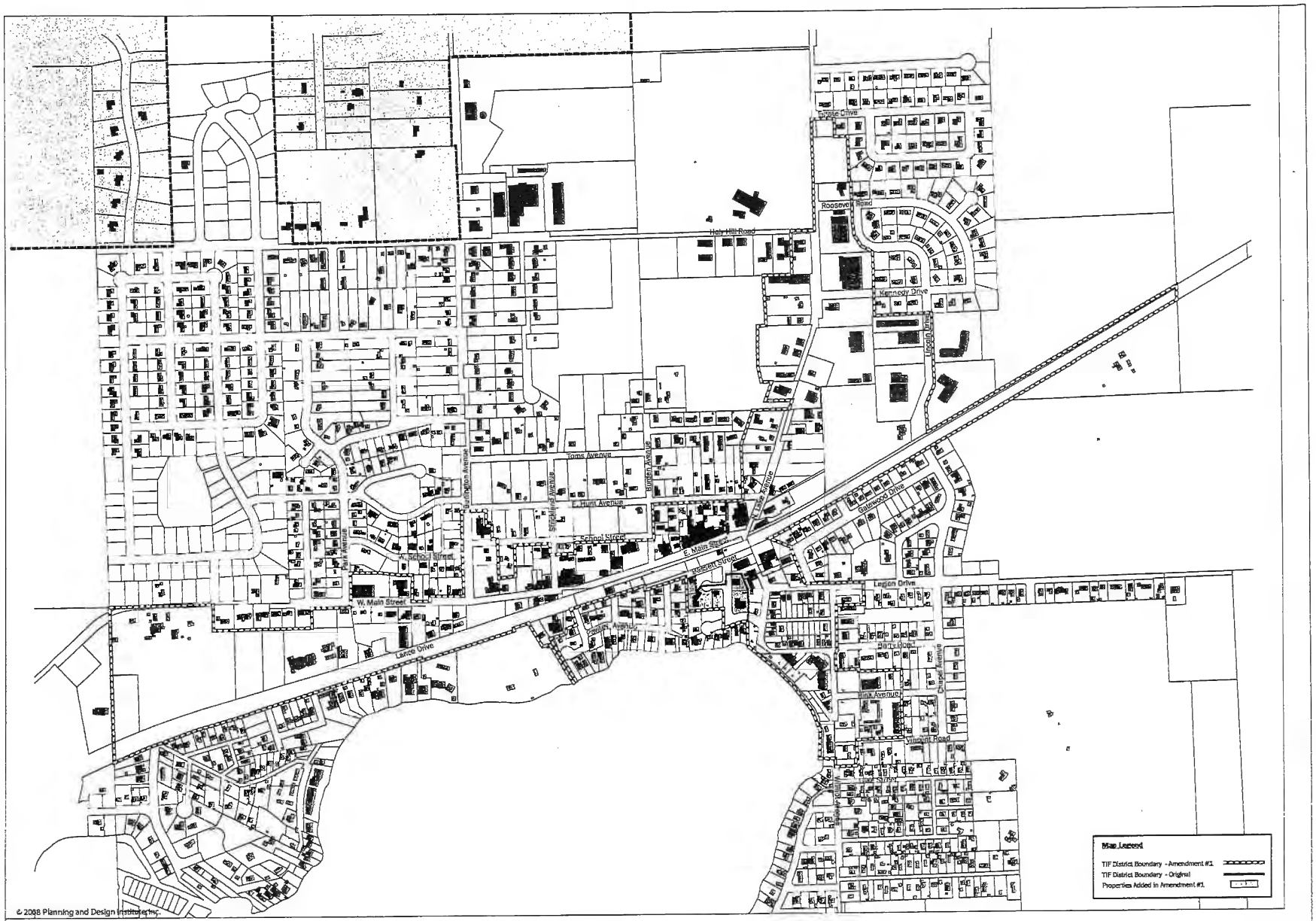
Projects that require or request direct assistance of any type from the TIF District will be required to follow an additional review process, in conjunction with the normal review process identified above. Initial meetings regarding a project will be held with the Village Planner, Building and Zoning Official, Village Administrator and other Village Staff members or consultants as necessary. Upon development of a project proposal acceptable to Village Staff, the proposed project will be forwarded to the Plan Commission/ Design Review Committee for review and recommendation to the Village Board. After Village Board consideration and approval, the proposed project, and its related assistance proposal, will be transmitted to the Joint Review Board for final consideration and approval prior to implementation.

Attorney's Opinion that the Plan is Complete and Complies with the Law

The opinion of an attorney for the Village advising whether this plan is complete and complies with applicable law is attached hereto as Exhibit 11.

EXHIBITS

1. TID Boundary Map
2. Map of Existing Uses and Conditions
3. Map of Vacant Parcels
4. Redevelopment Investment Map
   (Map of Proposed Improvements and Uses)
5. Downtown Concept Drawing
6. Street Sections
7. Fire Protection System Plan and Description
8. Increment Value and Timing Estimates
9. Phase I and II Debt Service Schedules
10. Blight Study and Parcel List
11. Attorney's Opinion
12. Design Standards



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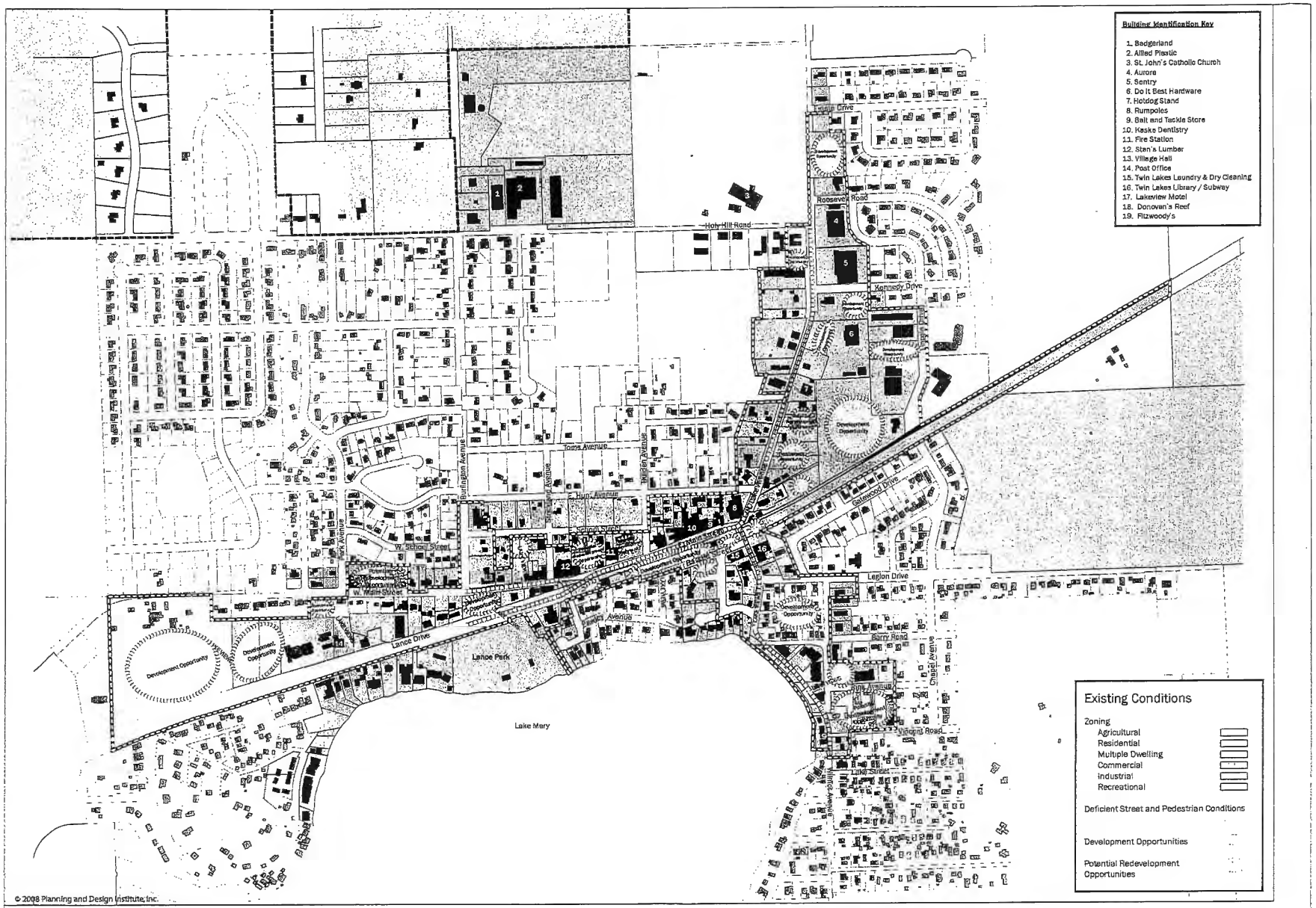
Village of Twin Lakes

Exhibit 1 - TID Boundary Map

March 4, 2008



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Village of Twin Lakes

Exhibit 2 - Existing Uses and Conditions

March 4, 2008

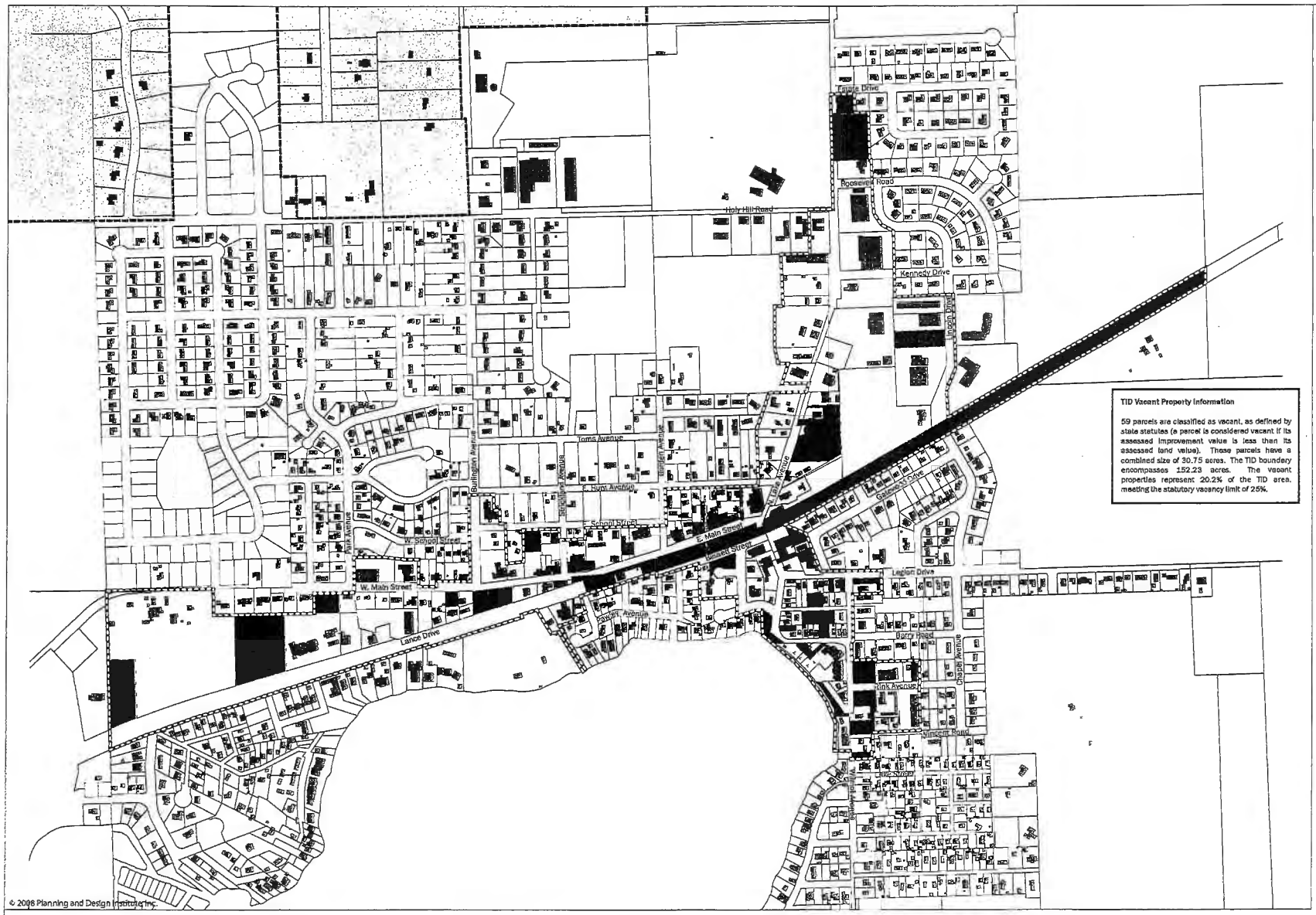

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Exhibit 3 - Vacant Parcels within the TIF District

March 4, 2008

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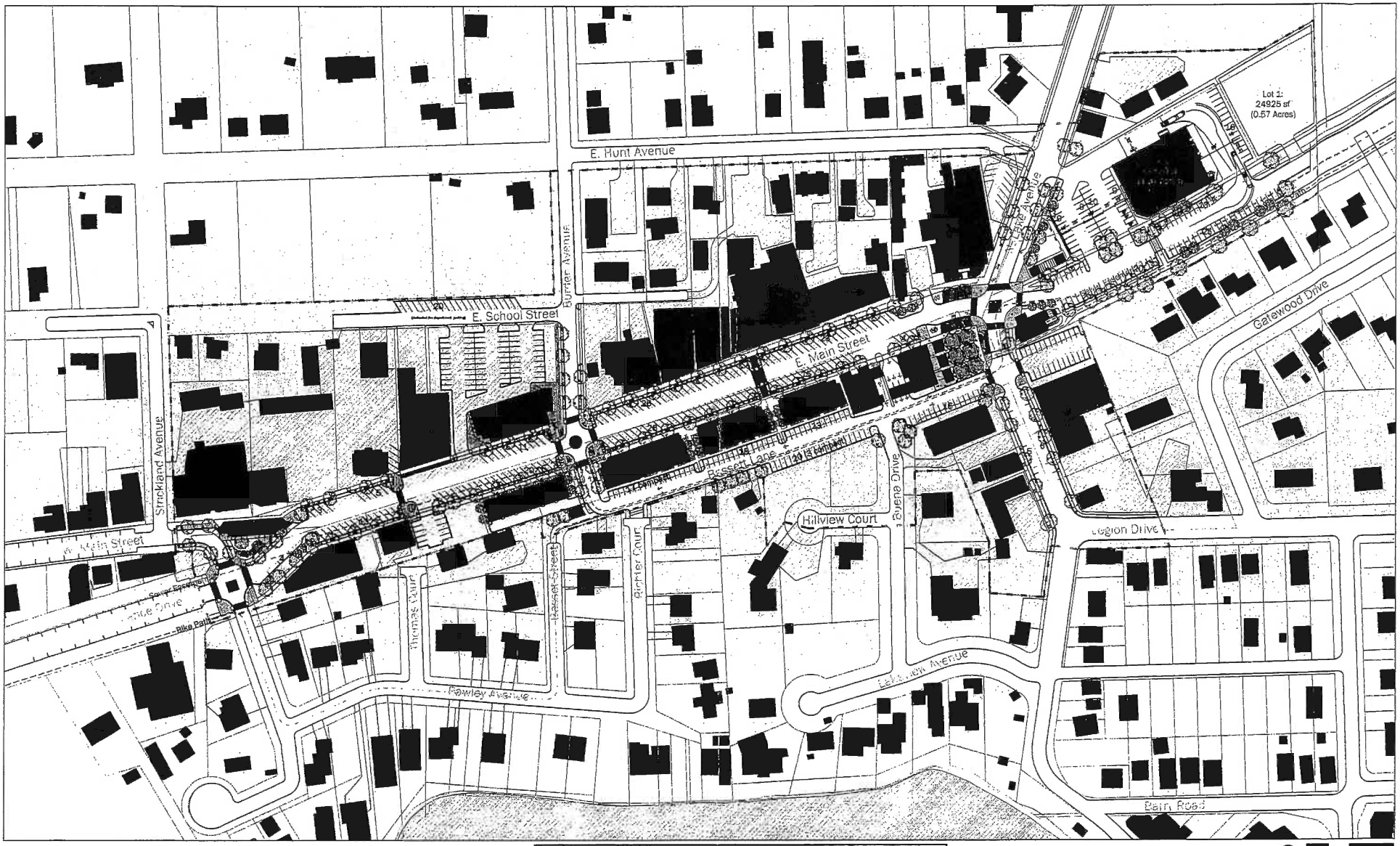
Exhibit 4 - Redevelopment Investment Map (Map of Proposed Improvements and Uses)

March 4, 2008



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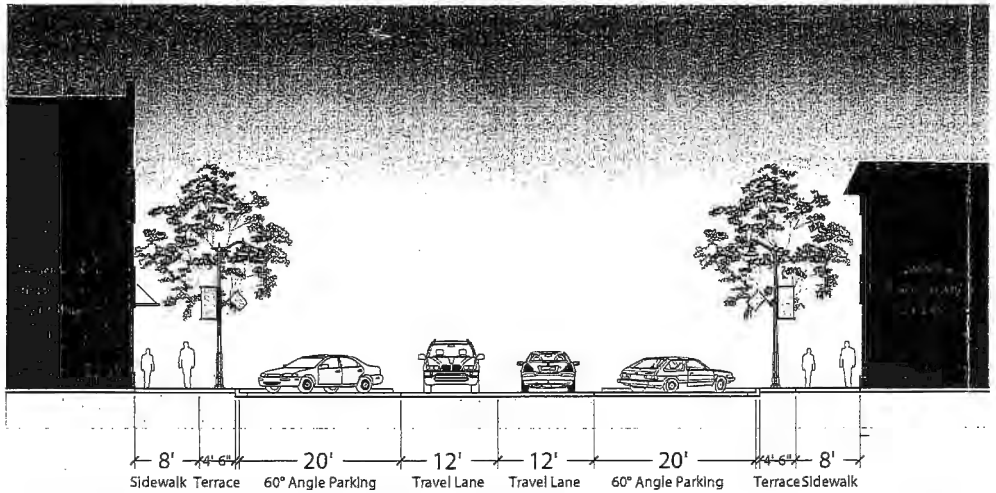
Village of Twin Lakes

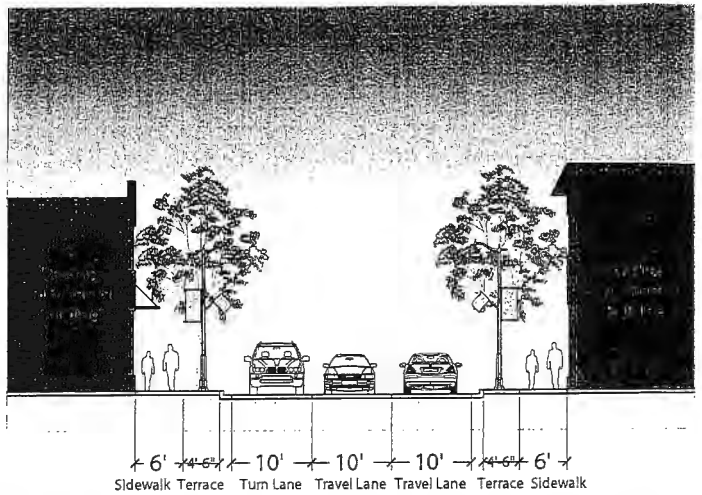
• Downtown Revelopment Concept •

0ft. 150

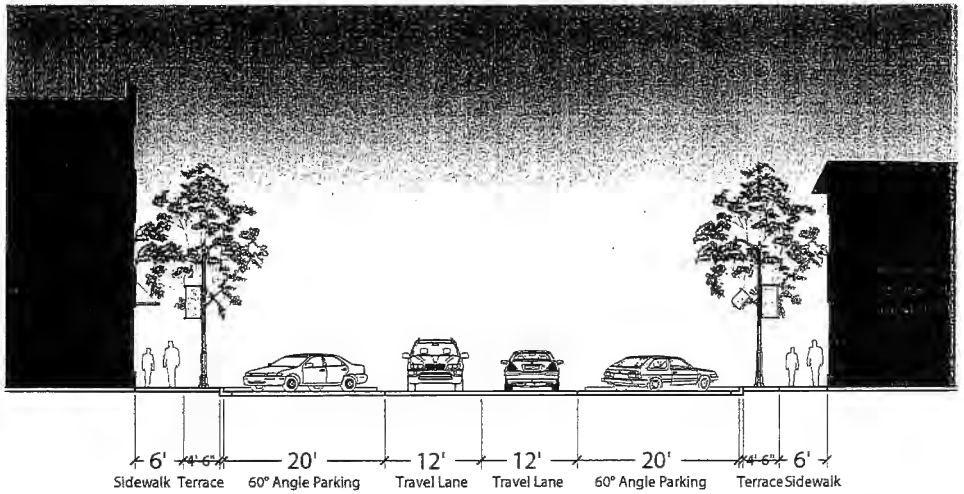
February 10, 2007



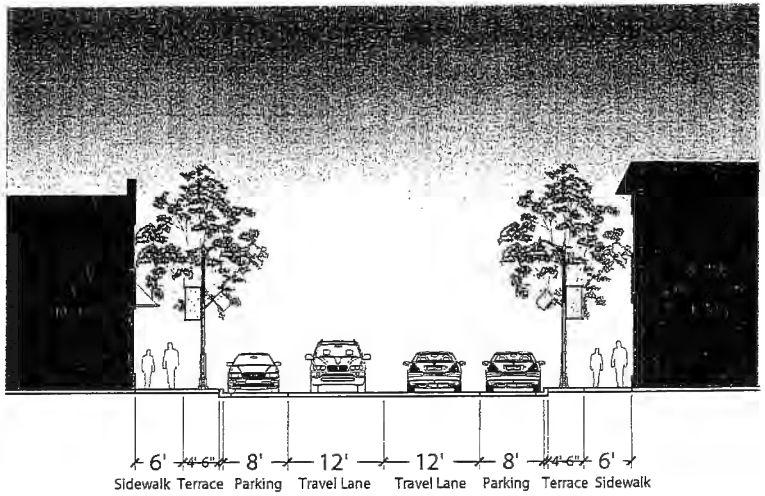
East Main Street: Lake to Burden



North Lake Avenue



East Main Street: Burden to Pawley



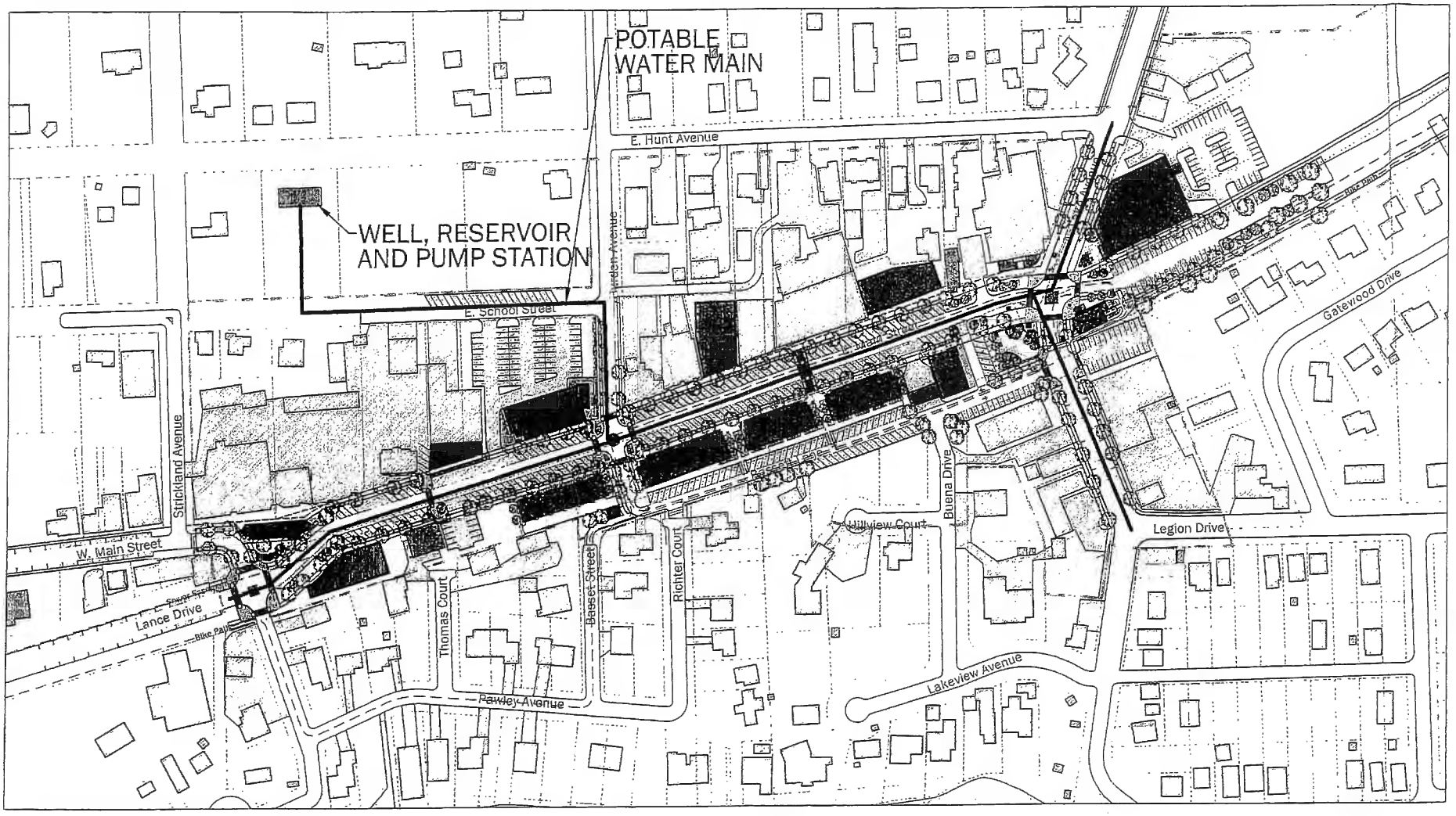
South Lake Avenue

PDI PLANNING AND DESIGN INSTITUTE, INC.
241 N. BROADWAY · MILWAUKEE WI 53202 · 414 271 2545

Village of Twin Lakes
• TIF Area Street Sections •

0ft. 20

March, 2008



PROPOSED STRUCTURES

EXISTING STRUCTURES

Baxter & Woodman

EXHIBIT A

OPTION 1

NON-POTABLE - WELL SUPPLY

FIRE PROTECTION STUDY

VILLAGE OF TWIN LAKES, WI

JANUARY 21, 2008

Exhibit 8: Increment Value and Timing Estimates

Increment Value and Timing Estimates

Estimated value and timing of potential project located within the TID boundary

ID	Description	Est. Footprint	Stories	Total SF	Residential Units	Value	Total Value	TIF Year	Probability of Development	Anticipated Increment Value	**Utilized Increment Value[3]**
1	E Main Street - Southport Bank and Retail Buildings	3,400	2	6,800			$3,000,000	2	100%	$3,000,000	$3,000,000
2	Lake Avenue Townhomes				4	$350,000	$1,400,000	2	100%	$1,400,000	$1,400,000
3	E Main Street (Extension) - Commercial Retail Building	15,000	1	15,000		$140	$2,100,000	2	100%	$2,100,000	$2,100,000
4	Lance Drive - Gas Station[1]	5,000	1	5,000		$1,000,000	$1,000,000	2	75%	$750,000	$750,000
										$7,250,000	$7,250,000
5	Lake Avenue Townhomes - Phase 2				4	$350,000	$1,400,000	2	75%	$1,050,000	$1,050,000
6	Lance Drive - New Residential Development				70	$210,000	$14,700,000	7	75%	$11,025,000	$11,025,000
7	E Main Street - Townhomes				7	$300,000	$2,100,000	7	50%	$1,050,000	$1,050,000
8	E Main Street - Mixed-Use Building 1	4,800	3	14,400	8	$125	$1,800,000	7	50%	$900,000	$900,000
9	E Main Street - Mixed-Use Building 2	4,800	3	14,400	8	$125	$1,800,000	7	50%	$900,000	$900,000
										$13,875,000	$13,875,000
10	E Main Street - Mixed-Use Building 3[2]	7,200	3	21,600	12	$125	$2,700,000	12	50%	$1,226,000	$0
11	N Lake Avenue - Mixed Commercial Building	7,200	1	7,200		$100	$720,000	12	50%	$360,000	$0
12	School Street - Condominiums				8	$250,000	$2,000,000	12	50%	$1,000,000	$0
13	Lance Drive - Mixed Office Building	4,800	2	9,600	4	$125	$1,200,000	12	25%	$300,000	$0
14	S Lake Avenue Mixed-Use Building	7,200	3	21,600	20	$300,000	$6,000,000	12	25%	$1,500,000	$0
										$4,386,000	$0
14	E Main Street - Gateway Office Building	4,800	3	14,400		$125	$1,800,000	17	50%	$900,000	$0
15	W Main Street/Lance Drive - Condominiums				48	$300,000	$14,400,000	17	50%	$7,200,000	$0
16	N Lake Avenue - Mixed Commercial Building	8,400	1	8,400		$125	$1,050,000	17	50%	$525,000	$0
17	N Lake Avenue - Outlot Retail Buildings	9,600	1	9,600		$100	$960,000	17	25%	$240,000	$0
18	N Lake Avenue - Multifamily Building	6,000	2	12,000	10	$125	$1,500,000	17	25%	$375,000	$0
										$9,240,000	$0
19	N Lake Avenue - Retail Building	18,000	1	18,000		$100	$1,800,000	22	50%	$900,000	$0
20	W Main St - Residential Development				15	$250,000	$3,750,000	22	25%	$937,500	$0
21	N Lincoln Drive - Single Family Residential				40	$200,000	$8,000,000	22	25%	$2,000,000	$0
22	E Main Street (extension) - Commercial/Retail Building 2	8,400	2	16,800		$100	$1,680,000	22	25%	$420,000	$0
23	Wilmot Avenue - Condominium Development	9,000	3	27,000	25	$300,000	$7,500,000	22	25%	$1,875,000	$0
				221,800	283		$84,360,000			$6,132,500	$0
	Total Estimated Increment Attributed to New Development									$40,883,500	**$21,125,000**

Notes:

SF value base on RS Means Construction Cost Estimator

1 - Gas station value based on assessment of other gas stations in Twin Lakes

2 - Anticipated Increment Value reflects loss of existing improvement assessment

3 - Utilized Increment Value eliminates increment from projects anticipated to occur after TIF year 7

Exhibit 9: Phase I and II Debt Service Schedules

PHASE I: Estimated Net Debt Service Schedules -- Annual Basis

Village of Twin Lakes

Phase I: Initial Financing: 2008

$6,080,000 5 yr Bond Anticipation Note (BAN)

Calendar Year	Principal	Coupon	Interest	Total P+I	CIF	Net New D/S
2008						
2009			285,000.00	285,000.00	(285,000.00)	
2010			228,000.00	228,000.00	(228,000.00)	
2011			228,000.00	228,000.00	(114,000.00)	114,000.00
2012			228,000	228,000		228,000.00
2013	6,080,000.00	3.750%	114,000	6,194,000.00		6,194,000.00
-	$6,080,000.00	-	$1,083,000.00	$7,163,000.00	(627,000.00)	$6,536,000.00

Phase I: Takeout of the BAN: 2013

$6,080,000 General Obligation Refunding Bonds

Calendar Year	Principal	Coupon	Interest	Total P+I
2013	-	-	-	-
2014	60,000.00	4.500%	409,050.00	469,050.00
2015	205,000.00	4.500%	266,287.50	471,287.50
2016	215,000.00	4.500%	256,837.50	471,837.50
2017	225,000.00	4.500%	246,937.50	471,937.50
2018	235,000.00	4.500%	236,587.50	471,587.50
2019	245,000.00	4.500%	225,787.50	470,787.50
2020	255,000.00	4.500%	214,537.50	469,537.50
2021	270,000.00	4.500%	202,725.00	472,725.00
2022	280,000.00	4.500%	190,350.00	470,350.00
2023	295,000.00	4.500%	177,412.50	472,412.50
2024	310,000.00	4.500%	163,800.00	473,800.00
2025	320,000.00	4.500%	149,625.00	469,625.00
2026	335,000.00	4.500%	134,887.50	469,887.50
2027	350,000.00	4.500%	119,475.00	469,475.00
2028	370,000.00	4.500%	103,275.00	473,275.00
2029	385,000.00	4.500%	86,287.50	471,287.50
2030	405,000.00	4.500%	68,512.50	473,512.50
2031	420,000.00	4.500%	49,950.00	469,950.00
2032	440,000.00	4.500%	30,600.00	470,600.00
2033	460,000.00	4.500%	10,350.00	470,350.00
-	$6,080,000.00	-	$3,343,275.00	$9,423,275.00

PHASE II: Estimated Net Debt Service Schedules -- Annual Basis

Village of Twin Lakes

Phase II: Initial Financing: 2013

$3,935,000 5 yr Bond Anticipation Note (BAN)

Calendar Year	Principal	Coupon	Interest	Total P+I	CIF	Net New D/S
2013	-	-	-	-	-	-
2014			265,612.50	265,612.50	(265,612.50)	
2015			177,075.00	177,075.00	(177,075.00)	
2016			177,075.00	177,075.00	(177,075.00)	
2017			177,075.00	177,075.00		177,075
2018	3,935,000.00	4.500%	88,537.50	4,023,537.50		4,023,537.50
-	$3,935,000.00	-	$885,375.00	$4,820,375.00	(619,762.50)	$4,200,612.50

Phase II: Takeout of the BAN: 2018

$3,935,000 General Obligation Refunding Bonds

Calendar Year	Principal	Coupon	Interest	Total P+I
2018	-	-	-	-
2019	90,000.00	4.500%	263,587.50	353,587.50
2020	185,000.00	4.500%	168,862.50	353,862.50
2021	190,000.00	4.500%	160,425.00	350,425.00
2022	200,000.00	4.500%	151,650.00	351,650.00
2023	210,000.00	4.500%	142,425.00	352,425.00
2024	220,000.00	4.500%	132,750.00	352,750.00
2025	230,000.00	4.500%	122,625.00	352,625.00
2026	240,000.00	4.500%	112,050.00	352,050.00
2027	250,000.00	4.500%	101,025.00	351,025.00
2028	265,000.00	4.500%	89,437.50	354,437.50
2029	275,000.00	4.500%	77,287.50	352,287.50
2030	290,000.00	4.500%	64,575.00	354,575.00
2031	300,000.00	4.500%	51,300.00	351,300.00
2032	315,000.00	4.500%	37,462.50	352,462.50
2033	330,000.00	4.500%	22,950.00	352,950.00
2034	345,000.00	4.500%	7,762.50	352,762.50
-	$3,935,000.00	-	$1,706,175.00	$5,641,175.00

Exhibit 10: Blight Study and Parcel List

"BLIGHT" STUDY KEY [1]

Dilapidation and Deterioration	1: Lack of maintenance in a property 2: Lack of investment in a property	3: Structural deficiencies
Age and Obsolescence	1: Property is not efficient for use 2: Inadequate/excess parking 3: Lack of curb appeal	4: Excessive maintenance/operating costs 5: Continued vacancy of property
Public Safety	1: Deficiencies in pedestrian ROW 2: Deficiencies in street ROW	3: Deficiencies in condition of street intersection
Ventilation, Light, Air, Sanitation		
Inefficient Platting		
Other		

[1] *Based on definitions identified by Statute 66.1105-Tax Increment Law*

"BLIGHT" STUDY

ID	Parcel Tax Key	Parcel Address	Parcel Owner	Dilapidation and Deterioration	Age and Obsolescence	Ventilation, Light, Air, Sanitation	Public Safety	Inefficient Platting	Other	
1	85-4-119-153-3300	N Lake St	Berwick Properties Inc	n/a	n/a	n/a	n/a	n/a	n/a	
2	85-4-119-153-3400	722 N Lake Ave	First Bank Southeast Lake Gene		2		1,2			
3	85-4-119-153-3740	Estate Dr	Mills Enterprises Llc	n/a	n/a	n/a	n/a	n/a	n/a	
4	85-4-119-211-1050	635 N Lake Ave	Lake Avenue Apartments Lp	n/a	n/a	n/a	n/a	n/a	n/a	
5	85-4-119-211-1100	517 N Lake Ave	Charles A Jeanette Lovely	2	3					
6	85-4-119-211-1110	509 N Lake Ave	Michael L Schultz	n/a	n/a	n/a	n/a	n/a	n/a	
7	85-4-119-211-1120	503 N Lake Ave	Richard J Mascolino	n/a	n/a	n/a	n/a	n/a	n/a	
8	85-4-119-211-1200	406 N Lake Ave	Jennifer L Barry	n/a	n/a	n/a	n/a	n/a	n/a	
9	85-4-119-211-1300	405 N Lake Ave	Frank Judith S Collins	1,2	3		1,2			
10	85-4-119-211-1320	415 N Lake Ave	Robert C Jr Linda M Knoll		3		1,2			
11	85-4-119-211-1340	475 N Lake Ave	Schwartz Properties Llc		3		1,2			
12	85-4-119-211-3330	100 E School St	Allan & David Enterprises Llc	2	3					
13	85-4-119-211-3340	111 E School St	Corine K Pajak	n/a	n/a	n/a	n/a	n/a	n/a	
14	85-4-119-211-3350	108 E Main St	Village Of Twin Lakes				1,2			
15	85-4-119-211-3365	124 E Main St	Donald R Jaye E Tritz				1,2			
16	85-4-119-211-3370	E School St	Charles A Jeanette Lovely	n/a	n/a	n/a	n/a	n/a	n/a	
17	85-4-119-211-3380	E School St	Charles A Jeanette Lovely	n/a	n/a	n/a	n/a	n/a	n/a	
18	85-4-119-211-3390	140 E Main St	Carl J Catherine M Szalapski				1,2			
19	85-4-119-211-3412	144 E Main St	Paul Curzon				1,2			
20	85-4-119-211-3421	150 E Main St	Ronald G Cielak	1	3		1,2			
21	85-4-119-211-3430	200 E Main St	Edward Carolyn Vardon				1,2			
22	85-4-119-211-3440	125 Strickland Ave	Bruce E Beck		3					
23	85-4-119-211-3450	143 School St	Harry A Lovely Sr	1,2	3					
24	85-4-119-211-3520	202 E Main St	S & S Diversified Llc		3		1,2			
25	85-4-119-211-3530	210 E Main St	S & S Diversified Llc		3		1,2			
26	85-4-119-211-3572	226 E Main St	S & S Diversified Llc		3		1,2			
27	85-4-119-211-3580	236 E Main St	Twin Lakes Volunteer Fire Dept	n/a	n/a	n/a	n/a	n/a	n/a	
28	85-4-119-211-3590	248 E Main St	248 East Main Llc		3		1,2			
29	85-4-119-211-3611	237 E Main St	Mark A Dull				1,3			
30	85-4-119-211-3622	E Main St	Mills Enterprises Llc				1,2			
31	85-4-119-211-3623	E Main St	Mills Enterprises Llc				1,2			
32	85-4-119-211-3624	E Main St	Village Of Twin Lakes				1,2			
33	85-4-119-211-4060	317 N Lake Ave	Joseph M Beverly L Beyer				1,2			
34	85-4-119-211-4070	311 N Lake Ave	Randy L Greenwald				1,2			
35	85-4-119-211-4210	305 N Lake Ave	Melvin J Marion R Bubley		3					
36	85-4-119-211-4220	213 N Lake Ave	First Financial Savings	n/a	n/a	n/a	n/a	n/a	n/a	
37	85-4-119-211-4231	358 E Hunt Ave	Salvatore J Seno		3			1		
38	85-4-119-211-4240	201 N Lake Ave	Scott Terri Morton		3		1,2	1		
39	85-4-119-211-4250	352 E Main St	Adija Ilmja Alijoski				1,2,3			
40	85-4-119-211-4260	337 E Hunt Ave	Cindy Ulatowski	n/a	n/a	n/a	n/a	n/a	n/a	
41	85-4-119-211-4271	331 E Hunt Ave	Marcella P Kempken		3					
42	85-4-119-211-4275	348 E Main St	Bruce M Mary Kay Kempken					1		
43	85-4-119-211-4280	327 E Hunt Ave	H Michael Kaske		3					
44	85-4-119-211-4290	317 E Hunt Ave	Raymond T Paula T Southworth	n/a	n/a	n/a	n/a	n/a	n/a	
45	85-4-119-211-4300	311 E Hunt Ave	Debra L Schroeder		3					

"BLIGHT" STUDY

ID	Parcel Tax Key	Parcel Address	Parcel Owner	Dilapidation and Deterioration	Age and Obsolescence	Ventilation, Light, Air, Sanitation	Public Safety	Inefficient Platting	Other	
46	85-4-119-211-4301	Hunt Ave	August Himmelman					1		
47	85-4-119-211-4310	210 Burden Ave	Kerrie R Molter					1,2		
48	85-4-119-211-4320	206 Burden Ave	Brett D Christine M Volbrecht					1,2		
49	85-4-119-211-4330	302 E Main St	Skinners Standard		3		1,2			
50	85-4-119-211-4340	304 E Main St	Deborah M Dowell		3		1,2			
51	85-4-119-211-4350	306 E Main St	George M Jr Debra A Reuss		3		1,2			
52	85-4-119-211-4360	316 E Main St	Richard K Vicky L Guasta		1		1,2			
53	85-4-119-211-4370	324 E Main St	David B Peggy C Wiseman				1,2			
54	85-4-119-211-4380	330 E Main St	H Michael Kaske				1,2			
55	85-4-119-211-4391	344 E Main St	344 Main Street Llc		1,2,3		1,2			
56	85-4-119-211-4400	350 E Main St	Joseph Donile				1,2			
57	85-4-119-211-4411	E Main St	Village Of Twin Lakes		3		1,2			
58	85-4-119-211-4420	349 E Main St	Village Of Twin Lakes				1,2,3			
59	85-4-119-211-4431	E Main St	Village Of Twin Lakes				1,2,3	1		
60	85-4-119-211-4450	Hillview Ct	Michael A Lipsey	n/a	n/a	n/a	n/a	n/a	n/a	
61	85-4-119-211-4460	Hillview Ct	Michael A Lipsey	n/a	n/a	n/a	n/a	n/a	n/a	
62	85-4-119-211-4480	111 S Lake Ave	Olsen Properties Llc		3		1,2			
63	85-4-119-211-4490	121 S Lake Ave	Touch Of Class Real Estate Llc				1,2			
64	85-4-119-211-4500	131 S Lake Ave	Johannes Diekhues	2			1,2			
65	85-4-119-211-4510	110 S Lake Ave	South Lake Avenue Corp		2,3		1,2			
66	85-4-119-211-4520	118 S Lake Ave	Judith A Cantwell		3		1,2			
67	85-4-119-211-4530	S Lake Ave	Judith A Cantwell		3		1,2			
68	85-4-119-211-4540	126 S Lake Ave	Kevin Susan Anderson	1			1,2			
69	85-4-119-211-4550	518 Legion Dr	Ronald G Lasko	1						
70	85-4-119-211-4560	Gatewood Dr	Ronald G Lasko	n/a	n/a	n/a	n/a	n/a	n/a	
71	85-4-119-211-4570	Gatewood Dr	Ronald G Lasko	n/a	n/a	n/a	n/a	n/a	n/a	
72	85-4-119-211-4580	520 Gatewood Dr	Gte North Incorporated		3					
73	85-4-119-211-4590	Gatewood Dr	South Lake Avenue Corp	n/a	n/a	n/a	n/a	n/a	n/a	
74	85-4-119-211-4800	350 N Lake Ave	Rodelle Jr Harms		3		1,2			
75	85-4-119-211-4810	N Lake Ave	Home Phone Company Profit Plan		3		1,2			
76	85-4-119-211-4820	316 N Lake Ave	Home Phone Company Profit Plan		3		1,2			
77	85-4-119-211-4830	316 N Lake Ave	Home Phone Co Profit Sharing P		3		1,2			
78	85-4-119-211-4840	316 N Lake Ave	Phillip M Joan G Parisi		3		1,2			
79	85-4-119-211-4850	N Lake Ave	Larry Jo Llc				1			
80	85-4-119-211-4860	306 N Lake Ave	William Dunbar	1,2	3		1,2			
81	85-4-119-211-4880	N Lake Ave	Bank Of Burlington		5					
82	85-4-119-211-4890	N Lake Ave	Bank Of Burlington		5					
83	85-4-119-211-4901	204 N Lake Ave	Lareco Ii Llc		3		1,2			
84	85-4-119-211-4902	210 N Lake Ave	Lareco Ii Llc		2					
85	85-4-119-211-4903	214 N Lake Ave	Lareco Ii Llc	2						
86	85-4-119-211-4904	N Lake Ave	Lareco Ii Llc		3		1,2			
87	85-4-119-211-4910	200 N Lake Ave	Melvin J Marion R Bubley		3		1,2			
88	85-4-119-211-4920	108 N Lake Ave	Vait Alijoski		1		1,2			
89	85-4-119-211-4930	100 N Lake Ave	Adija Ilmija Alijoski				1,2,3			
90	85-4-119-211-4940	N Lake Ave	Village Of Twin Lakes					1		
91	85-4-119-211-4950	N Lake Ave	Village Of Twin Lakes					1		
92	85-4-119-212-4901	166 W Main St	Peter A & Kathleen A Renn		1,3					
93	85-4-119-212-4902	146 W Main St	Peter A & Kathleen A Renn	1,2,3	1					
94	85-4-119-213-1011	108 W Main	Double D & B Llc							
95	85-4-119-213-1015	108 Lance Dr	Jack W Ramsey	1,2	3,5			1		
96	85-4-119-213-1023	115 W Main St	Jude T & Patricia A Tindall	n/a	n/a	n/a	n/a	n/a	n/a	
97	85-4-119-213-1033	116 Lance Dr	Jude T Tindall		3					
98	85-4-119-213-104	Lance Dr	Dennis Dawn Ketterhagen		3					
99	85-4-119-213-1080	129 W Main St	Duane S Vanduyn	n/a	n/a	n/a	n/a	n/a	n/a	
100	85-4-119-213-1090	137 W Main St	James Nevenka Karedes	1,2	1,3					
101	85-4-119-213-1101	147 W Main St	Lynn T Bergsma	n/a	n/a	n/a	n/a	n/a	n/a	
102	85-4-119-213-1111	153 W Main St	Michael P Thornton	n/a	n/a	n/a	n/a	n/a	n/a	
103	85-4-119-213-1131	173 W Main St	Eric W Fauth	n/a	n/a	n/a	n/a	n/a	n/a	

"BLIGHT" STUDY

ID	Parcel Tax Key	Parcel Address	Parcel Owner	Dilapidation and Deterioration	Age and Obsolescence	Ventilation, Light, Air, Sanitation	Public Safety	Inefficient Platting	Other	
104	85-4-119-213-1132	163 W Main St	Twin Lakes Marine Inc	1,2	3					
105	85-4-119-213-1133	134 Lance Dr	Peter A Kathleen A Renn		3					
106	85-4-119-213-1140	205 W Main St	Ryan & Alessandra Talbert	n/a	n/a	n/a	n/a	n/a	n/a	
107	85-4-119-213-1210	451 Main St	Leland & Bernelda Stohr	n/a	n/a	n/a	n/a	n/a	n/a	
108	85-4-119-213-1222	Lance Dr	Lake Area Builders Inc	n/a	n/a	n/a	n/a	n/a	n/a	
109	85-4-119-213-1226	31 Lance Dr	Vickie Bushnell	n/a	n/a	n/a	n/a	n/a	n/a	
110	85-4-119-213-1230	212 W Main St	Charles A Jr Lovely	n/a	n/a	n/a	n/a	n/a	n/a	
111	85-4-119-213-1261	170 Lance Dr	Helmut Karin Kropf	n/a	n/a	n/a	n/a	n/a	n/a	
112	85-4-119-213-1301	150 Lance Dr	Memorial Hospital Corp Of Burl		3,5					
113	85-4-119-213-1302	310 Lance Dr	Thomas J Patricia H Callahan		3					
114	85-4-119-213-3350	480 Lance Dr	Saved By Grace Inc	n/a	n/a	n/a	n/a	n/a	n/a	
115	85-4-119-214-1000	539 Legion Dr	Joseph A Sharon Rhamey	n/a	n/a	n/a	n/a	n/a	n/a	
116	85-4-119-214-1005	535 Legion Dr	Joseph A Sharon Rhamey		3					
117	85-4-119-214-1010	531 Legion Dr	Sarah A Mcgowan	n/a	n/a	n/a	n/a	n/a	n/a	
118	85-4-119-214-1015	527 Legion Dr	Sarah A Mcgowan		3					
119	85-4-119-214-1020	523 Legion Dr	Lester Galinski	1	3					
120	85-4-119-214-1026	519 Legion Dr	Bernice Wegrzyn		3					
121	85-4-119-214-1036	511 Legion Dr	Patrick J Lisa A Kirchens	1						
122	85-4-119-214-1041	507 Legion Dr	Ninette I Solano	1						
123	85-4-119-214-1057	202 S Lake Ave	Erik R Lora M Jorgensen-Tjornehoj				1			
124	85-4-119-214-1058	208 S Lake Ave	Elizabeth I Mcdonough-Nevill				1			
125	85-4-119-214-1065	212 S Lake Ave	Terry Maryellyn Lauesen	1,2	3		1			
126	85-4-119-214-1070	216 S Lake Ave	Marcia Giacalone				1			
127	85-4-119-214-1085	516 Lakeview Ave	Gerald F Helen G Dore		5		2			
128	85-4-119-214-1090	520 Lakeview Ave	Guangzhou University Projects		5		2			
129	85-4-119-214-1095	524 Lakeview Ave	Valeria Dressel		5		2			
130	85-4-119-214-1100	528 Lakeview Ave	William A Jr Arline Thomas	2	3		2			
131	85-4-119-214-1105	532 Lakeview Ave	William A Jr Arline Thomas		5		2			
132	85-4-119-214-1111	536 Lakeview Ave	John Menyes	1,2			2			
133	85-4-119-214-1120	303 Wilmot Ave	Erik Lora M Jorgensen-Tjornehoj	n/a	n/a	n/a	n/a	n/a	n/a	
134	85-4-119-214-1125	533 Lakeview Ave	Gerald S Rasmussen		5		2			
135	85-4-119-214-1130	529 Lakeview Ave	Gerald S Rasmussen		5		2			
136	85-4-119-214-1135	525 Lakeview Ave	James P Sr James P J Knippen		5		2			
137	85-4-119-214-1140	521 Lakeview Ave	James P Sr James P J Knippen		5		2			
138	85-4-119-214-1145	517 Lakeview Ave	Luise Mary Vassmer		5		2			
139	85-4-119-214-1150	513 Lakeview Ave	Leroy Jr Nix		5		2			
140	85-4-119-214-1155	509 Lakeview Ave	Leroy Jr Nix	1,2			2			
141	85-4-119-214-1160	505 Lakeview Ave	Marcia Giacalone		3		1,2			
142	85-4-119-214-1165	306 S Lake Ave	Don Jr Lisa Kolodziej		3					
143	85-4-119-214-1170	308 S Lake Ave	Don Jr Lisa Kolodziej		3					
144	85-4-119-214-1175	312 S Lake Ave	Leroy Jr Nix		3					
145	85-4-119-214-1180	500 Barry Rd	Veronon W Weinholtz				2			
146	85-4-119-214-1185	508 Barry Rd	Timothy T Mortensen				2			
147	85-4-119-214-1190	512 Barry Rd	Edward E Marjorie A Foley		2		2			
148	85-4-119-214-1195	516 Barry Rd	Martin J Kathleen K Thuerk				2			
149	85-4-119-214-1200	520 Barry Rd	Gerald S Rasmussen				2			
150	85-4-119-214-1205	522 Barry Rd	Gerald S Rasmussen				2			
151	85-4-119-214-1210	526 Barry Rd	Laverne Condon				2			
152	85-4-119-214-1215	530 Barry Rd	Kenneth M Donna M Gaughan				2			
153	85-4-119-214-1220	534 Barry Rd	Matt Danielson				2			
154	85-4-119-214-1300	402 S Lake Ave	Gerald S Rasmussen		3					
155	85-4-119-214-1305	404 S Lake Ave	George Effie Argiropoulos		3					
156	85-4-119-214-1307	406 S Lake Ave	Gerald S Rasmussen	n/a	n/a	n/a	n/a	n/a	n/a	
157	85-4-119-214-1315	420 S Lake Ave	Marcia Giacalone				1			
158	85-4-119-214-1320	425 Wilmot Ave	Gloria Laurin	2	3		3			
159	85-4-119-214-1331	503 Wilmot Ave	Lakeside Manor Llc				3			
160	85-4-119-214-1338	501 Wilmot Ave	Lakeside Manor Llc				3			
161	85-4-119-214-1340	451 S Lake Ave	Gloria J Laurin	n/a	n/a	n/a	n/a	n/a	n/a	
162	85-4-119-214-1345	445 S Lake Ave	Gloria Laurin	n/a	n/a	n/a	n/a	n/a	n/a	

"BLIGHT" STUDY

ID	Parcel Tax Key	Parcel Address	Parcel Owner	Dilapidation and Deterioration	Age and Obsolescence	Ventilation, Light, Air, Sanitation	Public Safety	Inefficient Platting	Other	
163	85-4-119-214-1350	421 S Lake Ave	Marcia Giacalone	n/a	n/a	n/a	n/a	n/a	n/a	
164	85-4-119-214-1355	410 S Lake Ave	Lucille G Pagels	n/a	n/a	n/a	n/a	n/a	n/a	
165	85-4-119-214-1356	410 S Lake Ave	Stuart B Ellen Gilman	n/a	n/a	n/a	n/a	n/a	n/a	
166	85-4-119-214-1357	410 S Lake Ave	Gerald J Cheryl A Kuhn	n/a	n/a	n/a	n/a	n/a	n/a	
167	85-4-119-214-1358	410 S Lake Ave	Margaret M Magrady	n/a	n/a	n/a	n/a	n/a	n/a	
168	85-4-119-214-1359	410 S Lake Ave	Thomas Jean E Graika	n/a	n/a	n/a	n/a	n/a	n/a	
169	85-4-119-214-1360	410 S Lake Ave	Edward S Kathleen Gleason	n/a	n/a	n/a	n/a	n/a	n/a	
170	85-4-119-214-1362	414 S Lake Ave	Gerald R Judith G Snell	n/a	n/a	n/a	n/a	n/a	n/a	
171	85-4-119-214-1363	414 S Lake Ave	Gayle A Stoller	n/a	n/a	n/a	n/a	n/a	n/a	
172	85-4-119-214-1364	414 S Lake Ave	Thomas H Elizabeth Baumbeck	n/a	n/a	n/a	n/a	n/a	n/a	
173	85-4-119-214-1365	414 S Lake Ave	Robert L Pollyanna Howard	n/a	n/a	n/a	n/a	n/a	n/a	
174	85-4-119-214-1366	414 S Lake Ave	Donna M Carmody	n/a	n/a	n/a	n/a	n/a	n/a	
175	85-4-119-214-1367	414 S Lake Ave	Jeanine M Lehman	n/a	n/a	n/a	n/a	n/a	n/a	
176	85-4-119-214-1400	215 S Lake Ave	Mary J Norman F Kerkman				1			
177	85-4-119-214-1460	413 Lakeview Ave	Jeffrey K Stewart		5			2		
178	85-4-119-214-1465	S Lake Ave	Village Of Twin Lakes [illegible]	n/a	n/a	n/a	n/a	n/a	n/a	
179	85-4-119-214-2300	33 Lance Drive	Konstantinos Gianakakis	n/a	n/a	n/a	n/a	n/a	n/a	
180	85-4-119-214-2305	25 Lance Drive	Konstantinos Gianakakis	n/a	n/a	n/a	n/a	n/a	n/a	
181	85-4-119-214-2315	25 Lance Drive	Konstantinos Gianakakis	n/a	n/a	n/a	n/a	n/a	n/a	
182	85-4-119-214-2320	11 Lance Drive	Bruce A Sarna	n/a	n/a	n/a	n/a	n/a	n/a	
183	85-4-119-214-2400	E Main St [illegible]	Village Of Twin Lakes				1,2,3			
184	85-4-119-214-2405	E Main St [illegible]	Village Of Twin Lakes				1,2,3			
185	85-4-119-214-2411	201 E Main St	Kenneth Chit Ma Cheung				1,2			
186	85-4-119-214-2420	14[illegible] E Main St	Fieldview Llc		3		1,2			
187	85-4-119-214-2425	143 E Main St	Nicholas E Catherine Parisi				1,2			
188	85-4-119-214-2430	133 E Main St	Donald S Miller				1,2			
189	85-4-119-214-2435	E Main St	Julian L Szalapski [illegible]				1			
190	85-4-119-222-2000	702 N Lake Ave	Richter Enterprises		2		1,2			
191	85-4-119-222-2005	600 N Lake Ave	Richter Enterprises				1,2			
192	85-4-119-222-2160	508 N Lake Ave	Richter Enterprises		2					
193	85-4-119-222-2200	410 N Lake Ave	Mohinder Singh		3		1,2			
194	85-4-119-222-2210	470 N Lake Ave	Edmund L Gadek	3	2					
195	85-4-119-222-2220	475 Lincoln Drive	U-Stor-Mor Llc	n/a	n/a	n/a	n/a	n/a	n/a	
196	85-4-119-222-2230	478 Lincoln Drive	U-Stor-Mor Llc	n/a	n/a	n/a	n/a	n/a	n/a	
197	85-4-119-222-2240	Lincoln Drive	U-Stor-Mor Llc	n/a	n/a	n/a	n/a	n/a	n/a	
198	85-4-119-222-2260	416 Lincoln Drive	Richard M Baak	n/a	n/a	n/a	n/a	n/a	n/a	
199	85-4-119-222-2300	401 Lincoln Drive	Richard M & Denise A Baak	n/a	n/a	n/a	n/a	n/a	n/a	
200	85-4-119-223-2160	Wilmot Ave	Lorraine Schweihs				3			
201	85-4-119-223-2165	604 Wilmot Ave	Lakeside Manor Llc				3			
202	85-4-119-223-2170	508 Wilmot Ave	Lakeside Manor Llc				3			
203	85-4-119-223-2175	502 Wilmot Ave	Laurence J Sylvia J Laurin				3			
204	85-4-119-223-2180	614 Vincent Rd	Lakeside Manor Llc	1,2			3			
205	85-4-119-223-2185	618 Vincent Rd	Michael D Burkee	1,2			3			
206	85-4-119-223-2240	622 Vincent Rd	Robert Burmeister	1,2			3			
207	85-4-119-223-2245	611 Rink Ave	Fst Inc				3			
208	85-4-119-223-2250	Wilmot Ave	Village Of Twin Lakes [illegible]	n/a	n/a	n/a	n/a	n/a	n/a	
209	85-4-119-223-2256	614 Rink Ave	Robert W Burmeister	n/a	n/a	n/a	n/a	n/a	n/a	
210	85-4-119-223-2260	636 Rink Ave	Robert W Burmeister	n/a	n/a	n/a	n/a	n/a	n/a	
211	85-4-119-223-2265	6410 Rink Ave	Robert W Burmeister [illegible]	n/a	n/a	n/a	n/a	n/a	n/a	
212	85-4-119-223-2501	Legion Dr	Village Of Twin Lakes [illegible]		3					
213	85-4-119-223-2505	362 Wilmot Ave	MPC Property Group LLC	n/a	n/a	n/a	n/a	n/a	n/a	
Amendment 1 Parcels										
214	85-4-119-211-4440	319 Basset St	James & Nevenka Karedes	n/a	n/a	n/a	n/a	n/a	n/a	
215	85-4-119-211-4470	181 Buena Dr	Johannes & Bernhard Diekhues	n/a	n/a	n/a	n/a	n/a	n/a	
216	85-4-119-214-1405	410 Lakeview Ave	Johannes & Bernhard Diekhues	n/a	n/a	n/a	n/a	n/a	n/a	
217	85-4-119-214-1415	353 Hillview Ct	Lori L Hall	n/a	n/a	n/a	n/a	n/a	n/a	
218	85-4-119-214-1420	335 Hillview Ct	Roy A Rohde	n/a	n/a	n/a	n/a	n/a	n/a	

Total properties meeting legal requirements to be classified as blighted

Percentage of parcels within the TID classified as blighted

Exhibit 11: Attorney's Opinion

Quarles & Brady LLP

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Milwaukee, Wisconsin 53202-4497
Tel 414.277.5000
Fax 414.271.3552
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Attorneys at Law in:
Phoenix and Tucson, Arizona
Naples, Florida
Chicago, Illinois
Milwaukee and Madison, Wisconsin

April 21, 2008

Village of Twin Lakes
108 East Main Street
P.O. Box 1024
Twin Lakes, WI 53181

Re: Project Plan Amendment 1 for Tax Incremental District Number 1 of the Village of Twin Lakes

Ladies and Gentlemen:

We have acted as counsel to the Village of Twin Lakes, Wisconsin (the "Village") in connection with the proposed amendment of the Project Plan for Tax Incremental District Number 1 of the Village (the "District") and the preparation of Project Plan for the District, as amended in March, 2008 (the "Project Plan").

In this connection, we have reviewed the Project Plan, the law and such other documents as we deem necessary to enable us to give this opinion. We have relied on the statements of fact set forth in the Project Plan and the documents attached as exhibits to the Project Plan, without independent verification. We have not been engaged or undertaken to verify the reasonableness or accuracy of the assumptions, estimates or financial projections contained in the Project Plan, and express no opinion relating thereto.

Based on our review, it is our opinion that the Project Plan is complete and complies with Section 66.1105(4)(f) of the Wisconsin Statutes.

Quarles & Brady LLP

Exhibit 12: Design Guidelines and Standards

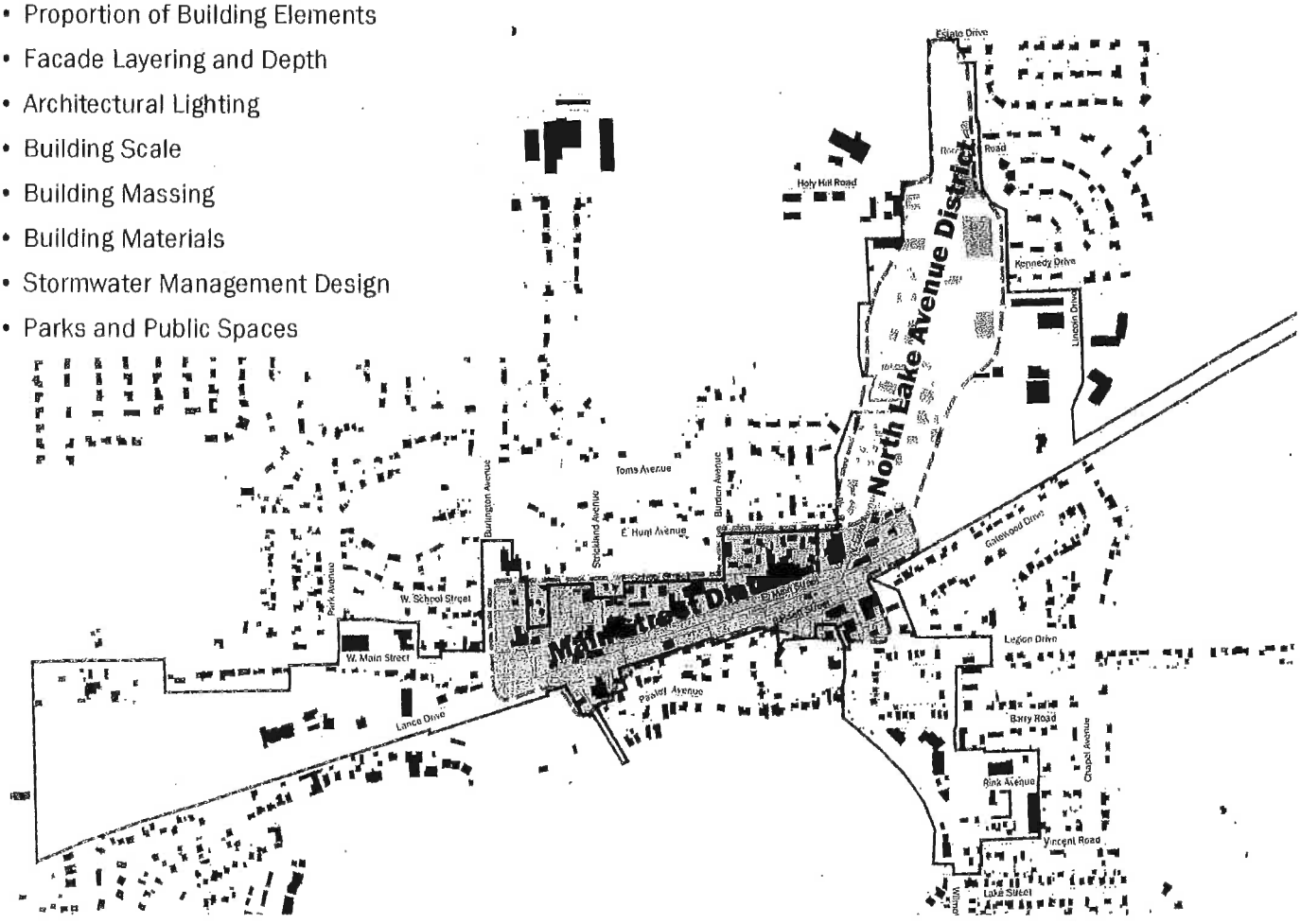
Design Guidelines and Standards for TID #1

- Introduction
- Place Character
- Use and Street Activation
- Building Placement Build-to Zone Requirements
- Parking
- Vehicular Access Points
- Pedestrian and Bicycle Circulation
- Building Height and Form
- Building Entries
- Service Areas
- Glazing and Surface Articulation
- Signage
- Building Composition: Base-Middle-Top
- Vertical Orientation of Building Components
- Distinct Masses
- Proportion of Building Elements
- Facade Layering and Depth
- Architectural Lighting
- Building Scale
- Building Massing
- Building Materials
- Stormwater Management Design
- Parks and Public Spaces

Introduction

The following design standards and guidelines have been developed as a component of the Village of Twin Lakes TID #1 Project Plan to ensure quality development and redevelopment within the TID boundaries. These guidelines apply to all areas in the District. In some cases, there are suggested exceptions or modifications to suit the unique character of the TID's two subareas: the Main Street District and the North Lake Avenue District.

These guidelines are to apply to new development and substantial redevelopment of properties with the TID boundary.



Place Character

The Main Street District is the most active and pedestrian-oriented area within the Village; this character is to be enhanced with future development and TID-funded improvements. The area currently exists as a collection of businesses, restaurants, civic buildings, and surrounding residences, all of which keep the area active at most times of the day.

While the District takes its name from the street, in many ways it is a typical "Main Street." Many buildings house retail or office uses on the ground floor with apartments above. Most structures are two to three stories and are placed at the street front. Buildings often have no side setback; parking is located on-street or behind the building.

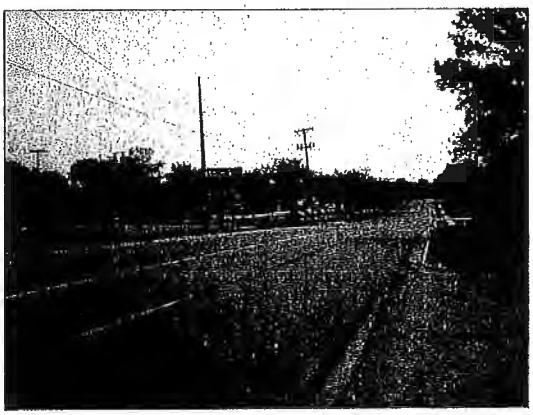
The Main Street District, as part of the TID, will see the most visible transformation of any subarea. Street improvements will enhance the pedestrian experience, increased on-street parking will allow patrons easier access to businesses, and development within the former rail corridor will transform Main Street from its current configuration into a more active and vibrant two-sided street.

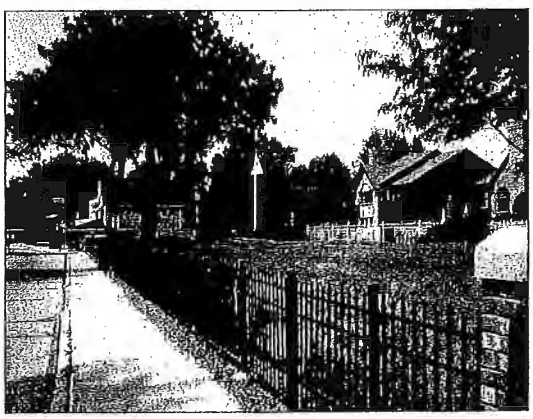
The North Lake Avenue District is primarily a vehicular-oriented commercial corridor with surrounding residential uses. The scale of buildings and parking areas increase as one travels away from Main Street, while the walkability and pedestrian activity decrease. The large format retail at the northern end of the corridor is generally a contrast to small-scale businesses on the south end of the corridor and the remaining downtown area of Twin Lakes.

Currently, the aesthetics of the corridor are dominated by parking areas and pavement. Where landscape improvements are present, such as the street trees in front of Sentry and the plantings at Do-it-Best, they make a significant impact. However, the distance between the landscape features and the variety among them prevents any visual cohesion. While sidewalks are present, they often abut the road or a parking area, creating an unsafe or unpleasant experience.

The buildings within the District vary in scale and character. At the southern end of the corridor, the buildings are generally small footprint, one to two story structures. Many commercial properties are converted houses. As one travels north, most buildings are larger and single story.

Other areas within the TIF District display primarily mixed residential character with small scale commercial uses. Structures are mixed between modest single family homes to large lakefront houses and condominiums.





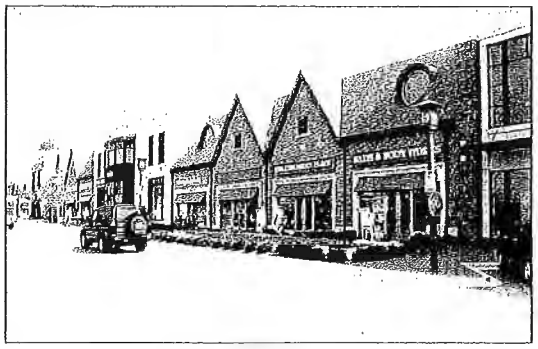
Use and Street Activation

To create a lively and diverse downtown, a variety of land uses should be encouraged. In particular, the downtown experience would benefit from mixed-use multi-story buildings that create an active urban environment.

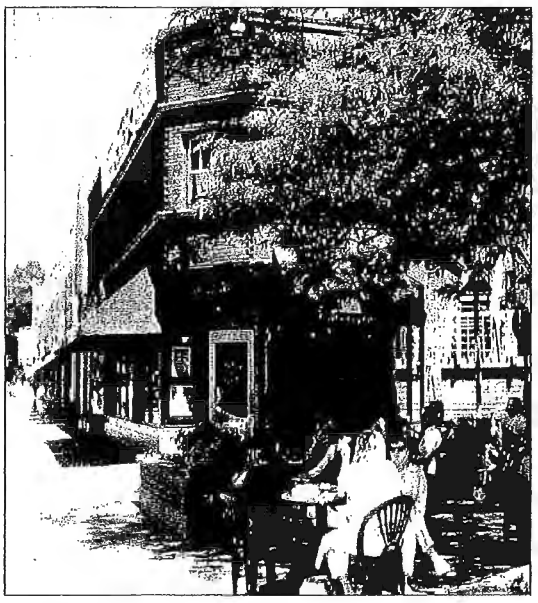
Uses envisioned for the Main Street District are those that attract people to an area and create a vibrant, active downtown. These uses include retail, office, residential, mixed use and civic functions. Other uses may be appropriate if they are consistent with the Place Character of the Main Street District.

Appropriate uses for the North Lake Avenue District area include retail, office, and multifamily. Less emphasis is place on mixed-use buildings and activity-generating uses in this District, but they are permitted. Other uses may be appropriate if they are consistent with the Place Character of the North Lake Avenue District.

Outdoor gathering spaces, such as cafes and restaurants with outdoor seating areas, should be visible from the public rights-of-way, adding activity and visual richness. Landscaped patio areas, pavilions, plazas or other well-defined seating and gathering areas may also be part of the plans, but should not detract from the principal focus of activating the public street.



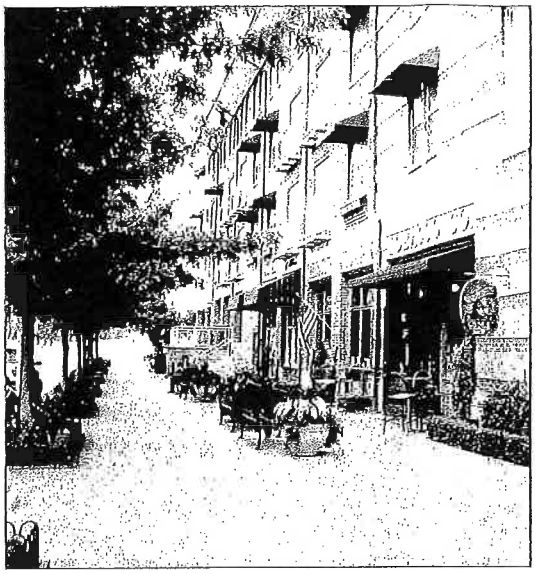
A mix of uses is envisioned for the TID, including retail, office, multifamily and civic uses. Uses that generate activity, including restaurants and cafes with outdoor seating are encouraged.



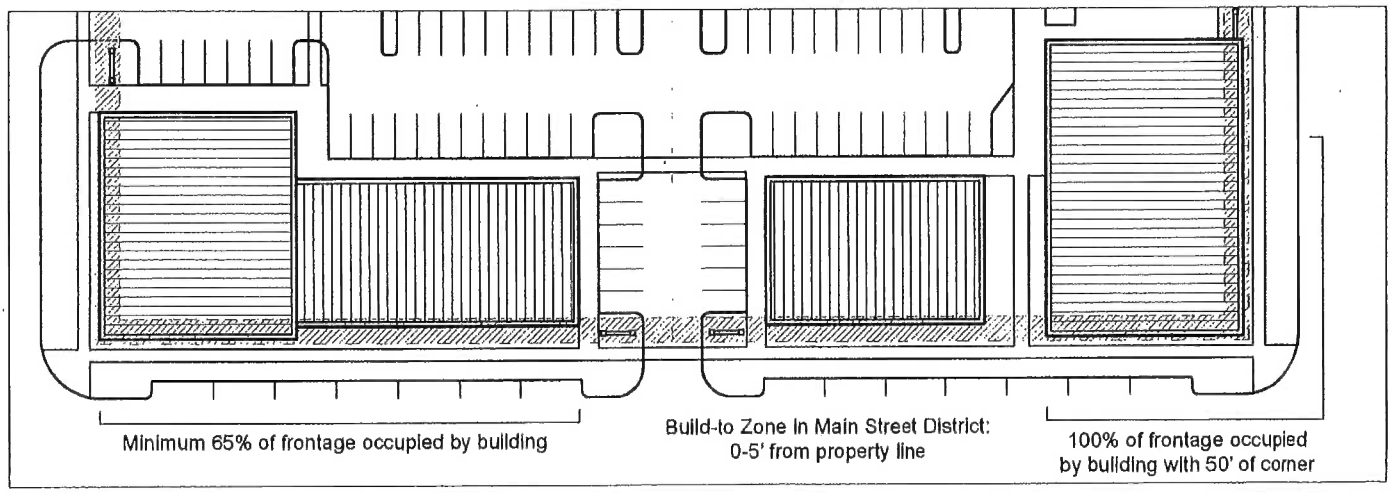
Building Placement and Build-to Zone Requirements

Main Street District

Buildings that create a continuous linear street edge help promote pedestrian-friendly and socially active Main Streets. In order to achieve this, the building façades should be located within a 5' zone adjacent to the front property line. Since many of the properties in the Main Street District have an irregular property line pattern, this zone may be alternatively located at the edge of the sidewalk, typically 8-12' from the curb. Corner properties should have buildings placed within this zone on both streets, with the goal of strengthening the corner and both street edges if possible.



Within this zone, building façades should occupy a minimum of 65% of the frontage of a property along Main Street or Lake Avenue. Additionally, 100% of the frontage must be occupied by building façades within 50' of a corner or public plaza.



North Lake Avenue District

The character of the North Lake Avenue District is substantially different from that of the Main Street District. The arterial nature of the street is reflected in its parcels, land uses, and building placement. Buildings should be placed toward the street with the majority of parking located on the side or in back, creating a relatively consistent street wall. Other features such as trees, fences and garden walls will continue the street edge when building façades are not present.

In some cases, pedestrian-friendly physical features may substitute for the building facade. These alternate features include outdoor seating areas, arbors, pergolas, colonnades, courtyards, garden walls, decorative fencing, formal hedges, rows of trees, or other street defining features. These alternate physical features are intended to continue the street edge when circumstances prohibit the building itself from meeting the minimum build-to zone requirements. Whether or not such alternate features are appropriate depends upon how well they are integrated with the building facade and how well they support the visual continuity of the street edge.

Parking

On-street parking helps enliven the street by allowing pedestrian activity to flow between the street edge and into the surrounding buildings and public spaces. On-street parking gives pedestrians a stronger feeling of security and separation from moving traffic. Without on-street parking, the activity drops significantly and becomes focused only on the surrounding parking areas. If possible, on-street parking should be incorporated into all public streets that surround the District.

Buildings within the Main Street District are encouraged to utilize on-street parking as much as possible. On-street parking stalls provide short term parking capacity without negative visual impact on surrounding areas. Parking on Main Street will be improved and will provide customers and visitors ample parking. New parking will also be developed off of Bassett Street and is intended for the vehicles of employees and residents that occupy Main Street buildings. When private off-street parking is required, it should be located behind or on the side of buildings. Parking in front of the building is prohibited in the Main Street District. Parking on the sides of buildings should be oriented perpendicular to the street and limited to one bay in width (60') at the street frontage. When possible, parking areas should be shared by adjacent users and mixed-use developments to eliminate unnecessary parking stalls and impervious surfaces. In particular, uses that generate their peak traffic at different times of the day are prime candidates for shared parking.

In the North Lake Avenue District, buildings may be setback to accommodate limited parking in the front of the parcel. Parking in front should generally be limited to one bay (60') parallel to the street and the building should not be setback greater distances.

Where the parking areas are adjacent to the right-of-way, substantial landscaping should occur to define the public space and screen the parking areas. Acceptable landscaping for this condition includes a garden wall or decorative fence with shrubs planted at its base and street trees planted in a regular pattern.

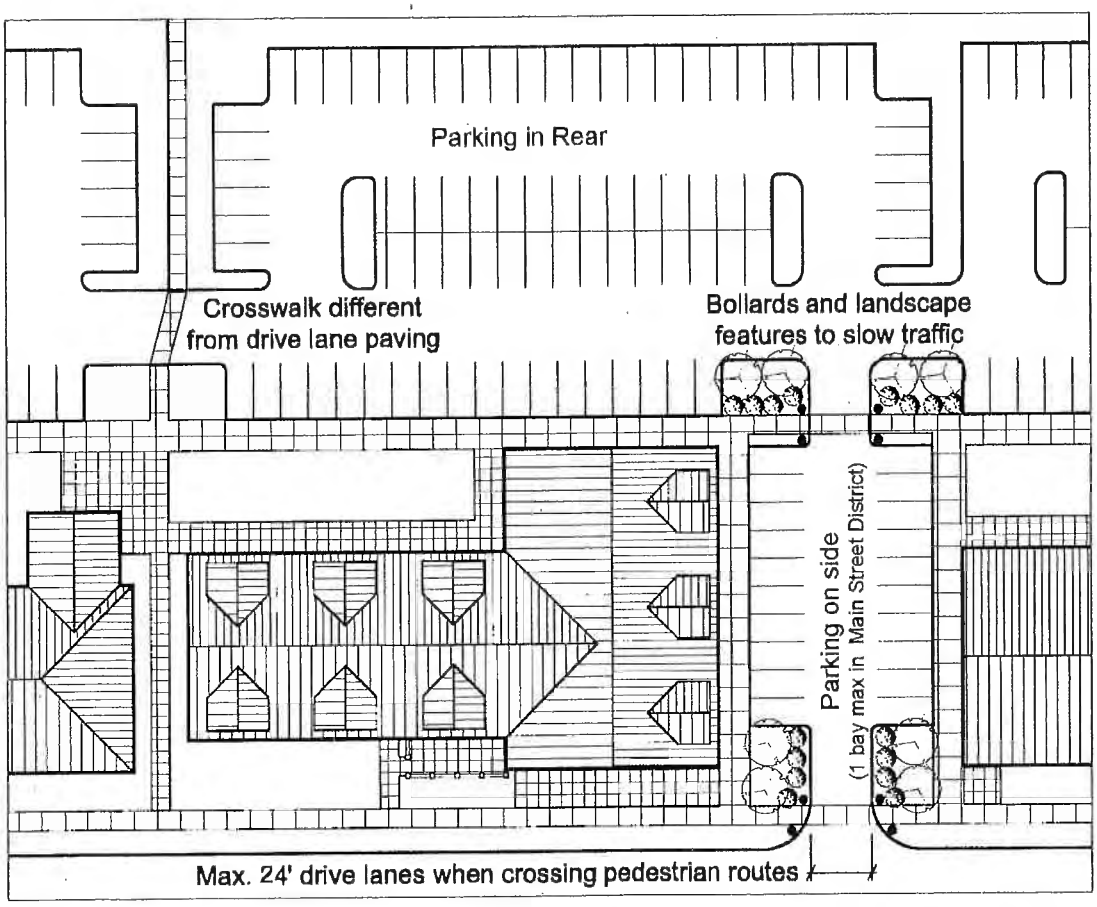
Parking properly screened at the street edge

Vehicular Access Points

Excessive quantity and width of vehicular access points and curb cuts encourage higher speed traffic while discouraging pedestrian activity. When vehicular access points cross pedestrian zones, they should be designed to slow traffic and reinforce the pedestrian right-of-way. For this reason, curb cuts onto the primary streets (Main Street and Lake Avenue) should be limited to a maximum width of 24' with the exception of municipal facilities (firehouse). If possible, entries are encouraged to be located on secondary streets.

Further pedestrian enhancements should be considered to improve safety, calm traffic, and make pedestrian circulation safer and more enjoyable. These enhancements include curb bump-outs, textured crosswalk pavement, median pedestrian refuge zones, tighter curb radii, and adjustments to signal timing.

It may be necessary to modify conventional standards for vehicular movement in order to create this type of balanced pedestrian and vehicular environment. There should be some flexibility to evaluate development proposals and approve configurations that meet the needs of the proposed developments without undermining safety or general welfare of the public. Exceptions to Village standards must be reviewed and approved by the appropriate Village departments and/or public officials.



Pedestrian and Bicycle Circulation

A clear, safe, and complete pedestrian circulation system must be incorporated into all site designs within the study area. It should be a main priority in any site design to ensure easy and direct pedestrian access between public streets, parking areas, buildings, and adjacent developments.

Walks at least 5 feet in width (10'-15' in front of commercial uses) should be provided between parking areas and buildings and within large parking areas. Where possible in parking areas, pedestrian walkways should lead directly to building entrances and connect directly to the street. The sidewalk connections should be designed in a manner that is distinguishable from vehicular circulation. Sidewalks and trails should create clearly defined pedestrian connections between adjoining neighborhoods districts.

Bicycle travel should also be promoted through the use of permanent bicycle racks and bicycle paths where appropriate.

Building Height and Form

Buildings in the Main Street District should generally be two to four stories. Buildings should be a minimum height of 24' to the top of the parapet or bottom of the eve and appear to be greater than one story. Interior spaces of at least 18' should accompany the minimum height to prevent the appearance of height being added by oversized parapet walls or false windows. An additional level of windows should be added above the ground level to replicate the appearance of an upper story. Upper floors or mezzanines are encouraged but not required. False windows built into parapet walls are strongly discouraged.

Buildings on sites adjacent to designated public spaces should be a minimum of two occupied stories to increase the density and activity surrounding these spaces.

In other areas of the TIF District, including the Lake Avenue District, buildings should generally be one to three stories in height.

An additional floor in a penthouse condition is acceptable if it has a minimum step-back of 12' from the previous floor on all sides. Additional levels may be acceptable if buildings successfully utilize existing topography (e.g. a walk out basement).

Building Entries

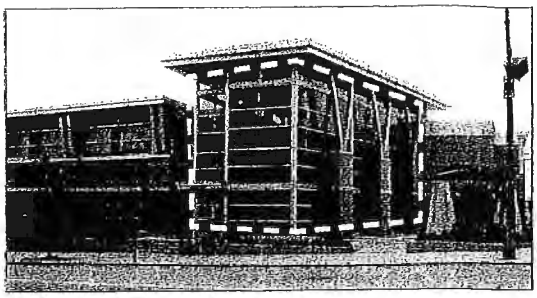
The major public entry should be a prominent visual feature of a building. This entry should be oriented toward the primary street or public plaza. The entrance should be designed so that it is easily identified and emphasized through the use of architectural details or special materials.

If multiple tenants occupy the ground floor of a building, each should have their own separate and distinct entry. If the ground floor is occupied by office uses, a shared entrance may be appropriate, if properly detailed. Residential units on the ground floor, both row house and apartment style units, should have individual entries.

In addition to street entrances, buildings may also incorporate public entries that face side or rear parking areas. When this occurs, it is important to balance the need for public on-street entries with the need for an efficient internal circulation system that links the interior public areas.

Upper floor uses, including residential and office, may be serviced by a single ground floor entry. When this condition is utilized, a shared lobby should be provided.

If a single tenant occupies a building with over 100 feet of frontage, multiple entrances should be utilized.



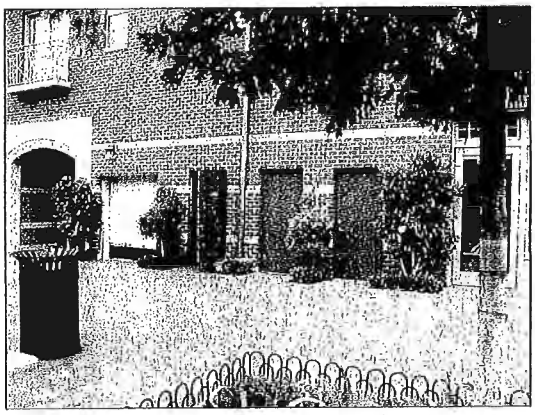
Prominent building entries

Service Areas

Service entries and garage doors should be located away from public view to the greatest degree possible. They should be sited along secondary streets or in the rear of buildings. They should not front the primary street unless no other access is available. If this is the case, access will be limited to one garage door (10') per parcel.

Where possible, doors to underground garages should be placed away from the view of the general public. They should be recessed to minimize their visual impact. They should be designed with paneled or articulated surfaces and should include glazing when possible.

Mechanical equipment should be screened from the street and from above as much as practical. Mechanical penthouses should be clad with material consistent with the overall design of the building.



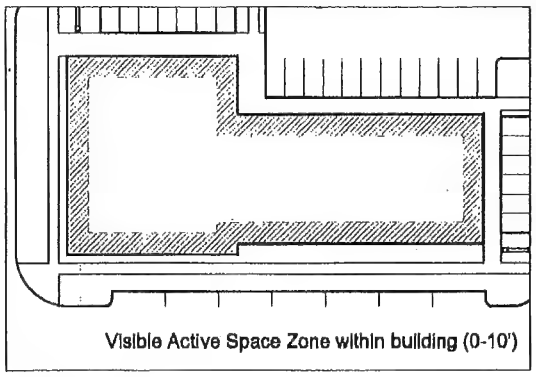
Service areas hidden from public view

Glazing and Surface Articulation

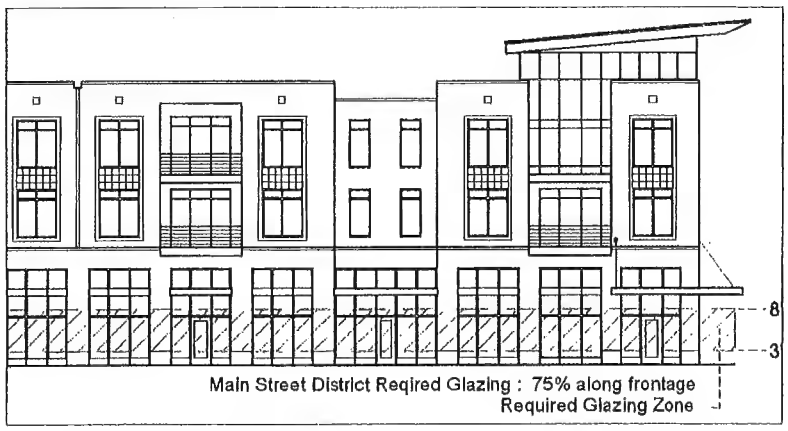
Glazing brings the activity that occurs inside buildings to the street, creating interest both on the street and in the building. The activity that takes place behind the facade is a critical factor in creating an environment where residents and visitors will want to go. People like to pass by buildings and places (on foot or in vehicles) where they can see something interesting or inviting. Examples of these active uses include shops, restaurants, lobbies, cafes, galleries, showrooms, beauty salons, etc.

Office uses can also present an interesting image when active work spaces or lobbies are located along primary pedestrian edges. Where possible, building uses that activate the street should be located directly behind clear windows and entries on the ground floor.

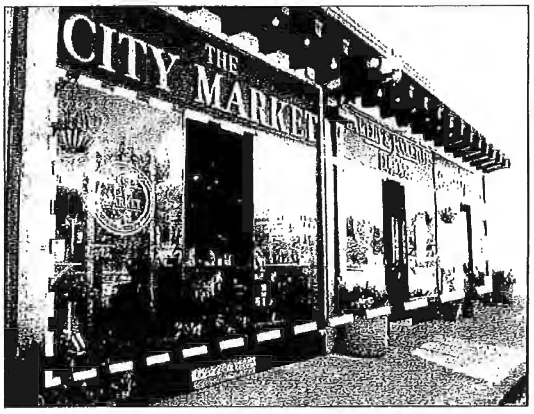
Buildings within the Main Street District should utilize a "storefront" or similar configuration that maximizes transparency. Primary façades within the District (those fronting Main Street or Lake Avenue) should utilize clear glass for 75% of the façade between the heights of 3' and 8'. Extended clear glazing that exceeds this



Active spaces should be placed at the buildings perimeter



Storefront glazing conditions



dimension (such as transoms and clerestories) is also encouraged. Due to various user needs and site constraints, this requirement should be evaluated for appropriateness on a case-by-case basis. When clear glazing does not fit the initial intended use for the street level function, it should still be considered so that future functions have the option of creating activities that have public visibility from the street.

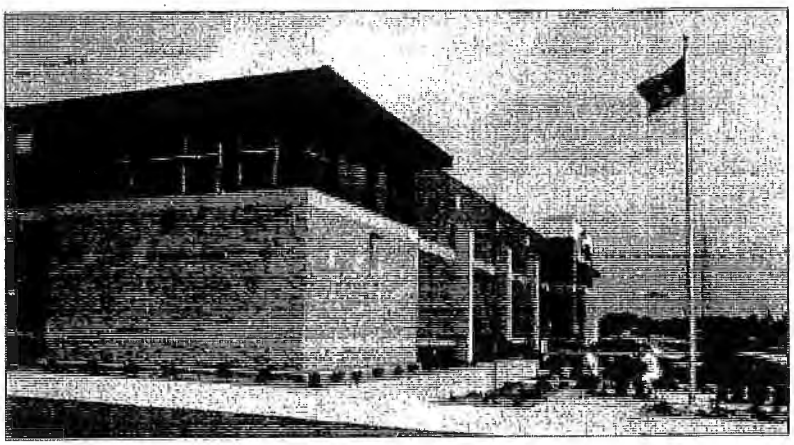
Glass block should not be utilized in this condition. The use of spandrel glass or opaque glazing should not be allowed, even on upper stories. Additionally, interiors of buildings should be organized to place active spaces where glazing is present.

The use of interior window screening materials such as mini-blinds or shades should be avoided on ground floor retail uses. Methods which allow visual interaction such as exterior awnings, canopies, or louvers are preferable methods of providing sun screening.

Alternative Articulation Features

At times, due to specific user or site constraints, it may be difficult to meet the requirement of clear window glazing for commercial uses. In those cases it may be possible to substitute alternate façade and/or building features to meet the intent of creating a pedestrian-friendly experience along the street.

These features should be designed with a high level of detail, ornament, and artistic variation that is intended to be appreciated by pedestrians and persons close to the facade. The composition and rhythm of these elements should match the geometry and composition of the building façade. The types of features that should be considered include: artistic murals or posters, awnings, pedestrian arcades, canopies, special lighting fixtures, banners, projecting signs, punched window openings, hanging planters, landscaped planter beds, decorative paving, free standing moveable planters, arbors, trellises, benches, and landscaped seating niches. The appropriateness of these or other activation treatments should be judged on a case-by-case basis during design review.



Detailed wall with varied material and depth featuring landscape elements for areas where large amounts of glazing is impractical

Signage

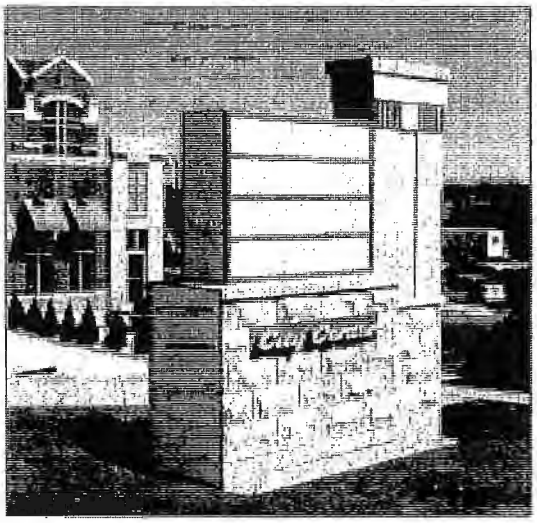
Signage should respond to the desired character, pedestrian activity and scale of the area while balancing the need for identification of a business or other use.

A building's primary signage should be wall-mounted, either projecting or flat. Monument signage is acceptable in the Main Street area but it is more appropriate in the Lake Avenue District and other areas of the TID. If monument style signage is required in the Main Street District, it should be integrated into an additional site feature and should not exceed 4' in height. An example includes a garden wall for outdoor seating or parking screening. Pole signage and billboard style wall-mounted or roof-mounted signs should be highly discouraged.

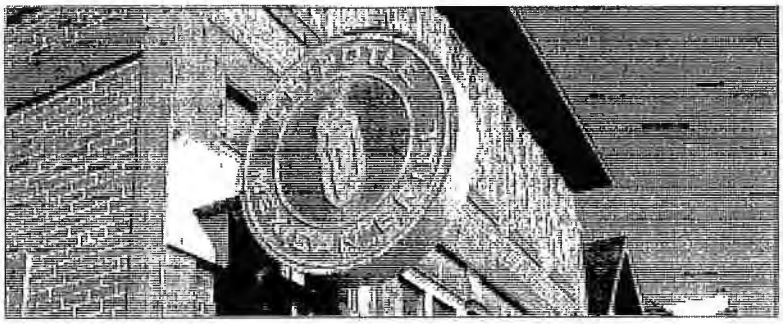
Additional forms of signage, such as window, canopy or awning styles, are encouraged.

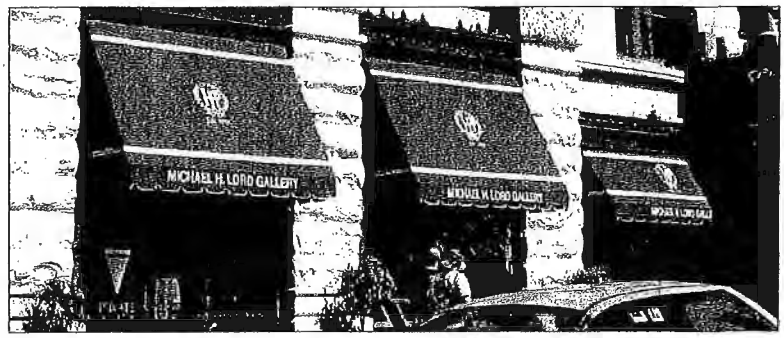
Signage should have a design that is consistent with the building façade or other site features. Similar materials, colors, and styles should be used to ensure the signage is consistent with the building design. Materials must be of high quality to prevent premature aging, fading, and weathering of the sign.

Signage should consist of individual letters and symbols affixed to a background, building wall surface or other armature. Preferred methods of signage illumination include individually illuminated letters, backlit lettering, or illumination from a nearby point source. Signage backgrounds should not be internally illuminated.



Appropriate styles of signage for Twin Lakes.
Top: Wall signage
Above : Monument Signage
Below: Window signage
Right: Projecting and awning signage

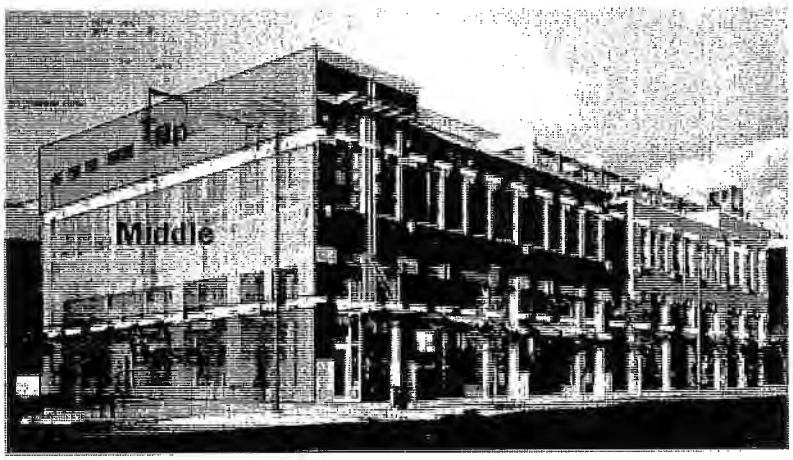




Building Composition: Base-Middle-Top

Implementation of basic architectural design principles ensures buildings complement each other and create cohesive street faces, while promoting individual building expression and style. Visually interesting façades appeal to the general public, while enhancing spaces adjacent to buildings.

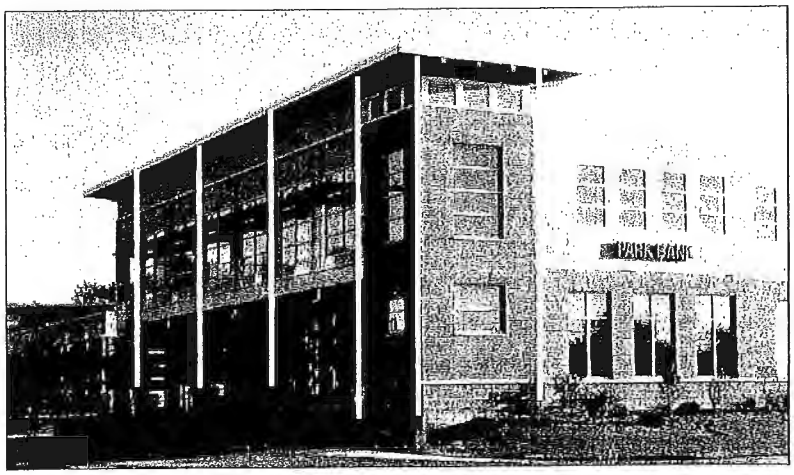
Buildings should be comprised of a visually distinct base, middle and top. Adopting a base-middle-top strategy provides a flexible method of relating the building to the pedestrian (base), incorporating the surrounding architecture (middle), and providing a unique identity where the building meets the sky (top). Expression of these zones should be handled through changes in plane, changes in material, horizontal bands, cornices, and/or varied window openings.



Building with base-middle-top composition

Vertical Orientation of Building Components

Buildings should express verticality and should avoid horizontal geometry. Vertical orientation does not translate to creating tall buildings, but rather describes the desirable vertical nature of façade elements. Repetitive vertical elements, such as structural bays, window openings or arcades, help add depth and interest to façades. Excessive use of horizontal elements, such as ribbon windows, creates lifeless façades with little interest.

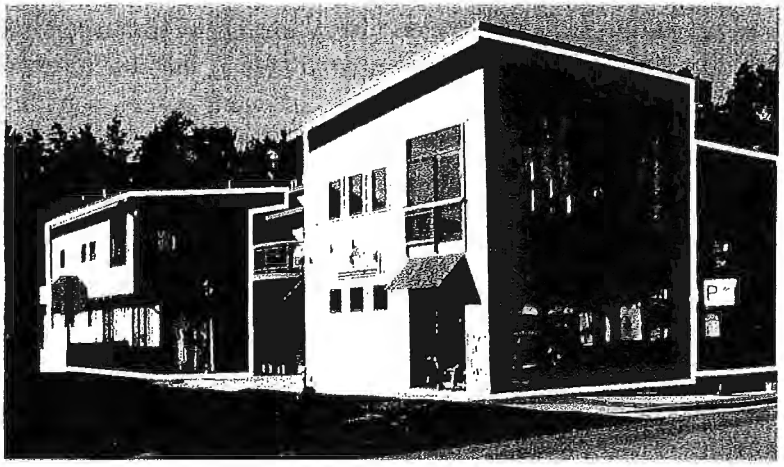


Vertical orientation of building components

Distinct Masses

Buildings should not be designed as simple boxes, but rather a series of complementary and identifiable masses and forms. This geometry lends to appropriate building scales and visual richness. This can be accomplished through recessions and projections, creating distinct building components, and varying heights and roof forms according to individual building components.

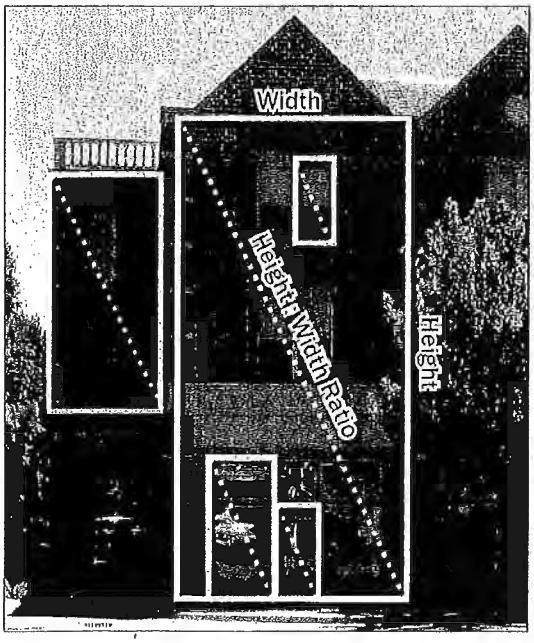
Building made up of individual masses and forms.



Proportion of Building Elements

Building massing and components should demonstrate consistent proportional harmonies; the use of proportion is intended to provide a sense of visual harmony among elements of a building. Proportion in architecture is the consistent numeric ratio of two opposing dimensions such as height:width throughout various building components. Oftentimes, elevations include multiple proportioning systems (i.e. some components relate to one height: width ratio, while other components relate to another). Buildings with vertically proportioned components (height greater than width) are encouraged to avoid squat-appearing buildings.

Diagram showing the use of proportion within a facade.



The use of proportion creates visual harmony among elements of a building. A well-proportioned building has component parts (windows for example) that have the same proportion as the other parts. Building elements, especially windows, should be vertically proportioned (height greater than width).

In architectural composition, rhythm refers to the regular or harmonious recurrence of building elements. These patterns often reflect the building's repetitive structural bays, with the end bays given special identity. This articulation of the façade helps provide scale by organizing the façade into smaller visual parts. The variation of rhythm from building to building reaffirms the individuality of each building, while the recurrence of an overall rhythm helps unify the façade. Structural column lines should be evident or expressed on the façade.

Façade Layering and Depth

Primary building façades should be articulated in a way that give the appearance of multiple layers within the façade. This technique adds depth to the building and prevents the appearance of flat primary façades. Suggested techniques include: setting windows back from the exterior wall plane; adding decorative elements such as cornices, lintels, sills, awnings and canopies; expressing structural columns through change of plane; creating arcade walkways; and extending roof eaves.

Awnings and canopies should be constructed of high quality durable materials such as decorative metal, glass, or heavy canvas mounted on rigid frames. These elements may be allowed to encroach into the public rights-of-way if approved by the appropriate Village department. For residential uses, balconies, french windows, bay windows or similar features are encouraged on all units above the building base. These features can further activate the street and provide articulation and interest to the upper façade.

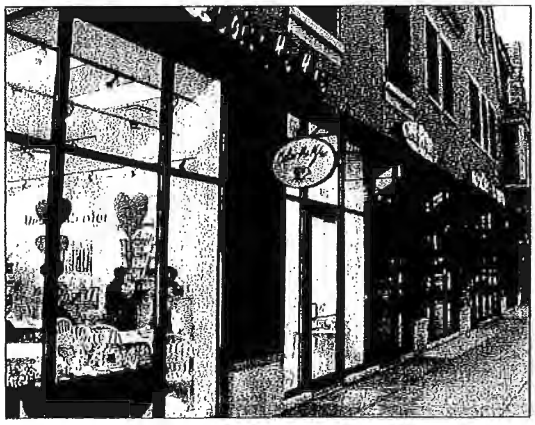
A building with several layers and depth in the facade.

Architectural Lighting

Several types of lighting are encouraged to maintain activity and create a friendly atmosphere at nighttime. Storefronts should be illuminated allowing light to spill onto adjacent walkways and spaces. Wall mounted and ground light fixtures should be used to highlight architectural elements, enliven façades, and encourage evening activities. This type of lighting can also illuminate public areas adjacent to the building.

Public and private outdoor spaces should be illuminated using pedestrian level lighting at comfortable illumination levels. Utilizing pole-mounted fixtures and lit bollards to illuminate walkways is also an effective approach to defining the pedestrian zone and surrounding areas.

Fixtures should generally be directed downward to avoid light pollution. However, lights may be directed up to illuminate architectural features or wall-mounted signage. All lighting fixtures, however, should avoid negative impacts on neighboring properties. Parking lot and street lighting should utilize fixtures that reduce glare and intrusion into adjacent areas.



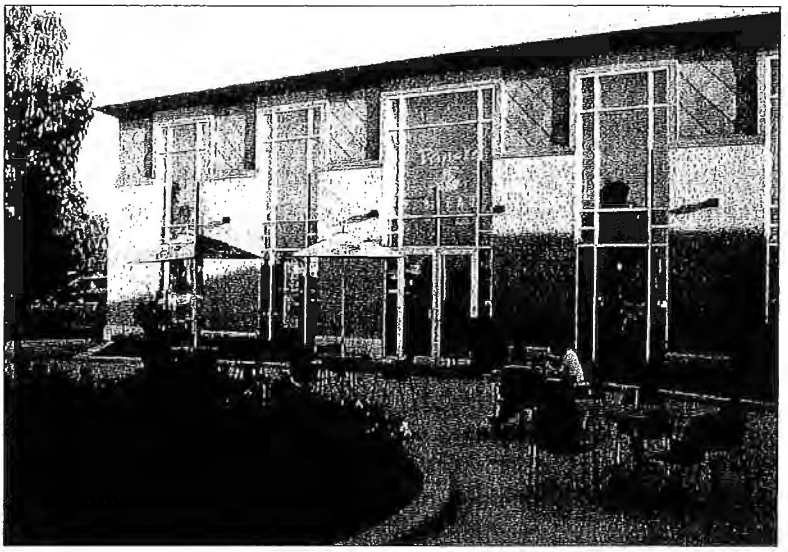
Illuminated storefront windows (above) and lighting used to highlight architectural features (below).

Building Materials

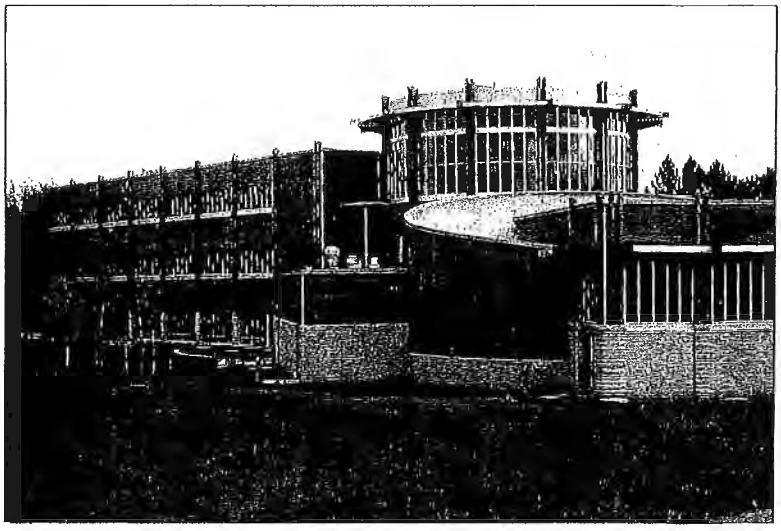
Enrichment of the pedestrian realm requires building materials (especially at the street level) to be of high quality. All façades of buildings, especially those visible by pedestrians and motorists while traveling on public streets, should be constructed of high quality building materials. Examples include brick, stone, decorative concrete masonry units, or other creatively used, high-quality, and durable building materials.

The use of such materials as EIFS, stucco, or decorative metal or concrete panel systems is allowed with approval of the Village. However, it is recommended that these materials are used minimally as accent materials in a building design.

Transitions between materials should fit the composition and proportional systems of the building. Transitions should not occur at visually inappropriate locations (such as a front façade of brick changing to siding at an exterior corner).



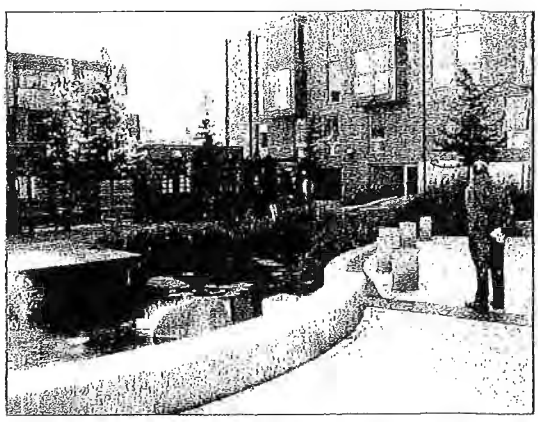
Buildings should be clad in high-quality finish-grade materials.



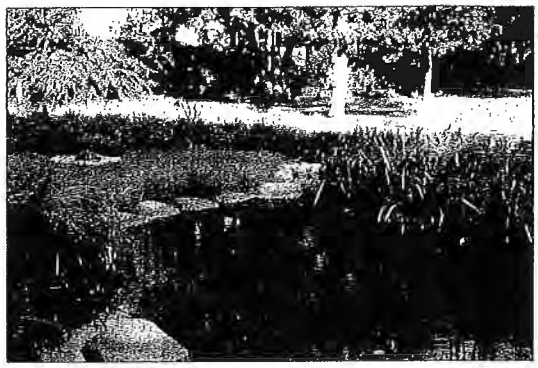
Stormwater Management Design

Stormwater management features should not only meet the functional goals of controlling runoff, but also be designed to serve as focal points, aesthetic features, and as an integral component of public places. Stormwater features are encouraged to be located as prominent landscape features when possible, serving as development gateways and visible natural areas with adjacent gathering spaces. When publicly visible, stormwater management can be visually attractive elements that complement the site.

Stormwater management areas should have a maintenance plan to ensure their long-term technical and aesthetic effectiveness.



Attractive stormwater management features



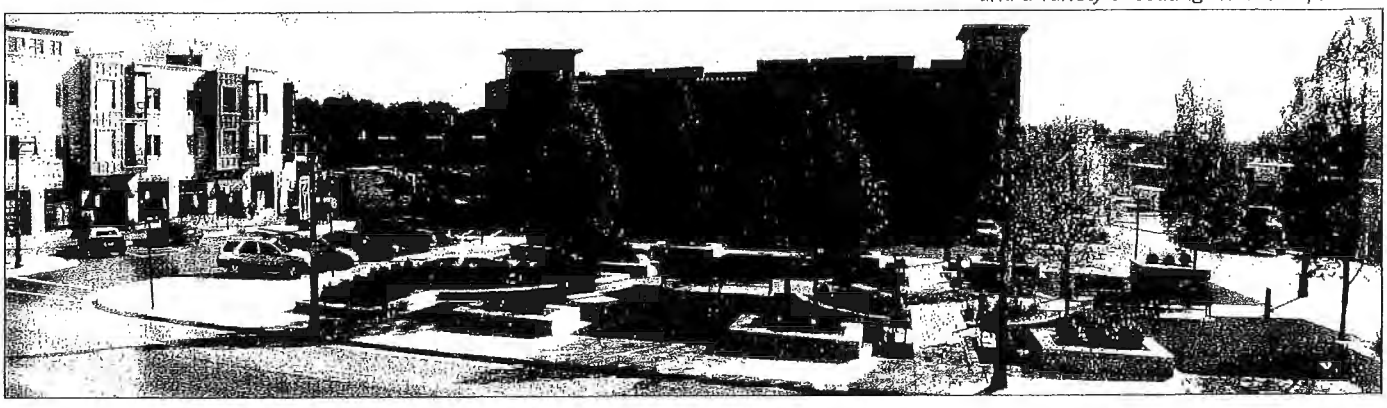
Parks and Public Spaces

Public squares should be developed in areas with high, or potentially high, levels of activity. Public places away from active uses are typically empty and devoid of life. Public spaces should be smaller in scale in order to concentrate pedestrian activity into nodes. Larger public squares often have too little activity present to be successful.

Public places should be surrounded by public rights-of-way and have their edges defined with street trees, small landscape features and decorative fencing. A mix of seating types should be provided, including but not limited to benches, chairs and low ledges and walls. Other furnishings, such as refuse containers and bike racks are also encouraged as they increase the ease of which the space is used. Additionally, pedestrian level lighting should be incorporated into the public spaces and along streets in the District to enhance the definition of these spaces.

Outdoor places, such as cafes and restaurants with outdoor seating areas, should be visible from public rights-of-way, adding activity and visual richness to the pedestrian realm. Seating areas should be spatially defined by low level decorative fencing, garden walls or landscape features. Tables and chairs should be moveable to allow for user customization and seasonal removal. Landscaped areas, pavilions or other well-defined seating and gathering areas should be encouraged.

Public spaces should be small scale to concentrate activity. Landscape, lighting and a variety of seating should be present



6.)A.)2.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Colleen – Deputy Clerk

Department (if applicable): Clerks Office

Date Submitted: 6/9/2026

Meeting Requested (COW Date): 7/6/2026

2. SUMMARY OF ISSUE

Short Term Rental License for 353 Indian Point – Lane/Kylee Johnson

- Passed Fire Inspection on 6/16/26
- Passed PD Inspection on 6/2/2026

Current KC License provided expires on 6/30/2027
Attached: Completed Application, Parking Plan, STR Layout and Fire Plan

3. REQUESTED OUTCOME

☐ Discussion Only
X Direction from Committee of the Whole
☐ Action (following COW discussion)

Describe the recommended action or requested Board direction: Progression to the Village Board agenda or recommend changes required by the applicant

4. FISCAL IMPACT (If Applicable)

X No Fiscal Impact
☐ Fiscal Impact:
Budgeted: ☐ Yes ☐ No

Account Line: _____
Funding Source (i.e grant, donation)
_____

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☐ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits

VILLAGE OF TWIN LAKES

105 East Main St. PO Box 1024 Twin Lakes, WI 53181
Phone (262) 877-2858 Fax (262) 333-3286

Short Term Rental Application

Licenses Expires on December 31st

☑ New Application $300 ☐ Renewal $150

Application must be filled out completely and include the following items:

☑ Completed Village of Twin Lakes Short Term Rental Application with $300 for a new application and $150.00 for a renewal. Issued for a 1-year period, from January 1st to December 31st. No proration for partial year.

☑ State of Wisconsin Tourist Rooming House License as required by Wis. Stat. 66.1014(2)(d)2.a. issued by the Wisconsin Department of Agriculture, Trade, and Consumer Protection or agent thereof, Kenosha County Public Health. State of Wisconsin Seller's Permit issued by the Department of Revenue or AirBNB / VRBO Contract

☑ Floor Plan showing bedrooms, doors, fire exits and available parking (see example) Property

☑ Manager Agreement (if applicable)

Property Address: 353 Indian Point Rd Parcel Number: 86-4-119-282-2290

Maximum Occupancy for premise:

(The total number of occupants licensed by the State of Wisconsin or two per bedroom plus two additional occupants, whichever is less)

Contracted with a 3rd Party? ☑ Yes ☐ No
(i.e. Airbnb/VRBO)

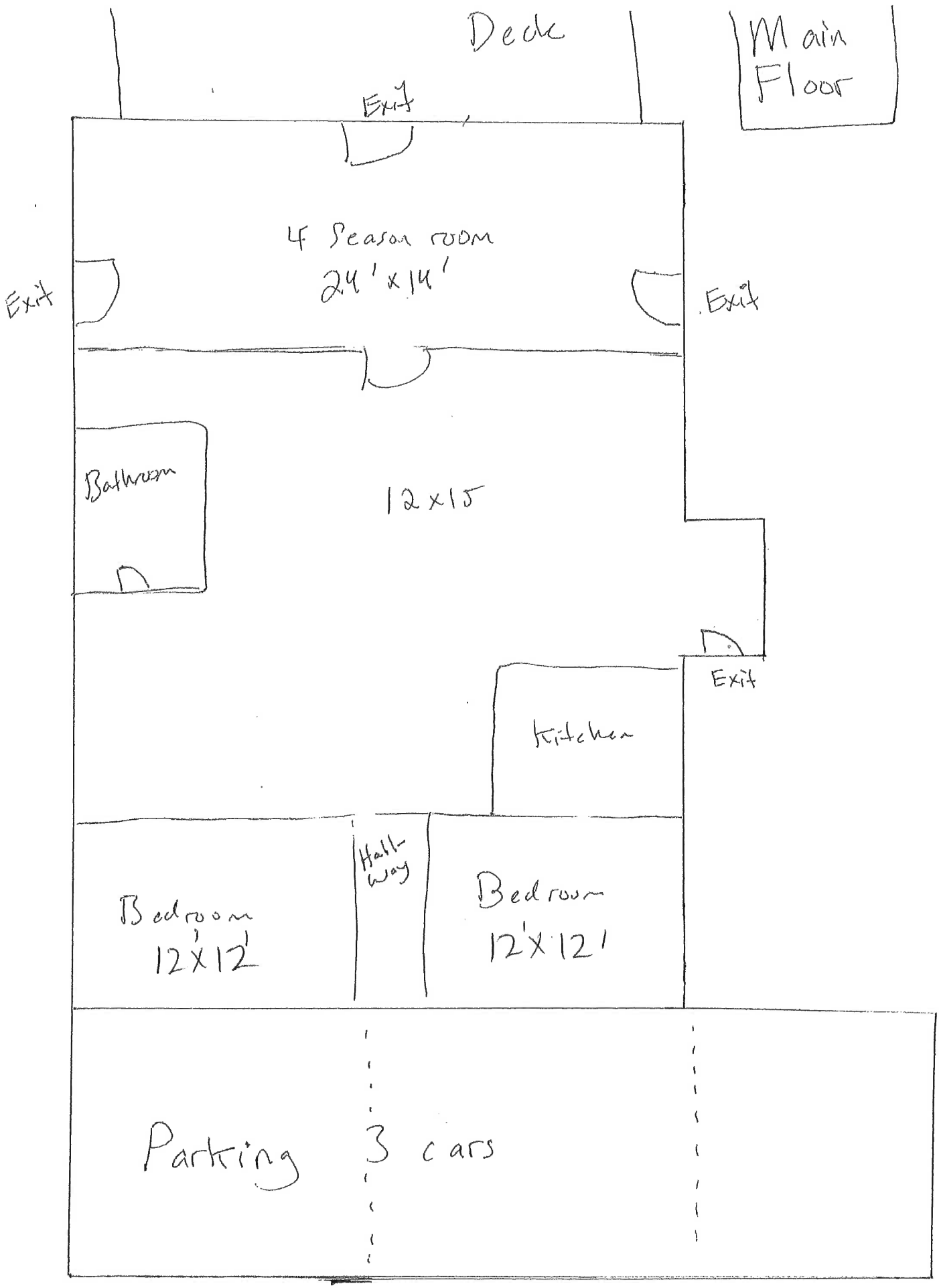
Company Name: Redford Prairie Ventures

Property Owner Information	Property Manager Information
Name Lane & Kylee Johnson	Name
Physical Address 4127 E Redford Dr.	Physical Address
State, Zip WI 53154	State Zip
Mailing Address 4127 E Redford Dr.	Mailing Address
State, Zip WI 53154	State Zip
[redacted]	Phone
	Email

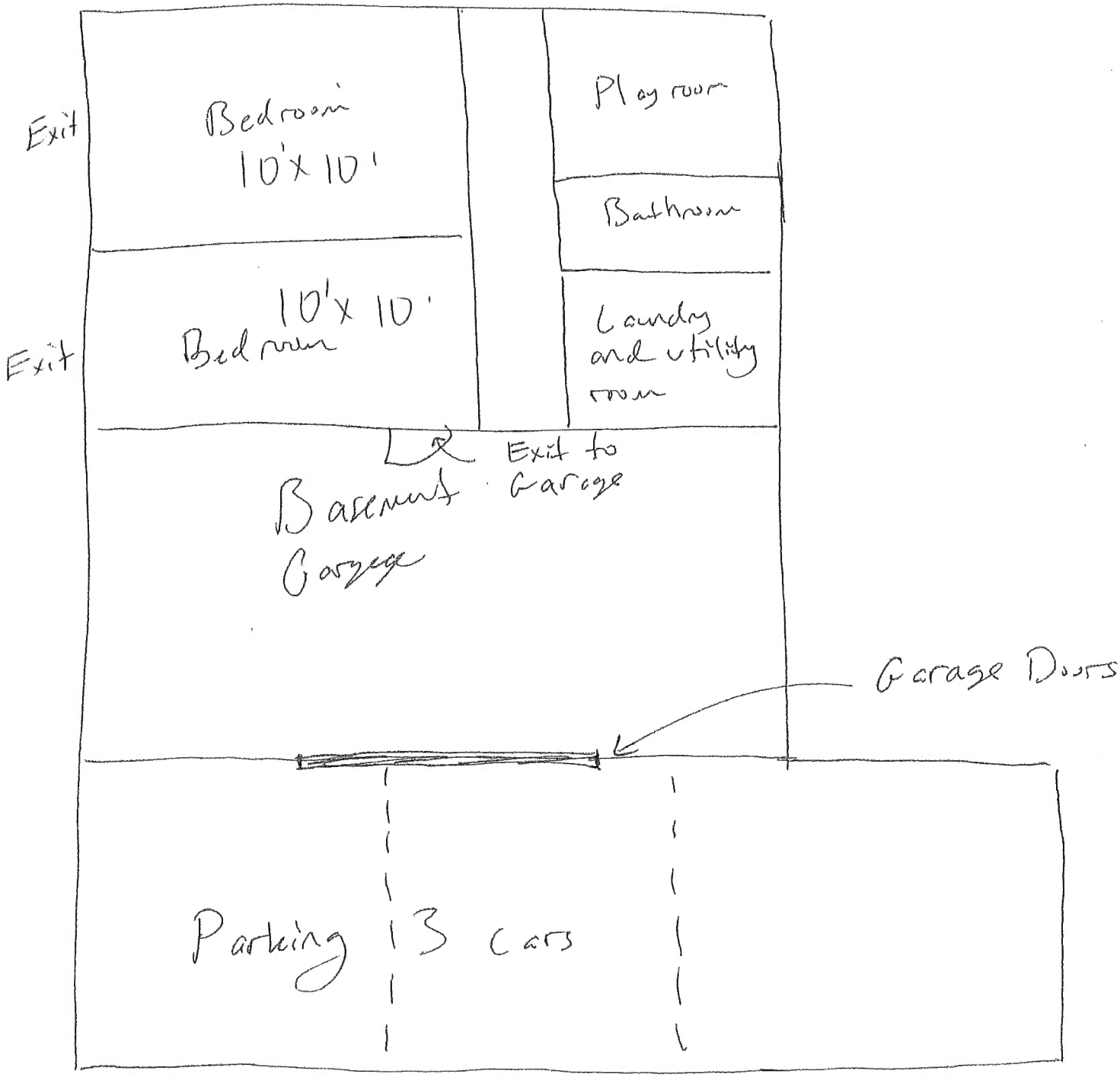
Is this property managed by a 3rd party corporate entity? If yes, attach property manager agreement. ☐ Yes ☑ No

I hereby certify that I have answered all the questions contained herein and know the same to be true and correct. I understand and shall comply with all provisions of Village of Twin Lakes Code Chapter 5.40, and I hereby certify the property meets those requirements. I understand and shall comply with all provisions of Village of Twin Lakes Code Chapter 5.20.120(e) stating no license shall be issued to any person who owes any taxes to the State of Wisconsin or owe any taxes, fines, or forfeitures to the Village. I understand and shall comply with the provision that the Village will conduct a Building Inspection and Fire Inspection. If the property were to fail the Building and/or Fire Inspections, I understand and shall comply with making any modifications the Building Inspector and Fire Inspector recommend along with a $65 re-inspection fee. I understand and shall notify the Village within 24 hours should there be a change in contact information pursuant to Village of Twin Lakes Code Chapter 5.40.020(c)(9).

Owner Signature _____ **Date** 5/18/24


Deck
Main Floor
Exit
4 Season room
24' x 14'
Exit
Exit
Bathroom
12 x 15
Exit
Kitchen
Hall-way
Bedroom
12' X 12'
Bedroom
12' X 12'
Parking
3 cars

Basement


Exit
Bedroom
10'x 10'
Exit
10'x 10'
Bedroom
Play room
Bathroom
Laundry and utility room
Exit to Garage
Basement Garage
Garage Doors
Parking 3 cars

KENOSHA COUNTY PUBLIC HEALTH

License, Permit or Registration

The person, firm, or corporation whose name appears on this certificate has complied with the provisions of the Wisconsin statutes and is here by authorized to engage in the activity as indicated below.

ACTIVITY		EXPIRATION DATE	I.D. NUMBER
Tourist Rooming House - 1 TRH		30-Jun-2027	MKUK-DT6NC2
LICENSEE MAILING ADDRESS	NOT TRANSFERABLE	BUSINESS / ESTABLISHMENT ADDRESS	
REDFORD PRAIRIE VENTURES 4127 REDFORD DR OAK CREEK WI 53154		TWIN LAKES LAKEFRONT ESCAPE 353 INDIAN POINT RD TWIN LAKES WI 53181	

All Permits expire on June 30th; it is the responsibility of the licensee to make sure all applicable fees are received by the department before July 1st or a late payment fee will be assessed.

If you do not receive a renewal form prior to June 30th from your licensing authority, you should send in your payment for renewing your permit to the following address:

KENOSHA COUNTY PUBLIC HEALTH
8600 SHERIDAN RD SUITE 600
KENOSHA, WI 53143-6515
(262)605-6700

* Include the name of your facility and the ID number.

6.)A)3.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Colleen – Deputy Clerk

Department (if applicable): Clerks Office

Date Submitted: 6/9/2026

Meeting Requested (COW Date): 7/6/2026

2. SUMMARY OF ISSUE

Short Term Rental License for 1551 Richmond Road – Lowell Hall/Lakeview Comfort LLC

- Passed Fire Inspection on 6/16/26
- Passed PD Inspection on 6/10/26

Current KC License expires on 6/30/2027
Attached: Completed Application, Parking Plan, STR Layout and Fire Plan

3. REQUESTED OUTCOME

☐ Discussion Only
X Direction from Committee of the Whole
☐ Action (following COW discussion)

Describe the recommended action or requested Board direction: Progression to the Village Board agenda or recommend changes required by the applicant

4. FISCAL IMPACT (If Applicable)

X No Fiscal Impact
☐ Fiscal Impact:
Budgeted: ☐ Yes ☐ No

Account Line: _____
Funding Source (i.e grant, donation)
_____

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☐ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits

VILLAGE OF TWIN LAKES

105 East Main St. PO Box 1024 Twin Lakes, WI 53181
Phone (262) 877-2858 Fax (262) 333-3286

Short Term Rental Application

Licenses Expires on December 31st

☒ New Application $300 ☐ Renewal $150

Application must be filled out completely and include the following items:

☒ Completed Village of Twin Lakes Short Term Rental Application with $300 for a new application and $150.00 for a renewal. Issued for a 1-year period, from January 1st to December 31st. No proration for partial year.

☒ State of Wisconsin Tourist Rooming House License as required by Wis. Stat. 66.1014(2)(d)2.a. issued by the Wisconsin Department of Agriculture, Trade, and Consumer Protection or agent thereof, Kenosha County Public Health. State of Wisconsin Seller's Permit issued by the Department of Revenue or AirBNB / VRBO Contract

☐ **NEW APPLICATIONS ONLY** - Floor Plan showing bedrooms, doors, fire exits and available parking (see example) Property. **RENEWALS** - if the floor plan has changed, you will need to submit a new floorplan. NEW FOR 2026 - Fire Safety and Evacuation Map is required on the back of your front door in order to pass your fire inspectionManager Agreement (if applicable)

☐ Managers Agreement if applicable

Property Address: 1551 Richmond Rd Parcel Number: 86411929230200

Maximum Occupancy for premise: 12

(The total number of occupants licensed by the State of Wisconsin or two per bedroom plus two additional occupants, whichever is less)

Contracted with a 3rd Party? ☒ Yes ☐ No

(i.e. Airbnb/VRBO)

Company Name: Lakeview Comfort LLC

Property Owner Information	Property Manager Information
Name Lowell Hall	Name Lowell Hall - Lakeview Comfort LLC
Physical Address 625 Leland CT Lake forest	Physical Address 1551 Richmond Rd TWINLAKES
State, Zip IL 60045	State Zip WI 53181
Mailing Address	Mailing Address
Sta	
Pho	
Em	

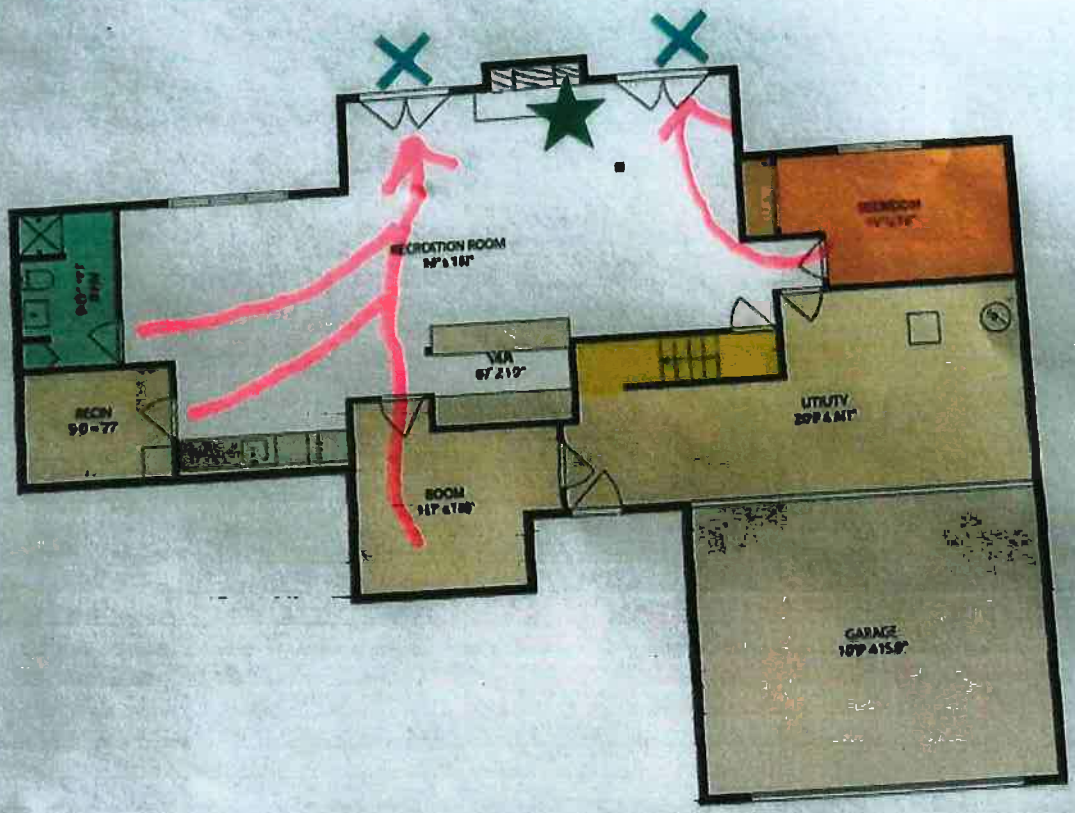
Is this property managed by a 3rd party corporate entity? If yes, attach property manager agreement. ☐ Yes ☐ No

I hereby certify that I have answered all the questions contained herein and know the same to be true and correct. I understand and shall comply with all provisions of Village of Twin Lakes Code Chapter 5.40, and I hereby certify the property meets those requirements. I understand and shall comply with all provisions of Village of Twin Lakes Code Chapter 5.20.120(e) stating no license shall be issued to any person who owes any taxes to the State of Wisconsin or owe any taxes, fines, or forfeitures to the Village. I understand and shall comply with the provision that the Village will conduct a Building Inspection and Fire Inspection. If the property were to fail the Building and/or Fire Inspections, I understand and shall comply with making any modifications the Building Inspector and Fire Inspector recommend along with a $65 re-inspection fee. I understand and shall notify the Village within 24 hours should there be a change in contact information pursuant to Village of Twin Lakes Code Chapter 5.40.020(c)(9).

Owner Signature Lowell Hall **Date** 6/8/26

Fire Exit Plan

Basement Floor



TOTAL: 2950 sq. ft.
EXCLUDED AREAS: LOW LEILINE. AREA 48 SQ. FT. UTILITY, 513 SQ. FT. FIREPLACE 18 SQ. FT.
GARAGE: 476 SQ. FT. WALLS: 284 SQ. FT.

- Building Exit

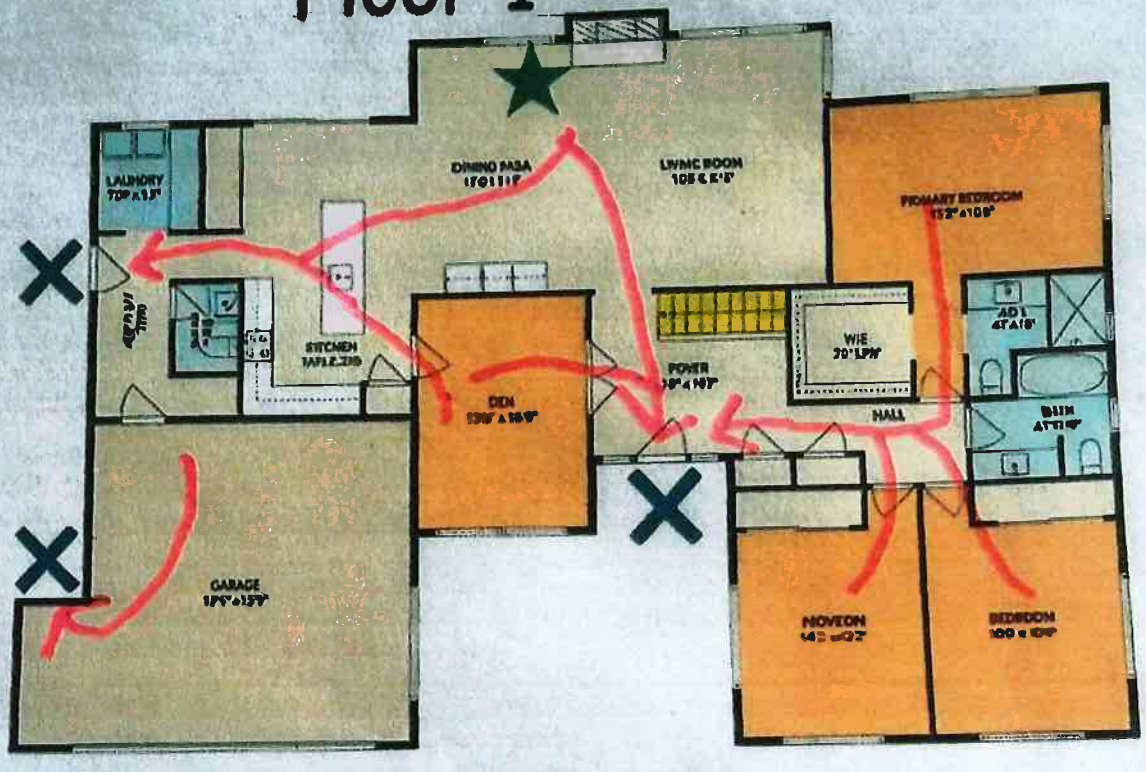
- Exit Plan

- Fire Extinguisher

- Staircase

Fire Exit Plan

Floor 1



TOTAL: 5950 sq. ft
Basement: 1v30 sq. ft, 1st floor: 2106 sq. ft
EXCLUDED AREAS: LOW C2CALG: 401 sq. ft, UTILITY: 213 sq. ft, FIREPLACE: 18 sq. ft.
GARAGE-488 sq. ft, WALL2: 261 sq. ft

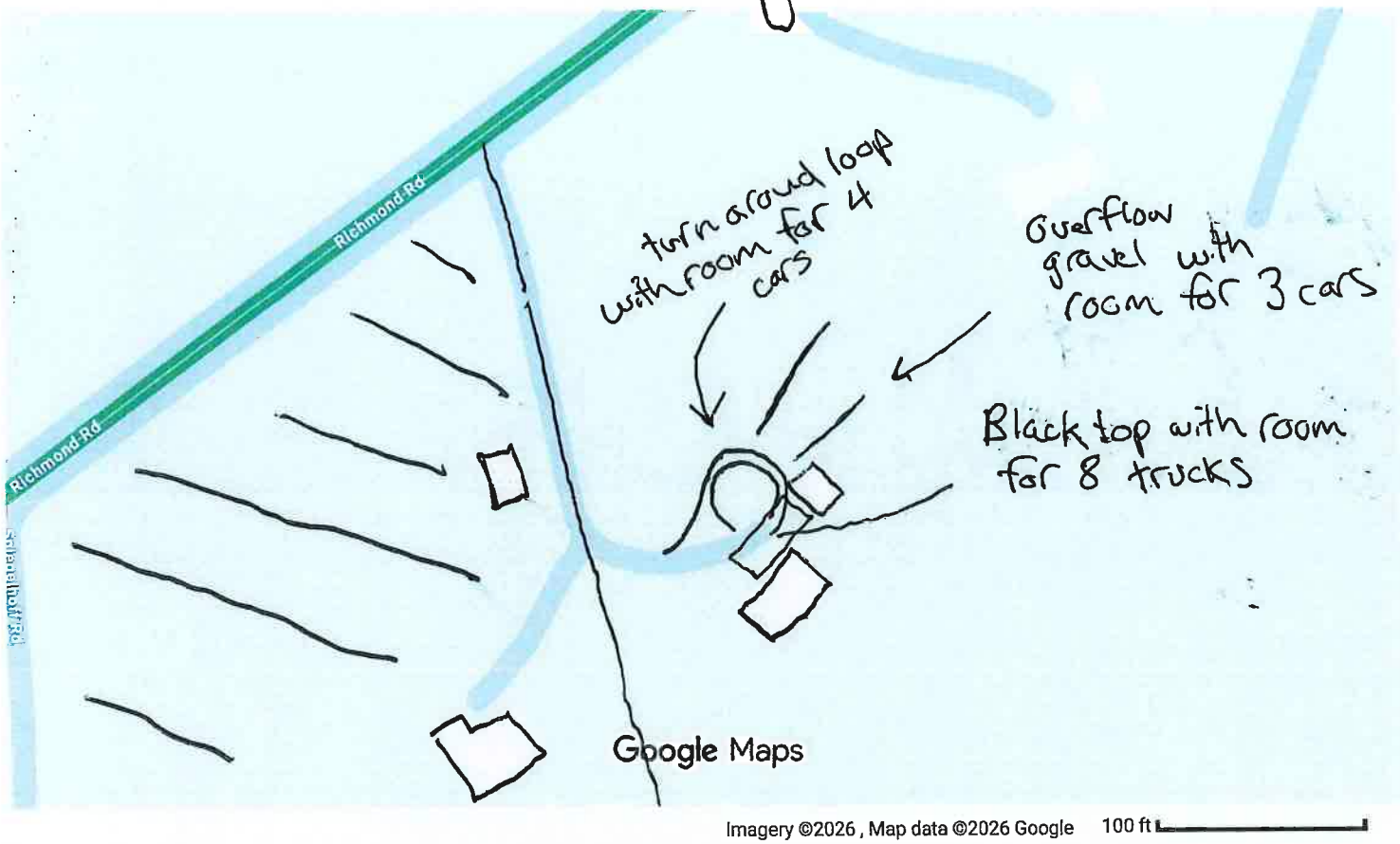
Building Exit

Exit Plan

Fire Extinguisher

Staircase

Parking → 15+ Spots



KENOSHA COUNTY PUBLIC HEALTH

License, Permit or Registration

The person, firm, or corporation whose name appears on this certificate has complied with the provisions of the Wisconsin statutes and is here by authorized to engage in the activity as indicated below.

ACTIVITY	EXPIRATION DATE	I.D. NUMBER
Tourist Rooming House - 1 TRH	30-Jun-2027	MKUK-DTJQGH

LICENSEE MAILING ADDRESS	NOT TRANSFERABLE	BUSINESS / ESTABLISHMENT ADDRESS
LOWELL HALL 625 LELAND CT LAKE FOREST IL 60045		LAKEVIEW COMFORT 1551 RICHMOND RD TWIN LAKES WI 53181

All Permits expire on June 30th; it is the responsibility of the licensee to make sure all applicable fees are received by the department before July 1st or a late payment fee will be assessed.

If you do not receive a renewal form prior to June 30th from your licensing authority, you should send in your payment for renewing your permit to the following address:

KENOSHA COUNTY PUBLIC HEALTH
8600 SHERIDAN RD SUITE 600
KENOSHA, WI 53143-6515
(262)605-6700

* Include the name of your facility and the ID number.

F-fd-123

6.)A.)4.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Colleen – Deputy Clerk

Department (if applicable): Clerks Office

Date Submitted: 6/9/2026

Meeting Requested (COW Date): 7/6/2026

2. SUMMARY OF ISSUE

Short Term Rental License for 512 Barry Road – Natalie/Kyle Barry

- Passed Fire Inspection on 4/15/26
- Passed PD Inspection on 3/12/26

Current KC License provided expires on 6/30/2027
Attached: Completed Application, Parking Plan, STR Layout and Fire Plan

3. REQUESTED OUTCOME

☐ Discussion Only
X Direction from Committee of the Whole
☐ Action (following COW discussion)

Describe the recommended action or requested Board direction: Progression to the Village Board agenda or recommend changes required by the applicant

4. FISCAL IMPACT (If Applicable)

X No Fiscal Impact

☐ Fiscal Impact:

Budgeted: ☐ Yes ☐ No

Account Line: _____

Funding Source (i.e grant, donation)

_____

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☐ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits

VILLAGE OF TWIN LAKES

105 East Main St. PO Box 1024 Twin Lakes, WI 53181
Phone (262) 877-2858 Fax (262) 333-3286

Short Term Rental Application

Licenses Expires on December 31st

☑ New Application $300 ☐ Renewal $150

Application must be filled out completely and include the following items:

☐ Completed Village of Twin Lakes Short Term Rental Application with for a new application and $150.00 for a renewal. Issued for a 1-year period, from January 1st to December 31st. No proration for partial year.

☐ State of Wisconsin Tourist Rooming House License as required by Wis. Stat. 66.1014(2)(d)2.a. issued by the Wisconsin Department of Agriculture, Trade, and Consumer Protection or agent thereof, Kenosha County Public Health. State of Wisconsin Seller's Permit issued by the Department of Revenue or AirBNB / VRBO Contract

☐ **NEW APPLICATIONS ONLY** - Floor Plan showing bedrooms, doors, fire exits and available parking (see example) Property. **RENEWALS** - if the floor plan has changed, you will need to submit a new floorplan

☐ Manager Agreement (if applicable)

Property Address: 512 Barry Rd Parcel Number: —

Maximum Occupancy for premise: 8

(The total number of occupants licensed by the State of Wisconsin or two per bedroom plus two additional occupants, whichever is less)

Contracted with a 3rd Party? ☑ Yes ☐ No
(i.e. Airbnb/VRBO)

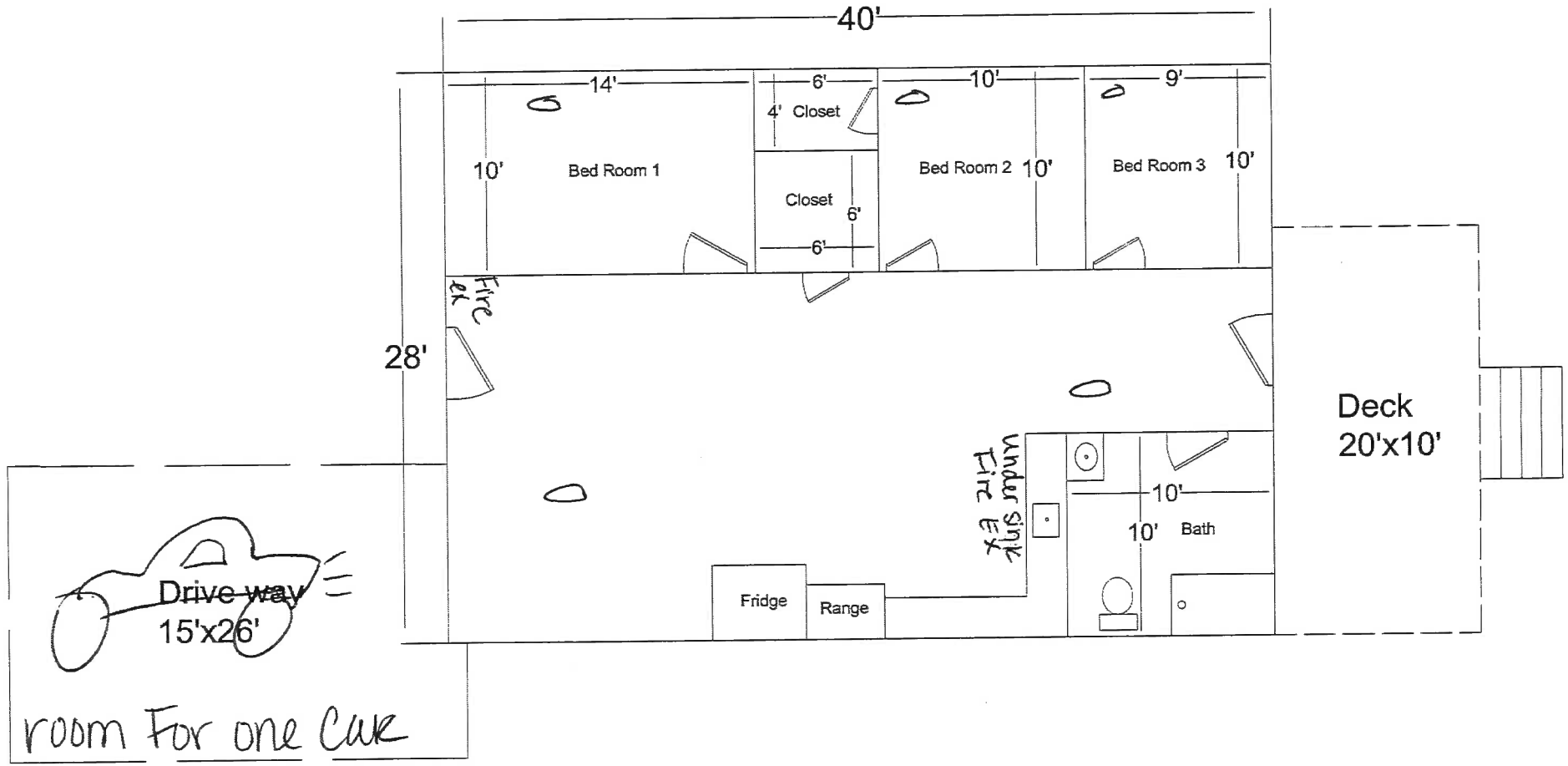
Company Name: .

Property Owner Information	Property Manager Information
Name Kyle Barry	Name Natalie Barry
Physical Address [redacted] 512 Barry Rd	Physical Address [redacted] 512 Barry Rd
State, Zip Twin Lakes WI	State Zip Twin Lakes
Mailing Address 35201 110 th St	Mailing Address 35201 110Th St
State, Zip Twin Lakes WI	State Zip Twin Lakes
[redacted]	

Is this property managed by a 3rd party corporate entity? If yes, attach property manager agreement. ☐ Yes ☑ No

I hereby certify that I have answered all the questions contained herein and know the same to be true and correct. I understand and shall comply with all provisions of Village of Twin Lakes Code Chapter 5.40, and I hereby certify the property meets those requirements. I understand and shall comply with all provisions of Village of Twin Lakes Code Chapter 5.20.120(e) stating no license shall be issued to any person who owes any taxes to the State of Wisconsin or owe any taxes, fines, or forfeitures to the Village. I understand and shall comply with the provision that the Village will conduct a Building Inspection and Fire Inspection. If the property were to fail the Building and/or Fire Inspections, I understand and shall comply with making any modifications the Building Inspector and Fire Inspector recommend along with a $65 re-inspection fee. I understand and shall notify the Village within 24 hours should there be a change in contact information pursuant to Village of Twin Lakes Code Chapter 5.40.020(c)(9).

Owner Signature _____ **Date** 3/18/26


40'
14'
6'
10'
9'
4' Closet
10'
Bed Room 1
Closet
6'
6'
Bed Room 2
10'
Bed Room 3
10'
Fire ext
28'
Deck
20'x10'
under sink
Fire Ext
10'
10'
Bath
Fridge
Range
Drive way
15'x26'
room For one Car
○ = smoke detectors / CO2

KENOSHA COUNTY PUBLIC HEALTH

License, Permit or Registration

The person, firm, or corporation whose name appears on this certificate has complied with the provisions of the Wisconsin statutes and is here by authorized to engage in the activity as indicated below.

ACTIVITY	EXPIRATION DATE	I.D. NUMBER
Tourist Rooming House - 1 TRH	30-Jun-2027	MKUK-DT7MW3

NOT TRANSFERABLE

LICENSEE MAILING ADDRESS
JNK HOMES LLC
35201 110TH ST
TWIN LAKES WI 53181

BUSINESS / ESTABLISHMENT ADDRESS
JNK HOMES
512 BARRY RD
TWIN LAKES WI 53181

All Permits expire on June 30th; it is the responsibility of the licensee to make sure all applicable fees are received by the department before July 1st or a late payment fee will be assessed.

If you do not receive a renewal form prior to June 30th from your licensing authority, you should send in your payment for renewing your permit to the following address:

KENOSHA COUNTY PUBLIC HEALTH
8600 SHERIDAN RD SUITE 600
KENOSHA, WI 53143-6515
(262)605-6700

* Include the name of your facility and the ID number.

F-fd-123

6.)A.)5.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Colleen – Deputy Clerk

Department (if applicable): Clerk's Office

Date Submitted: 6/26/2026

Meeting Requested : COW/Board

2. SUMMARY OF ISSUE

Provide a clear written summary of the matter for discussion or action:

The short-term rental renewal application for **359 Indian Point Road** has been referred to the Committee of the Whole for review due to police contacts associated with the property.

The property was issued Village of Twin Lakes Short-Term Rental Licenses for the 2024 and 2025 licensing years. The property does not currently hold a valid Village of Twin Lakes Short-Term Rental License for 2026.

As part of the annual renewal process, a renewal reminder and 2026 application were emailed to the property owner in 2025, consistent with the Village's renewal process.

On May 29, 2026, the Twin Lakes Police Department responded to a complaint that the property was being rented as a short-term rental. The responding officer made contact with an occupant, who advised that the property had been rented through Airbnb for the weekend. During follow-up on June 6, 2026, the property owner was advised that the residence could not be rented until a Village of Twin Lakes short-term rental license had been approved.

The Police Department has advised Village staff that a municipal citation will be issued for operating a short-term rental without a Village license. The investigating officer also advised Village staff that Airbnb reviews indicate the property has been rented at least twelve (12) times since January 2026.

The property has successfully completed the required fire inspection for the 2026 licensing year and currently holds a valid Kenosha County Tourist Rooming House License. The Village short-term rental license application is otherwise complete and is being presented for consideration.

3. REQUESTED OUTCOME

☒ Discussion Only
☐ Direction from Committee of the Whole
☐ Action (following COW discussion)

Describe the recommended action or requested Board direction:

4. FISCAL IMPACT (If Applicable)

☒ No Fiscal Impact

☐ Fiscal Impact: $

Budgeted: ☐ Yes ☐ No

Account Line: _____

Funding Source (i.e grant, donation): TIF Fund

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☐ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits
☒ Staff Report / Background Materials
☐ Other: _____

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete
☐ Returned for Additional Information
☐ Deferred

Administrator: _____ Date: _____

TLPD Road Call Search Results for 359 Indian Point Road

Juris	Date	Call#	CFS	Location	Unit	Officer	Disposition	Report	Status	Map	SF	Lat	Long
TL	06/11/26 16:35	26.006583	FU	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0737	Bosas,James ,E-737	NR			Yes		42.521440000000	-88.263480000000
TL	06/08/26 08:32	26.006508	STR	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0704	Hall,Katie ,S-704	NR			Yes		42.521440000000	-88.263480000000
TL	06/06/26 14:35	26.006387	FU	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0737	Bosas,James ,E-737	NR			Yes		42.521440000000	-88.263480000000
TL	05/29/26 16:18	26.006005	ORDVIO	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0737	Bosas,James ,E-737	NR			Yes		42.521440000000	-88.263480000000
TL	05/27/26 20:52	26.005942	BOAT	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0737	Bosas,James ,E-737	NR			Yes		42.521440000000	-88.263480000000
TL	05/27/26 17:22	26.005934	RECKVEH	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0751	Brady,Michael ,R-751	VW			Yes		42.521440000000	-88.263480000000
TL	12/28/25 20:22	25.014851	911	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0728	Comp,Jeffrey ,J-728	NR			Yes		42.521440000000	-88.263480000000
TL	06/29/25 02:42	25.007270	ASC	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0746	Giovannoni,Heather ,L-746	NR			Yes		42.521440000000	-88.263480000000
TL	06/10/25 16:30	25.006525	ORDVIO	359 Indian Point Rd;TL, Twin Lakes, WI 53181	0704	Hall,Katie ,S-704	NR			Yes		42.521440000000	-88.263480000000

Village of Twin Lakes Police Department
920 Lance Dr
Twin Lakes, WI 53181
PO Box 549
Phone 262-877-9056
Fax 262-877-2699

Event Detail Report Report Date:06/17/26 16:26

25-006525 359 Indian Point Rd — Ordinance Violation / Other (ORDVIO)

Reported	06/10/25 16:30	Reported Location:	359 Indian Point Rd
Priority	2	**Event**	
Case#	-	**Units**	0704 - 5137 - Hall, Katie S
Stacked	06/10/25 16:34		
Dispatched	06/10/25 17:01		
Arrived	06/10/25 17:01		
Finished	06/10/25 17:21		
Disposition	No Report		

Notes

Txt Dttm	Unit Ref	Notes
Strom, Morgan V - 7372		
06/10/25 16:30		Anonymous complainant advising renters are dumping garbage into the street.
06/10/25 16:35		741 advised of pending call.
06/10/25 17:01		Dispatched: 0704

Unit History

Unit	Unit Time	Activity	Officer	Dispatcher	Disposition
0704	06/10/25 17:21:35	FI	5137	7372	No Report
0704	06/10/25 17:01:49	OS	5137	7372	
0704	06/10/25 17:01:44	DI	5137	7372	

** Confidential - Unauthorized Use Prohibited **

Village of Twin Lakes Police Department
920 Lance Dr
Twin Lakes, WI 53181
PO Box 549
Phone 262-877-9056
Fax 262-877-2699

Case Details Report

Printed On: 06/11/26 15:11

Village of Twin Lakes

Case# : **Call# : 26-006005** **Disposition : No Report** **Reported Date/Time : 05/29/2026 16:18**

Incident Description : ORDVIO-Ordinance Violation / Other
Location : 359 Indian Point Rd;TL 53181
Occured At : 05/29/2026 16:18
Occured Between :
Prime Investigator :
Received Source : Phone

Names

Brennan, Mary M Sex:Female Race:White Name Activity: Caller
[redacted]
Twin Lakes,WI 53181;TL
Cell:([redacted]
Home:([redacted]

Gonzalez, Mario Jr Sex:Male Race:Unknown Name Activity: Other
359 Indian Point Rd
Twin Lakes,WI 53181;TL
Cell:([redacted]

Slagel, Marsha K Sex:Female Name Activity: Other
[redacted]
[redacted],IL 61739;TL

Twin Lakes Village Hall Name Activity: Complainant
105 E Main St
Twin Lakes,WI 53181;TL
Business:(262) 877-2858

Officer(s)

Bosas, James E Jr-6937 0737

Call Summary

While on duty, I was dispatched to the attached address for an ordinance violation. The caller, Mary, stated the property was actively being rented out, contacted TL Village Hall, and TL Village Hall advised that the property did not have a short-term rental agreement. I made contact with Marsha, who advised that she rented the address for the weekend through Airbnb. I will complete follow-up on this. Ofc. J. Bosas #737

On June 6, 2026, I spoke with the homeowner, Mario, in regard to this complaint. Mario provided me with a license, permit, or registration through Kenosha County that expired 06-30-2026, for tourist rooming house. I advised Mario that he cannot rent out this residence until after the Village of Twin Lakes approval for his short-term rental agreement. Mario understood. Ofc. J. Bosas #737

Passed Fire Inspection 6/29

VILLAGE OF TWIN LAKES

105 East Main St. PO Box 1024 Twin Lakes, WI 53181
Phone (262) 877-2858 Fax (262) 333-3286

Short Term Rental Application

Licenses Expires on December 31st

☐ New Application $300 ☒ Renewal $150

Application must be filled out completely and include the following items:

☐ Completed Village of Twin Lakes Short Term Rental Application with $300 for a new application and $150.00 for a renewal. Issued for a 1-year period, from January 1st to December 31st. No proration for partial year.

☐ State of Wisconsin Tourist Rooming House License as required by Wis. Stat. 66.1014(2)(d)2.a. issued by the Wisconsin Department of Agriculture, Trade, and Consumer Protection or agent thereof, Kenosha County Public Health. State of Wisconsin Seller's Permit issued by the Department of Revenue or AirBNB / VRBO Contract

☐ **NEW APPLICATIONS ONLY** - Floor Plan showing bedrooms, doors, fire exits and available parking (see example) Property. **RENEWALS** - if the floor plan has changed, you will need to submit a new floorplan. NEW FOR 2026 - Fire Safety and Evacuation Map is required on the back of your front door in order to pass your fire inspectionManager Agreement (if applicable)

☐ Managers Agreement if applicable

Property Address: 359 Indian Point Rd, Twin Lakes Parcel Number: 86-4-119-282-2295

Maximum Occupancy for premise:_____

(The total number of occupants licensed by the State of Wisconsin or two per bedroom plus two additional occupants, whichever is less)

Contracted with a 3rd Party? ☒ Yes ☐ No

(i.e. Airbnb/VRBO)

Company Name: _____

Property Owner Information	Property Manager Information
Name Mario Gonzalez	Name Mario Gonzalez
Physical Address 1676 Kennsington Lane, Crystal La	Physical Address 1676 Kennsington Lane, Crystal Lake
State, Zip IL 60014	State Zip IL 60014
Mailing Address 1676 Kennsington Lane, Crystal La	Mailing Address 1676 Kennsington Lane, Crystal Lake
State, Zip IL 60014	State Zip IL 60014
Phone 6309404000	Phone 6309404000
Email Jrmario01@gmail.com	Email Jrmario01@gmail.com

Is this property managed by a 3rd party corporate entity? If yes, attach property manager agreement. ☐ Yes ☒ No

I hereby certify that I have answered all the questions contained herein and know the same to be true and correct. I understand and shall comply with all provisions of Village of Twin Lakes Code Chapter 5.40, and I hereby certify the property meets those requirements. I understand and shall comply with all provisions of Village of Twin Lakes Code Chapter 5.20.120(e) stating no license shall be issued to any person who owes any taxes to the State of Wisconsin or owe any taxes, fines, or forfeitures to the Village. I understand and shall comply with the provision that the Village will conduct a Building Inspection and Fire Inspection. If the property were to fail the Building and/or Fire Inspections, I understand and shall comply with making any modifications the Building Inspector and Fire Inspector recommend along with a $65 re-inspection fee. I understand and shall notify the Village within 24 hours should there be a change in contact information pursuant to Village of Twin Lakes Code Chapter 5.40.020(e)(9).

Owner Signature _____ **Date** 6/5/26

Outlook

RE: 359 Indian Point Drive Twin Lakes

From Matthew Kubik <Matthew.Kubik@kenoshacountywi.gov>
Date Tue 6/2/2026 4:04 PM
To Lorma Wendt <Lorma.Wendt@kenoshacountywi.gov>; Colleen Hoyt <deputyclerk@twinlakeswi.gov>

Hi Colleen,

Yes, 359 Indian Point Drive does have a valid TRH license, there inspection for this licensing year was completed in April.

Thanks,
Matthew

From: Lorma Wendt <Lorma.Wendt@kenoshacountywi.gov>
Sent: Tuesday, June 2, 2026 4:02 PM
To: Colleen Hoyt <deputyclerk@twinlakeswi.gov>
Cc: Matthew Kubik <Matthew.Kubik@kenoshacountywi.gov>
Subject: RE: 359 Indian Point Drive Twin Lakes

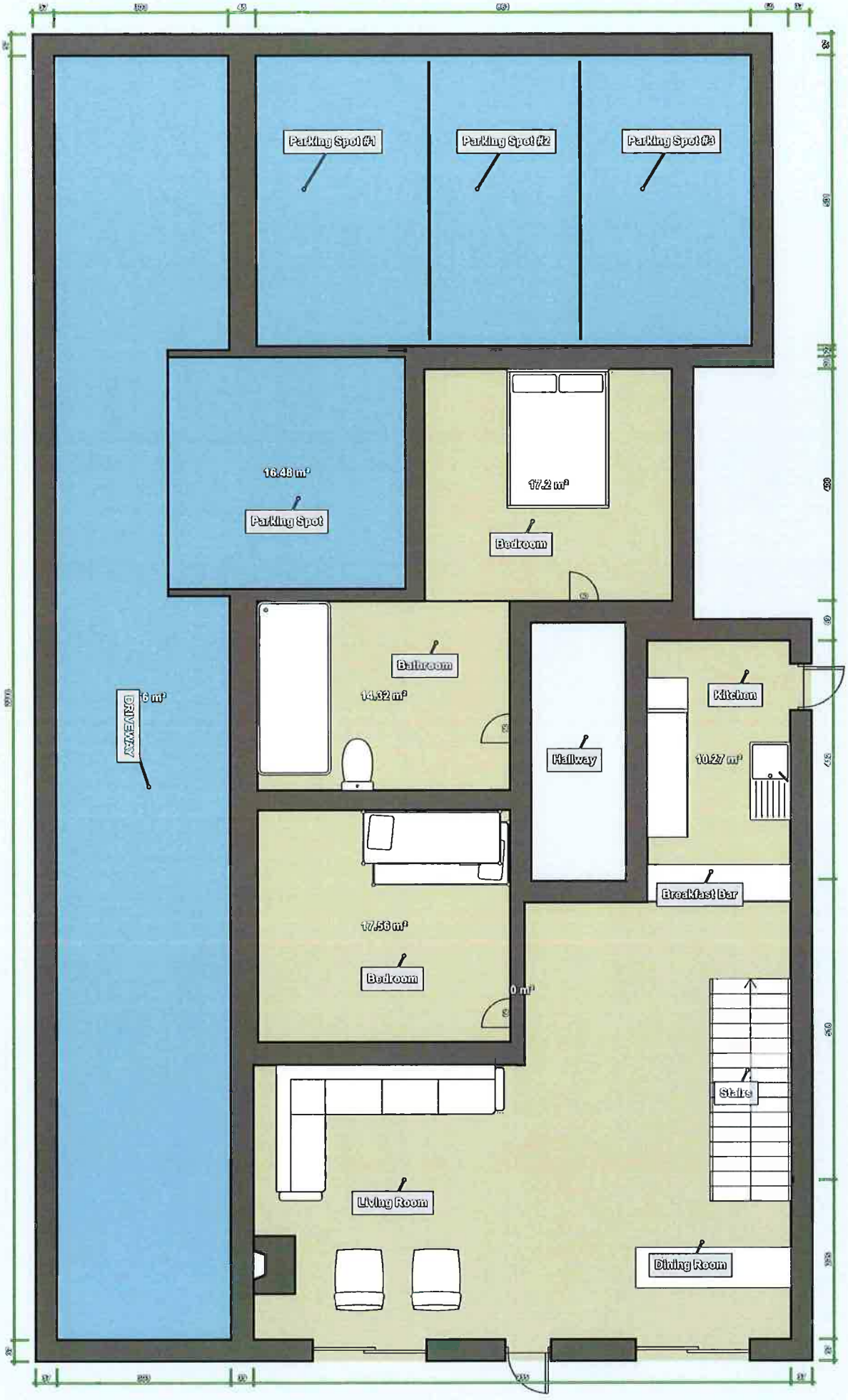
Colleen,
Matthew is our sanitarian tech responsible for the TRH licensing and inspections.

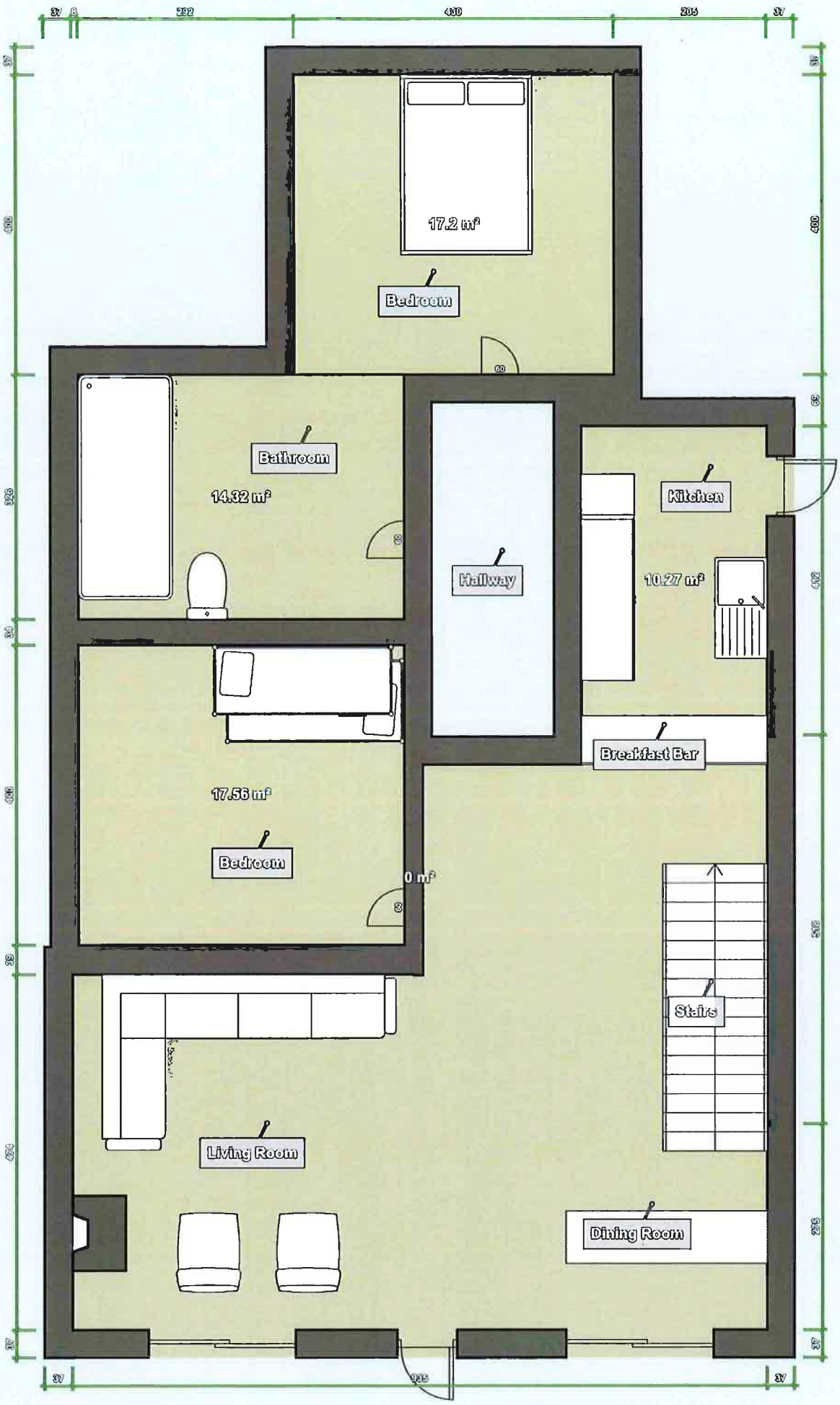
Matthew,
Will you check on this address?

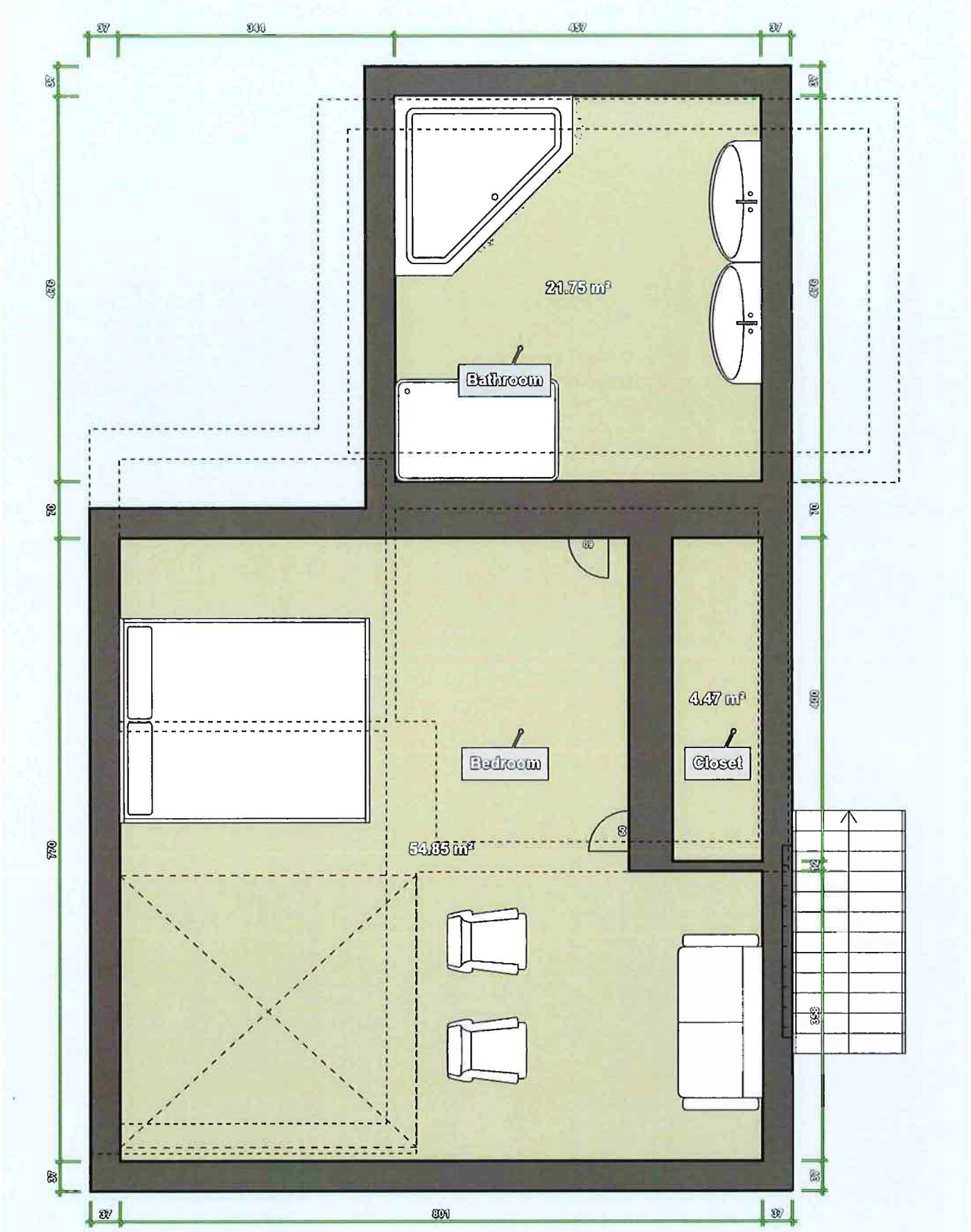
Lorma Wendt
Sanitarian Supervisor
Kenosha County Public Health
8600 Sheridan Rd. Suite 600 Kenosha, WI 53143
Office: (262) 605-6743
E-mail: Lorma.Wendt@kenoshacountywi.gov

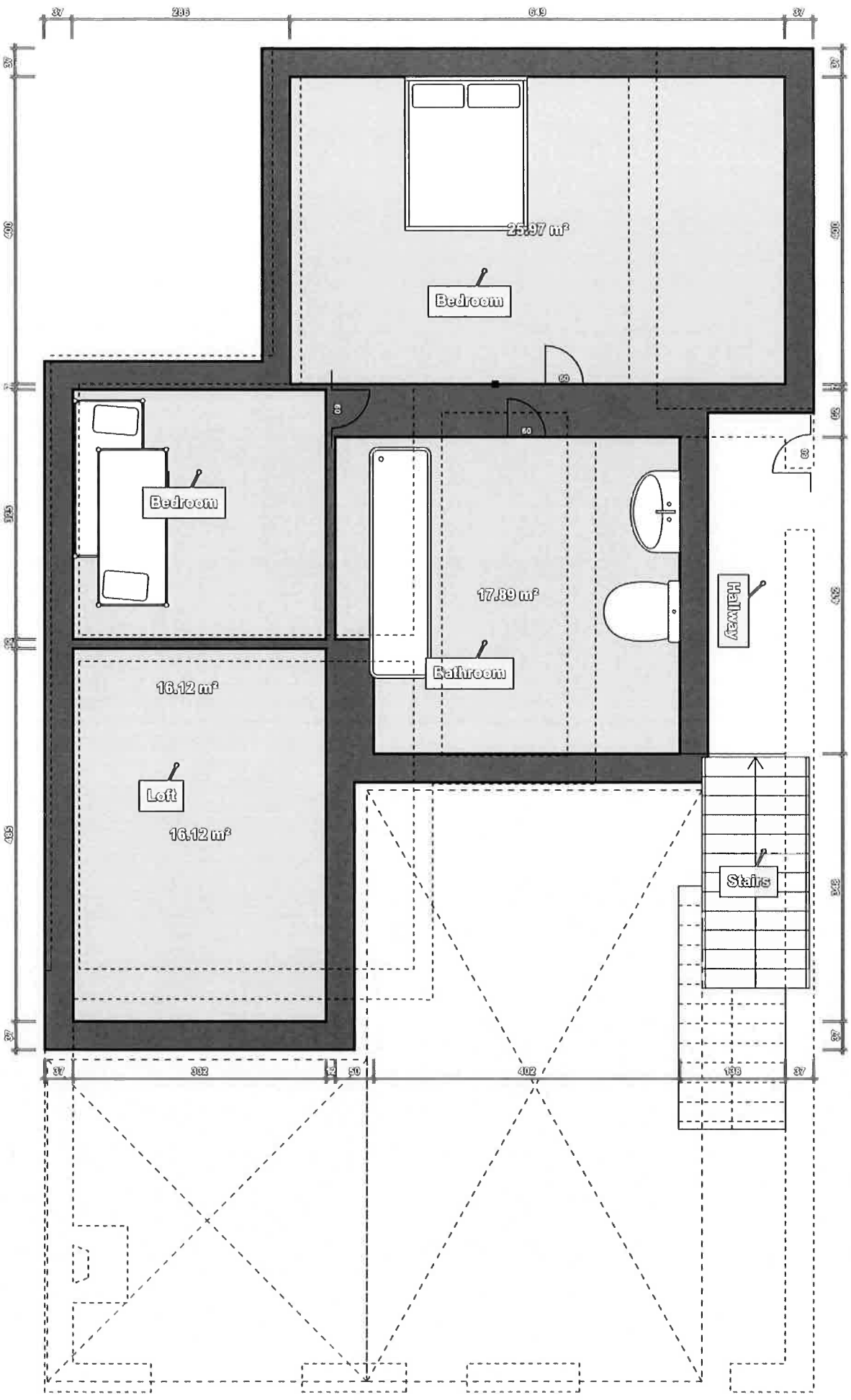
Prevent. Promote. Protect. Respond.

From: Colleen Hoyt <deputyclerk@twinlakeswi.gov>
Sent: Monday, June 1, 2026 10:45 AM


Parking Spot #1
Parking Spot #2
Parking Spot #3
16.48 m²
Parking Spot
17.2 m²
Bedroom
Bathroom
14.32 m²
DRIVEWAY
Hallway
Kitchen
10.27 m²
Breakfast Bar
17.56 m²
Bedroom
Stairs
Living Room
Dining Room


17.2 m²
Bedroom
Bathroom
14.32 m²
Hallway
Kitchen
10.27 m²
Breakfast Bar
17.56 m²
Bedroom
0 m²
Stairs
Living Room
Dining Room


37
341
457
37
37
439
20
439
10
400
120
23
37
801
37
21.75 m²
Bathroom
4.47 m²
Bedroom
Closet
54.85 m²
12
33
3


Bedroom
25.97 m²
Bedroom
17.89 m²
Bathroom
Hallway
16.12 m²
Loft
16.12 m²
Stairs

6.)A)6.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Colleen – Deputy Clerk

Department (if applicable): Clerk's Office

Date Submitted: 6/26/2026

Meeting Requested : COW/Board

2. SUMMARY OF ISSUE

Provide a clear written summary of the matter for discussion or action:

The purpose of this discussion is to present proposed amendments to Chapter 5.40, Short-Term Rentals, and obtain Village Board direction before the draft is submitted to the Village Attorney for legal review.

The proposed amendments clarify the Village's short-term rental licensing, renewal, and enforcement procedures. The draft distinguishes the required Village short-term rental license from other required licenses, updates the short-term rental definition and related terminology to reflect current state law, and identifies the materials required before a license may be issued or renewed.

The draft also establishes a clearer renewal process. Licenses currently expire on December 31. Property owners would have through January 31 to submit a late renewal application without being required to begin the process as a new applicant. Applications received on or after February 1 would be treated as new applications and would be subject to the new application fee and Village Board approval.

The proposed amendments further clarify that, after a written warning for operating without the required Village short-term rental license, each additional documented rental may be treated as a separate violation for citation purposes.

3. REQUESTED OUTCOME

☐ Discussion Only ☒ Direction from Committee of the Whole ☐ Action (following COW discussion)

Describe the recommended action or requested Board direction:

Staff requests that the Village Board review the proposed amendments to Chapter 5.40 and provide direction on the following items:

1. Does the Board support allowing a one-month grace period, from January 1 through January 31, for an existing license holder to submit a late renewal application, renewal fee, and required applicant-provided materials? Under this approach, an application received on or after February 1 would be treated as a new application, subject to the new application fee and Village Board approval.
2. Should "late" renewals be subject to Village Board approval?
3. Should a property with an expired Village short-term rental license be permitted to continue operating during the January renewal grace period when the property has a current Tourist Rooming House License and a renewal application is pending Village review, inspection, or approval? If so, should any additional conditions or time limits apply?
4. Does the Board have any additional changes, requirements, or policy direction it would like incorporated into the proposed amendments before the draft is submitted to the Village Attorney for legal review?

4. FISCAL IMPACT (If Applicable)

☐ No Fiscal Impact
☐ Fiscal Impact: $
Budgeted: ☐ Yes ☐ No

Account Line: _____

Funding Source (i.e grant, donation):

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☐ Quotes / Proposals
☒ Ordinance / Resolution Draft
☐ Maps / Exhibits
☒ Staff Report / Background Materials
☐ Other: _____

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete
☐ Returned for Additional Information
☐ Deferred

Administrator: _____ Date: _____

VILLAGE OF TWIN LAKES
ORDINANCE NO. [To Be Assigned]

An Ordinance Amending
Chapter 5.40 of the Twin Lakes Code of Ordinances
Pertaining to Short-Term Rentals

The President and the Trustees of the VILLAGE OF TWIN LAKES, Kenosha County, Wisconsin, do herewith ordain as follows, to wit:

SECTION I

Chapter 5.40 of the Twin Lakes Code of Ordinances, pertaining to short-term rentals, is hereby amended to read as follows:

All references to "Article" within Chapter 5.40 are hereby amended to read "Chapter."

Chapter 5.40
Short Term Rentals

Sections:

5.40.010 Short Term Rentals.
5.40.020 Operations of Short-Term Rentals.
5.40.030 Standards for Short-Term Rentals.
5.40.040 Display of License.
5.40.050 Appeal and License Revocation.
5.40.060 Penalties.
5.40.070 Fees.
5.40.080 Severability.

5.40.010 Short Term Rentals.

A. Purpose.

The purpose of this Chapter is to ensure that the quality of short-term rentals operating within the Village of Twin Lakes is adequate for protecting public health, safety and general welfare, including establishing minimum standards of space for human occupancy and for an adequate level of maintenance; determining the responsibilities of owners, operators and property managers offering these properties for tourists or transient occupants, to protect the character and stability of all areas, especially residential areas, within the Village of Twin Lakes; to provide minimum standards necessary for the health and safety of persons occupying or using buildings, structures or premises; and provisions for the administration and enforcement thereof.

B. Definitions.

(1) For the purpose of administering and enforcing this Chapter, the terms or words used herein shall be interpreted as follows:

(a) Words in the present tense include the future.

(b) Words in the singular number include the plural number.

(c) Words in the plural number include the singular number.

(2) The following definitions and conditions apply unless specifically modified:

(a) Clerk. The Village Clerk of the Village of Twin Lakes or designee.

(b) Corporate entity. A corporation, partnership, limited liability company, or sole proprietorship licensed to conduct business in this state.

(c) Dwelling Unit. One (1) or more rooms with provisions for living, cooking, sanitary, and sleeping facilities and a bathroom arranged for exclusive use by one (1) person or one (1) family. Dwelling Units include residential, tourist rooming house, seasonal employee housing and dormitory units.

(d) Fire Safety and Evacuation Map. A diagram of the premises showing the layout of the building, including all entrances, exits, stairways, and fire escapes, as well as the location of fire extinguishers and other fire prevention equipment.

(e) Owner. The owner of a short-term rental.

(f) Person. Shall include a corporation, firm, partnership, association, organization and any other group acting as a unit as well as individuals, including a personal representative, receiver or other representative appointed according to law. Whenever the word person is used in any section of this Chapter prescribing a penalty or fine, as to partnerships or association, the word shall include the partners or members hereof, and as to corporations, shall include the officers, agents or members thereof who are responsible for any violation of such section.

(g) Property Manager. Any person that is not the property owner and is appointed to act as agent and/or provides property management services to one or more short-term rentals.

~~(h) Short-Term Rental. A residential dwelling that is offered for rent for a fee and for fewer than 29 consecutive days, as defined in Wis. Stat. § 66.0615(1)(dk).~~

(h) Short-Term Rental. A residential dwelling offered for rent for a fee that meets the definition of "short-term rental" under Wis. Stat. § 66.0615(1)(dk).

5.40.020 Operations of Short-Term Rentals.

~~A. No person may maintain, manage, or operate a short-term rental more than ten (10) nights each year without a valid short-term rental license. Every short-term rental shall be operated by an Owner or Property Manager.~~

A. No person may maintain, manage, or operate a short-term rental more than ten (10) nights each year without a valid Village short-term rental license issued under this Chapter. Every short-term rental shall be operated by an Owner or Property Manager.

B. Each short-term rental is required to have the following licenses and permits:

~~(1) A State of Wisconsin Tourist Rooming House License;~~

(1) A current Tourist Rooming House License issued by the Wisconsin Department of Agriculture, Trade and Consumer Protection or its authorized agent;

(2) A Seller's permit issued by the Wisconsin Department of Revenue, unless the short-term rental is rented exclusively through a lodging marketplace, as defined by Wis. Stat. § 66.0615(1)(bs), which (1) has informed the operator that the lodging marketplace will collect and remit all applicable taxes on behalf of the short-term rental operator and (2) actually collects and remits all applicable taxes relating to the short-term rental.

~~(3) A permit or license issued pursuant to the provisions of this Article.~~

(3) A current Village short-term rental license issued under this Chapter.

C. Each short-term rental shall comply with all of the following:

(1) No vehicular traffic shall be generated that is greater than normally expected in the residential neighborhood.

(2) There shall not be excessive noise, fumes, glare, or vibrations generated during the use.

(3) Name plates or other signage shall not exceed one square foot. No other signage advertising the short-term rental is permitted on site. Off-site advertising in media channels relating to the availability of the rental may take place only after all Village and State permits and licenses have been obtained.

(4) The number of occupants in any unit shall not exceed the limits set forth in the State of Wisconsin Uniform Dwelling Code and other applicable county and Village housing regulations based upon the number of bedrooms in each unit. In no case shall the short-term rental have more than two occupants per bedroom plus two (2) additional people per house.

(5) No recreational vehicle (RV), camper, tent, or other temporary lodging arrangement shall be permitted on site as a means of providing additional accommodations for paying guests or other invitees.

(6) Any activities shall be in compliance with other applicable noise regulations.

(7) Compliance with all applicable state, county, and local codes and regulations is required.

(8) A local property management contact for the short-term rental must be on file with the Village at the time of application with a 24-hour contact telephone number. The local Property Manager must be available 24 hours a day. The Property Owner must notify the Village within twenty-four (24) hours of a change in management contact information for the short-term rental.

~~(9) A short-term rental license shall not be issued until the following contingency has been met:~~

(9) A short-term rental license shall not be issued or renewed until all of the following requirements have been satisfied:

(a) A completed application and the applicable application fee have been submitted to the Village.

(b) A current Tourist Rooming House License issued by the Wisconsin Department of Agriculture, Trade and Consumer Protection or its authorized agent has been provided to the Village.

(c) The required annual Village fire inspection has been completed and no outstanding fire code orders remain.

(d) As part of the application review process, the Village Police Department shall review documented calls for service, municipal citations, incident reports, written warnings, nuisance complaints, and other enforcement history associated with the property or its operation as a short-term rental. Information identified through the review may be considered in evaluating compliance with this Chapter and whether the application should be referred to the Village Board under subsection (10)(i) or whether a potential basis for revocation exists under Section 5.40.050.

(e) A digital layout of the floor plan and parking plan has been provided.

(f) A Fire Safety and Evacuation Map has been provided.

(10) License Term; Renewal; Lapse.

(a) Short-term rental licenses shall be issued on a calendar-year basis and shall expire at 11:59 p.m. on December 31 of the year for which the license is issued, unless sooner revoked or surrendered.

(b) A property owner seeking to renew a short-term rental license must submit a completed renewal application, the applicable renewal fee, and all applicant-provided supporting materials to the Village Clerk no later than January 31 following expiration of the current license.

(c) A renewal application submitted after December 31 but on or before January 31 may be processed as a late renewal. Submission of a late renewal application does not extend the expired license or authorize operation in violation of Section 5.40.020(A).

(d) An application, application fee, or required applicant-provided supporting material received on or after February 1 shall be treated as a new application and shall be subject to the new application requirements, fee, and Village Board approval.

(e) The timing of Village review, inspection, or approval shall not cause an otherwise timely submitted renewal application to be treated as a new application.

(f) New applications must be approved by the Village Board. Renewal applications, including late renewals submitted on or before January 31, may be approved by the Village Clerk's office once all requirements of this Chapter have been met, unless the renewal application is referred to the Village Board under subsection (i).

(g) Expiration of a license due to nonrenewal is not a revocation and does not require Village Board action or a hearing.

(h) The Village may send courtesy renewal reminders; however, failure to receive a reminder does not extend a license deadline or excuse compliance with this Chapter.

(i) A renewal application may be referred to the Village Board for review and action when staff determines that the application presents potential noncompliance with this Chapter or a potential basis for revocation under Section 5.40.050.

(11) Each short-term rental shall maintain the following written records for each rental of the dwelling unit: the full name and current address of any person renting the property, the time period for that rental, and the monetary amount or consideration paid for that rental.

5.40.030 Standards for Short-Term Rentals.

A. Each short-term rental shall comply with this Chapter's requirements or any other applicable Village ordinance. Each short-term rental shall comply with the following minimum requirements:

(1) One (1) internal bathroom for every four (4) occupants.

(2) Not less than one hundred fifty (150) square feet of floor space for the first occupant thereof and at least an additional one hundred (100) square feet of floor space for every additional occupant thereof. The floor space shall be calculated on the basis of total habitable room area. Floor space is determined using interior measurements of each room. Floor space does not include kitchens, bathrooms, closets, garages, or rooms not meeting Uniform Dwelling Code requirements for occupancy. The maximum occupancy for any premises without a separate enclosed bedroom is two (2) people plus two (2) additional people per house.

(3) A safe, unobstructed means of egress from the short-term rental leading to safe, open space at ground level.

(4) Shall have functional smoke detectors and carbon monoxide detectors in accordance with the requirements of Chapter SPS 321 of the Wisconsin Administrative Code.

(5) There shall be no outdoor storage by the tourist or transient.

(6) As a condition of issuance of a license under this Chapter, the Property Manager shall certify that each managed property is in compliance with the terms and conditions of the license and this Chapter.

(7) Operators shall review the Boat Safety brochure provided to them by the Village and disseminate that information to any renter they may have.

5.40.040 Display of License.

Each short-term rental license shall be displayed on the inside of the main entrance door of each short-term rental. A Fire Safety and Evacuation Map shall be posted on the inside of the front door of each short-term rental.

5.40.050 Appeal and License Revocation.

A. The denial of a short-term rental license or the renewal of a short-term rental license under this Chapter may be appealed by filing a written appeal request with the Clerk within ten (10) days of the Village's notice of denial. The appeal shall be heard by the Village Board. The Village Board shall then reconsider the initial application or renewal application, and any recommendations, and may approve or deny the application or renewal.

B. A license may be revoked by the Village Board for one or more of the following reasons:

(1) Failure to make payment on taxes or debt owed to the Village.

(2) Three (3) or more legitimate calls for police service, building inspection, or the health department for nuisance activities or other law violations in a twelve (12) month period.

~~(3) Failure to comply with annual Village building inspection requirements.~~

(3) Failure to comply with annual Village fire inspection requirements.

(4) Failure to maintain all required local and state licensing requirements.

(5) Failure to comply with any requirements cited within this Chapter.

(6) Any violation of an applicable zoning regulation or other state or local land use or property maintenance regulation.

(7) Any violation of local, county, or state laws that substantially harm or adversely impact the predominately residential uses and nature of the surrounding neighborhood.

5.40.060 Penalties.

~~A. Any person who shall violate any provision of this Article shall be subject to a $500 penalty after one warning and in the forfeiture amounts as provided for in the bond schedule for the Village Municipal Court.~~

A. Any person who shall violate any provision of this Chapter shall be subject to a $500 penalty after issuance of a written warning and in the forfeiture amounts as provided for in the bond schedule for the Village Municipal Court.

B. After issuance of the written warning required under subsection A, each separate rental of a dwelling unit occurring in violation of Section 5.40.020(A) shall constitute a separate violation for which a municipal citation may be issued.

C. Penalties set forth in this section shall be in addition to all other remedies of injunction, abatement, or costs whether existing under this Chapter or otherwise.

5.40.070 Fees.

A. Short-Term Rental License application fee — $300 for new applications and $150 for renewals.

(1) An application treated as a new application under Section 5.40.020(C)(10) shall be subject to the new application fee.

B. Re-inspection fee — $65.

5.40.080 Severability.

If any provision of this Chapter is held invalid or unconstitutional by any court of competent jurisdiction, such a decision shall not affect the validity of any other provision of this Chapter. It is hereby declared to be the intention of the Village of Twin Lakes that all provisions of this Chapter are separable. This Chapter shall not invalidate or interfere with any lawful private or other lawful public covenant or restriction on property which prohibits or restricts to a greater extent the uses described and licensed herein.

SECTION II

All ordinances or parts of ordinances contravening the terms and conditions of this ordinance are hereby repealed to the extent of the conflict.

SECTION III

This ordinance shall take effect upon passage and publication as provided by law. The Village Clerk shall amend the Village of Twin Lakes Code of Ordinances and shall indicate the date and number of this amending ordinance therein.

Dated this th day of.

VILLAGE OF TWIN LAKES: ATTEST

_____ _____

Howard Skinner, Village President Sabrina Waswo, Village Clerk

Members Voting:
____ Aye
____ Nay
____ Absent
____ Abstained

6.)A.) 7.

Form **AB-200**

Alcohol Beverage License Application

For Municipal Use Only	
Municipality	VOTL
License Period	2026 - to 6/30/27

Application Type *(check one)*

☑ Initial (New) ☐ Renewal

License(s) Requested: (up to two boxes may be checked)

- ☐ Class "A" Beer . . . . . $ _____
- ☒ Class "B" Beer . . . . . $ _____
- ☐ "Class A" Liquor . . . . . $ _____
- ☒ Regular "Class B" Liquor $ _____
- ☐ "Class A" Liquor (cider only) $ _____
- ☐ Reserve "Class B" Liquor $ _____
- ☐ "Class C" Liquor (wine only) $ _____
- ☐ Above-Quota "Class B" Liquor . . . . . $ _____

Fees	
License Fee(s)	$
Background Check Fee	$
Publication Fee	$
Total Fees	$

Part A: Premises/Business Information

1. Legal Business Name (individual name if sole proprietorship)
The Prine Properties, LLC

2. Business Trade Name or DBA
The Prine Properties, LLC

3. FEIN

4. Wisconsin Seller's Permit Number

5. Entity Type *(check one)*
☐ Sole Proprietor ☐ Partnership ☑ Limited Liability Company ☐ Corporation ☐ Nonprofit Organization

6. If the applicant business is an LLC, are the controlling members other LLCs or corporations? . . . . . ☐ Yes ☑ No
If yes, the members, managers, officers and directors of those business entities must be listed in Part C and provide a Form AB-100.

7. State of Organization: WI

8. Date of Organization: 05/27/2026

9. Wisconsin DFI Registration Number

10. Premises Address: 201 Lance Drive

11. City: Twin Lakes

12. State: WI

13. Zip Code: 53181

14. County: Kenosha

15. Governing Municipality: ☐ City ☐ Town ☑ Village of: Twin Lakes

16. Aldermanic District

17. Premises Phone

18. Premises Email: theprineproperties@gmail.com

19. Website: TBD

20. Premises Description

Initial (New Applicants Only): Describe the building or buildings where alcohol beverages are produced, sold, stored, or consumed, and related records are kept. Describe all rooms within the building, including living quarters. Authorized alcohol beverage activities and storage of records may occur only on the premises described in this application. Attach a map or diagram and additional sheets if necessary.

Renewal Applicants Only: I am renewing a license and by checking the box following this statement, I affirm that I have reviewed the last issued license certificate and the premises description remains the same. ☐

Restaurant, BAR, MOTEL, Parking lot, Shed, Lawn, decks, Pier
Entire Parcel

21. Mailing Address (if different from premises address)

22. City

23. State

24. Zip Code

Part B: Questions

1. Has the business (sole proprietorship, partnership, limited liability company, or corporation) been convicted of violating federal or state laws or local ordinances? Exclude traffic offenses unless related to alcohol beverages. ☐ Yes ☑ No

If yes, list the details of violation below. Attach additional sheets if necessary.

Law/Ordinance Violated	Location	Trial Date

Penalty Imposed

Was sentence completed? . . . . . ☐ Yes ☐ No

Law/Ordinance Violated	Location	Trial Date

Penalty Imposed

Was sentence completed? . . . . . ☐ Yes ☐ No

2. Are charges for any offenses pending against the business? Exclude traffic offenses unless related to alcohol beverages. ☐ Yes ☑ No

If yes, describe the nature and status of pending charges using the space below. Attach additional sheets as needed.

3. Is the applicant business or any of its officers, directors, members, agent, employees, owners, or other related individuals or entities a restricted investor with any interest in an alcohol beverage producer or wholesaler? . . ☐ Yes ☑ No
If yes, provide the name of the restricted investor and describe the nature of the interest.

4. Have the partners, agent, or sole proprietor satisfied the responsible beverage server training requirement for this license period? Submit proof of completion. . . . . ☑ Yes ☐ No

5. Is the applicant business indebted to any wholesaler beyond 15 days for beer or 30 days for liquor/wine? . . . . . ☐ Yes ☑ No

6. Does the applicant business owe past due municipal property taxes, assessments, or other fees? . . . . . ☐ Yes ☑ No

Part C: Individual Information

Check each box to attest that you have provided the appropriate supplementary information to complete your application. See the instructions for Part C of this application, beginning on page 2, to complete this section.

☑ I have accurately listed and provided contact and personal information for all required persons involved in the applicant business and any business identified in Part A, Question 6 using Form AB-200AA.

☑ I have provided an accurate Form AB-100 for each person listed in Form AB-200AA.

☑ *(For corporations, limited liability companies, and nonprofit organizations only)* I have provided an accurate Form AB-101 to appoint an agent on behalf of my business.

☑ I understand that my application is not complete until this supplementary paperwork is received by the municipal clerk where I am applying for an alcohol beverage license.

Part D: Attestation

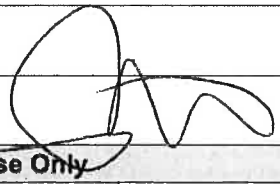
One of the following must sign and attest to this application:

• sole proprietor • one general partner of a partnership • one corporate officer • one member of an LLC

READ CAREFULLY BEFORE SIGNING: Under penalty of law, I have answered each of the above questions completely and truthfully. I agree that I am acting solely on behalf of the applicant business and not on behalf of any other individual or entity seeking the license. Further, I agree that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another individual or entity. I agree to operate this business according to the law, including but not limited to, purchasing alcohol beverages from state authorized wholesalers. I understand that lack of access to any portion of a licensed premises during inspection will be deemed a refusal to allow inspection. Such refusal is a misdemeanor and grounds for revocation of this license. I understand that any license issued contrary to Wis. Stat. Chapter 125 shall be void under penalty of state law. I further understand that I may be prosecuted for submitting false statements and affidavits in connection with this application, and that any person who knowingly provides materially false information on this application may be required to forfeit not more than $1,000 if convicted.

Last Name	First Name	M.I.
Hulne	Patrick	

Title	Email	Phone
Owner	theprineproperties@gmail.com	(

Signature	Date
	6/9/26

Part E: For Clerk Use Only

Date Application Was Filed With Clerk	License Number	Date License Granted	Date License Issued
6/9/2026			

Signature of Clerk/Deputy Clerk	Date Provisional License Issued (if applicable)

☒ **Amusement Device** – Pool tables, pinball machines, dart boards, and similar amusement equipment that does not allow the player to win anything of value. No gambling permitted (Village Ordinance 5.42.070(c)).

Fee: $100.00 (for first three machines) + $25.00 (each additional)

Total Number of Machines 4

Attach: List of machines and a sketch showing device placement in the establishment.

Required if devices are not owned by applicant (complete this section):

Owner's Name Midwest Novelty

Address 2407 63rd St.

City, State, Zip Kenosha, WI 53142

Supervisor on Premise (Name) Patrick Hulne Phone 262-914-4825

☒ **Cabaret – $100**

Allows live or recorded music and dancing on the premises, including any establishment that features/advertises dancing, uses a mechanical device to produce music for dancing, or provides entertainment or performances (acts, stunts, or dances) under the licensee's direction, paid or unpaid.

Attach: Sketch showing the dance floor location in relation to the remainder of the building.

☐ **Cigarette, Tobacco, Electronic Vaping Device – $100**

Applicant must also submit the required State of Wisconsin forms: CTV-100 (Retail License Application), CTV-101 (Individual Questionnaire), and CTV-102 (Appointment of Agent).

☐ **Weights & Measures – $8.35 per device**

Devices used to determine the size, quantity, amount, area, or measurement of goods or items for sale, hire, or award, or to calculate charges for services based on weight or measure.

Required (enter quantity of each):

Qty._____ Point of Sale Systems (scale, register, scanner combo)

Qty. _____ Liquid Measuring Devices

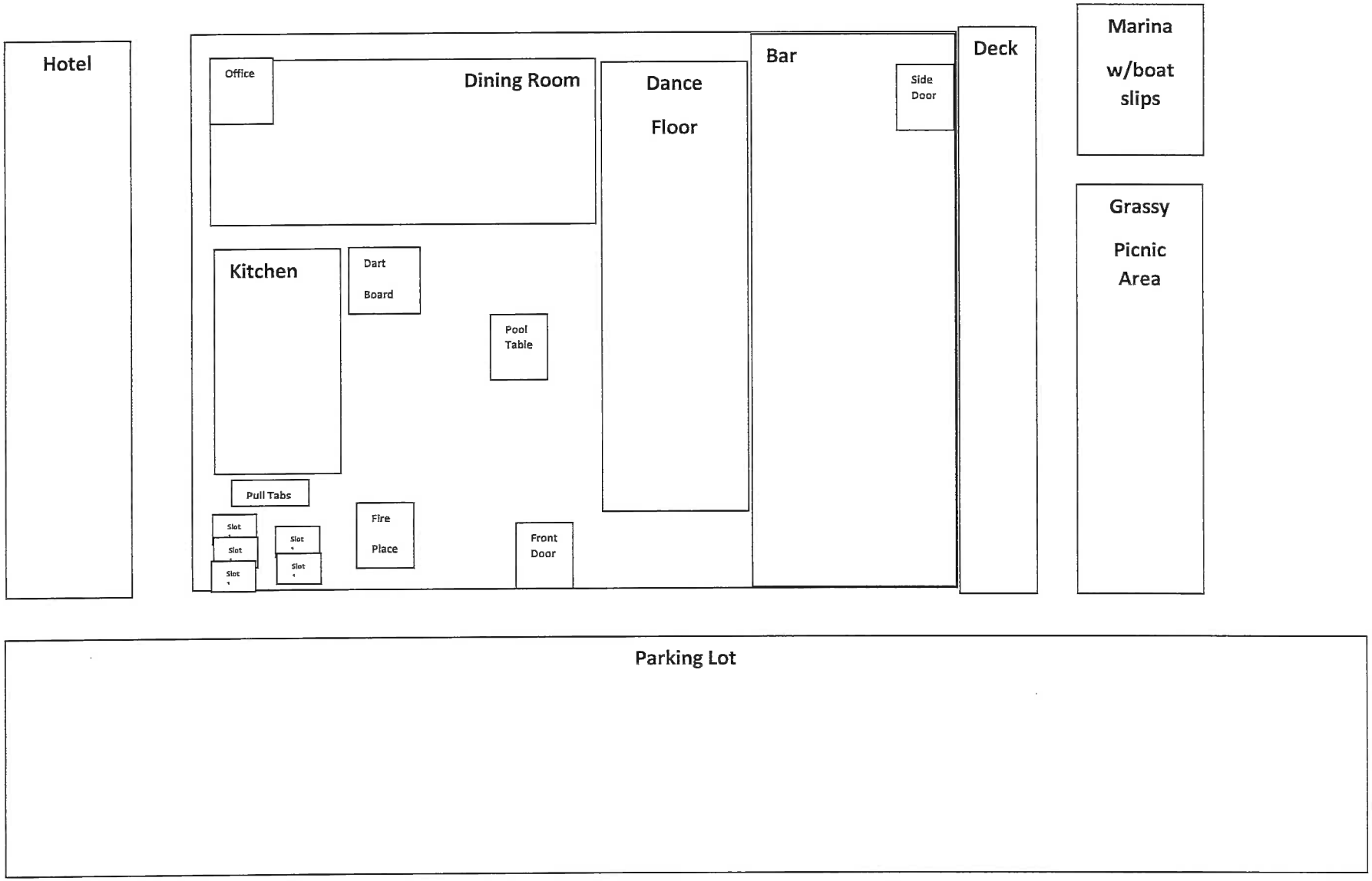
Qty. _____Scales

Qty. _____Other (describe): _____

Total Devices _____ x $8.35 = $ _____

Additional fees may apply if the number of devices differs from the State of Wisconsin audit.

6/9/26 Paid $225 ck 328


Hotel
Office
Dining Room
Dance
Floor
Bar
Side
Door
Deck
Marina
w/boat
slips
Kitchen
Dart
Board
Pool
Table
Grassy
Picnic
Area
Pull Tabs
Slot
Slot
Slot
Slot
Slot
Fire
Place
Front
Door
Parking Lot

6.)A.)8.

Form **AB-200**

Alcohol Beverage License Application

For Municipal Use Only	
Municipality	VOTL
License Period	7/21/26 - 6/30/27

Application Type *(check one)*

☑ Initial (New) ☐ Renewal

License(s) Requested: (up to two boxes may be checked)

☐ Class "A" Beer . . . . . $ _____	☑ Class "B" Beer . . . . . $ _____
☐ "Class A" Liquor . . . . . $ _____	☐ Regular "Class B" Liquor $ _____
☐ "Class A" Liquor (cider only) $ _____	☐ Reserve "Class B" Liquor $ _____
☐ "Class C" Liquor (wine only) $ _____	☐ Above-Quota "Class B" Liquor . . . . . $ _____

Fees	
License Fee(s)	$
Background Check Fee	$
Publication Fee	$
Total Fees	$

Part A: Premises/Business Information

1. Legal Business Name (individual name if sole proprietorship)
De la Montana, LLC

2. Business Trade Name or DBA
De la Montana, LLC

3. FEIN
(

4. Wisconsin Seller's Permit Number

5. Entity Type *(check one)*
☐ Sole Proprietor ☐ Partnership ☑ Limited Liability Company ☐ Corporation ☐ Nonprofit Organization

6. If the applicant business is an LLC, are the controlling members other LLCs or corporations? . . . . . ☐ Yes ☑ No
If yes, the members, managers, officers and directors of those business entities must be listed in Part C and provide a Form AB-100.

7. State of Organization	8. Date of Organization	9. Wisconsin DFI Registration Number
WI	12/10/2019	

10. Premises Address
405 N Lake Ave

11. City	12. State	13. Zip Code
Twin Lakes	WI	53181

14. County	15. Governing Municipality: ☐ City ☐ Town ☑ Village of: Twin Lakes	16. Aldermanic District
Kenosha		

17. Premises Phone	18. Premises Email	19. Website
(262) 997-8349	delamontanakenosha@gmail.co	delamontanaproducts.com

20. Premises Description

Initial (New Applicants Only): Describe the building or buildings where alcohol beverages are produced, sold, stored, or consumed, and related records are kept. Describe all rooms within the building, including living quarters. Authorized alcohol beverage activities and storage of records may occur only on the premises described in this application. Attach a map or diagram and additional sheets if necessary.

Renewal Applicants Only: I am renewing a license and by checking the box following this statement, I affirm that I have reviewed the last issued license certificate and the premises description remains the same. ☐

Map attached
Alcohol stored behind counter and in the cooler at the Front by Entrance Alcohol served in the dining area, sold at the register.

21. Mailing Address (if different from premises address)
4900 21st Ave

22. City	23. State	24. Zip Code
Kenosha	WI	53140

Part B: Questions

1. Has the business (sole proprietorship, partnership, limited liability company, or corporation) been convicted of violating federal or state laws or local ordinances? Exclude traffic offenses unless related to alcohol beverages. ☐ Yes ☑ No

If yes, list the details of violation below. Attach additional sheets if necessary.

Law/Ordinance Violated	Location	Trial Date

Penalty Imposed	Was sentence completed? . . . . . ☐ Yes ☐ No

Law/Ordinance Violated	Location	Trial Date

Penalty Imposed	Was sentence completed? . . . . . ☐ Yes ☐ No

2. Are charges for any offenses pending against the business? Exclude traffic offenses unless related to alcohol beverages. ☐ Yes ☑ No

If yes, describe the nature and status of pending charges using the space below. Attach additional sheets as needed.

3. Is the applicant business or any of its officers, directors, members, agent, employees, owners, or other related individuals or entities a restricted investor with any interest in an alcohol beverage producer or wholesaler? . . ☐ Yes ☑ No
If yes, provide the name of the restricted investor and describe the nature of the interest.

4. Have the partners, agent, or sole proprietor satisfied the responsible beverage server training requirement for this license period? Submit proof of completion. . . . . ☑ Yes ☐ No

5. Is the applicant business indebted to any wholesaler beyond 15 days for beer or 30 days for liquor/wine?. . . . . ☐ Yes ☑ No

6. Does the applicant business owe past due municipal property taxes, assessments, or other fees? . . . . . ☐ Yes ☑ No

Part C: Individual Information

Check each box to attest that you have provided the appropriate supplementary information to complete your application. See the instructions for Part C of this application, beginning on page 2, to complete this section.

☑ I have accurately listed and provided contact and personal information for all required persons involved in the applicant business and any business identified in Part A, Question 6 using Form AB-200AA.

☑ I have provided an accurate Form AB-100 for each person listed in Form AB-200AA.

☑ *(For corporations, limited liability companies, and nonprofit organizations only)* I have provided an accurate Form AB-101 to appoint an agent on behalf of my business.

☑ I understand that my application is not complete until this supplementary paperwork is received by the municipal clerk where I am applying for an alcohol beverage license.

Part D: Attestation

One of the following must sign and attest to this application:

• sole proprietor • one general partner of a partnership • one corporate officer • one member of an LLC

READ CAREFULLY BEFORE SIGNING: Under penalty of law, I have answered each of the above questions completely and truthfully. I agree that I am acting solely on behalf of the applicant business and not on behalf of any other individual or entity seeking the license. Further, I agree that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another individual or entity. I agree to operate this business according to the law, including but not limited to, purchasing alcohol beverages from state authorized wholesalers. I understand that lack of access to any portion of a licensed premises during inspection will be deemed a refusal to allow inspection. Such refusal is a misdemeanor and grounds for revocation of this license. I understand that any license issued contrary to Wis. Stat. Chapter 125 shall be void under penalty of state law. I further understand that I may be prosecuted for submitting false statements and affidavits in connection with this application, and that any person who knowingly provides materially false information on this application may be required to forfeit not more than $1,000 if convicted.

Last Name	First Name	M.I.
Giraldo	Gabriel	

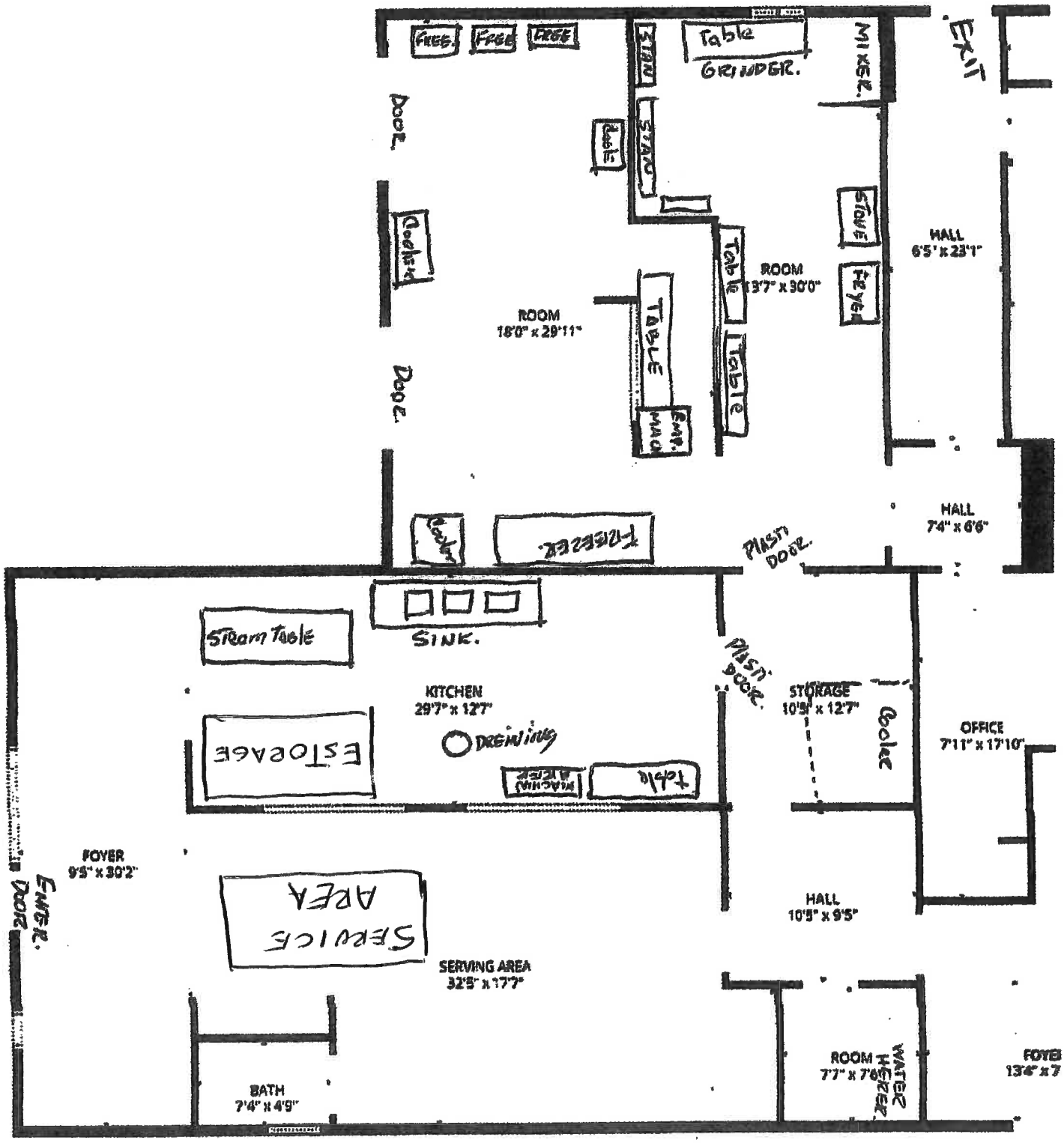
Title	Email	Phone
Owner	delamontanakenosha@gmail.com	(262) 997-8349

Signature	Date
GABRIEL GIRALDO	04/18/26

Part E: For Clerk Use Only

Date Application Was Filed With Clerk	License Number	Date License Granted	Date License Issued
6/5/2026			

Signature of Clerk/Deputy Clerk	Date Provisional License Issued (if applicable)


FREEZ.
FREEZ
FREEZ
STAND
Table
GRINDER.
MIXER.
EXIT
DOOR.
STAND
Cooler
STOVE
Table
ROOM
13'7" x 30'0"
HALL
6'5" x 23'1"
FRYER
ROOM
18'0" x 29'11"
TABLE
Table
EMP.
MAID
DOOR.
HALL
7'4" x 6'6"
Cooler
FREEZER
PLASTIC DOOR.
STEAM TABLE
SINK.
PLASTIC DOOR.
KITCHEN
29'7" x 12'7"
STORAGE
10'5" x 12'7"
Cooler
ESTOEAGE
DRAINING
OFFICE
7'11" x 17'10"
MACHINE
Table
FOYER
9'5" x 30'2"
ENTER.
DOOR
SERVICE
AREA
HALL
10'5" x 9'5"
SERVING AREA
32'5" x 17'7"
BATH
7'4" x 4'9"
ROOM
7'7" x 7'6"
WATER
HEATER
FOYER
13'4" x 7

6.)A.)9.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Sabrina Waswo, Clerk Department: Clerk's Office

Date Submitted: June 25, 2026 Meeting Requested (COW Date): July 6, 2026

2. SUMMARY OF ISSUE

Andrew Kane, owner of Buoys, submitted an event permit application for Buoys Car Show to be held on Saturday, August 15, 2026, from 4:00 p.m. to 8:00 p.m. The request includes the closure of South Lake Avenue from Barry Road to Wilmot Avenue for the duration of the event.

The applicant is not requesting an extension of the licensed alcohol premises onto the closed portion of the roadway. Alcohol will remain within the licensed premises.

The Fire Chief has conditionally approved the request, provided that the roadway is reopened no later than 8:30 p.m., before dark. This condition is due to safety concerns, as drivers are not accustomed to that portion of South Lake Avenue being closed, even with barricades in place.

3. REQUESTED OUTCOME

☐ Discussion Only
☒ Direction from Committee of the Whole
☐ Action (following COW discussion)

Describe the recommended action or requested Board direction:

Discuss and determine whether to place the event permit request on a future Village Board agenda for approval, subject to the Fire Chief's condition that South Lake Avenue be reopened no later than 8:30 p.m.

4. FISCAL IMPACT

☒ No Fiscal Impact ☐ Fiscal Impact: $ N/A Budgeted: ☐ Yes ☐ No

Account Line: _____ Funding Source (i.e grant, donation): _____

5. SUPPORTING DOCUMENTATION ATTACHED

☐ Contracts / Agreements ☐ Quotes / Proposals
☐ Ordinance / Resolution Draft ☒ Maps / Exhibits
☐ Staff Report / Background Materials ☒ Other: Event Permit Application with map

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete ☐ Returned for Additional Information ☐ Deferred

Administrator: _____ Date: _____

RECEIVED
JUN 08 2026
By:

VILLAGE OF TWIN LAKES EVENT PERMIT APPLICATION

Please fill in all sections completely. Incomplete applications will be rejected. Applications must be submitted AT LEAST 8 WEEKS prior to the proposed event date for approval.

Section I- APPLICANT INFORMATION

Name of Applicant Andy Kane

Name of Event Organizer/Producer Bovys Car Show

Production Company/Organization _____ FEIN # _____

Street Address 402 S Lake Ave

City Twin Lakes State WI Zip code 53181

E-mail Address Kanesbar002@gmail.com

Daytime Phone _____ Cell Phone _____

☐ **For-Profit** or ☐ **Non-Profit Organization** 501(c)_____ EIN # (Tax Exempt Number)_____

*All non-profits must present a copy of their current Tax ID - EIN#

Section II- EVENT INFORMATION- Check the proper category

All applications are required to submit a detailed Site Plan/Map. Site Plan/Maps must include location, any street closures, barricades, parade routes, stages, alcohol sale location, tents, etc.

Title of Event Bovys Car Show

Date(s) of Event 8/15/26

Location(s) of Event 402 S Lake Ave

Start Time for Event 4:00 a.m./(p.m.) End Time for Event 8:00 a.m./(p.m.)

Event Chair/Contact Person Andy Kane Phone _____

Day of Event Contact Name Andy Kane Phone _____

Is the event open to the public? ☑ Yes ☐ No

Will you charge an admission fee? ☐ Yes ☑ No

Estimated Attendance Number _____

Description of Event We plan on shutting the road off from the corner by Bovys ~~and~~ to Lawrens Landing. Cars will enter by Bovys and exit by Lawrens Landing.

PERMIT REQUESTED

☐ **Parade Permit - *No Charge***

☑ **Block Parties:** Small event limited to one street with 4 barricades in a neighborhood. Public Works will provide barricades the business day prior to your event and pick them up on the first business day following the event. It is your responsibility to set up and take down the barricades before and after your event. Main streets that are thoroughfares may not be approved due to safety issues. Residential block parties are not to last more than 6 hours between 9:00 am and 10:00 pm. Sale of alcohol is PROHIBITED at a private block party in a residential area. All consumption must be within the designated area and within the barricades. Public drinking citations will be issued outside of designated area. As a courtesy, please discuss plans with your neighbors prior to the event.

☐ **Park Reservation:** All users of the parks must check in at the Police Department in person or by phone (262-877-9056) on the day of the scheduled event prior to and after use of the facility to insure refund of security deposit. A key is available at the Police Department for entry to the Scout House and for use of electric at Millennium Park. The key must be returned to the Police Department immediately after the event. Prior to leaving, the electric and/or doors need to be locked and all garbage disposed of in outside cans or toters.

Select Park: ☐ **Lance Park and Amphitheater** ☐ **Scout House** ☐ **Central Park**
☐ **West Side Park** ☐ **Millennium Park Pavilion**

Describe Restroom facilities available to all participants _____

Will you be setting up a tent? ☐ Yes ☐ No *A Fire Inspection is required per *NFPA Code 25.2**
If yes, list the location, size, Rental Company, and proof of completion of locates.

_____

_____

Will there be any animals? ☐ Yes ☐ No ☑ maybe?
If yes, what type and how many _____

Will there be live performances, loud speakers or a DJ? ☐ Yes ☑ No
If yes, what type and hours _____

Description of plan for handling refuse collection and after-event clean-up

_____

_____

Description of plan for providing event security (if applicable)

_____

_____

Will there be fireworks or pyrotechnics at your event? ☐ Yes ☑ No
If yes, please attach a fireworks display permit or application.

Will your event include the sale of beer and/or wine? ☐ Yes ☑ No
If yes, please attach a completed Temporary Alcohol License & Temporary Operator License Application or provide Proof of Operator's License. Sale of Alcohol is prohibited for residential block parties.

Will you or any other vendors be selling food or merchandise? ☐ Yes ☑ No
If yes, please attach list of proposed vendors, including business name and type of food/merchandise sold.

Do you intend to use the available picnic tables and benches in the location? ☐ Yes ☐ No

Section III- STREET USE

☐ **Check if this section does not apply**

Description of portion(s) of road(s) to be used

Road closures must include rental of barricades; must be coordinated with the Village of Twin Lakes Department of Public Works

Corner of S Lake Ave and Barry road up to the corner of S Lake Ave and Wilmot Ave.

Will any parking stalls be used or blocked during the event? ☐ Yes ☑ No

Dates of Use_____

Total Number of Parking Stalls Requested and Location_____

Description of Signage to be used during event_____

Anticipated Services

Please indicate below any additional services you are requesting for your event. Estimated Fees or Deposits for these services may be required prior to issuance of permit(s)

☐ **Electricity;** Explain_____

☐ **Traffic Control;** Explain_____

☐ **Police Services;** Explain_____

☐ **Fire/EMS Services;** Explain_____

☐ **Other;** Explain_____

		# of Parks	# of Days	Applicable Fee
Scout House, Lance, Central, West Side Park Reservation Fee				
Security Deposit	$100.00 x	_____	=	_____
Non-Profit or Resident	$75.00 x	_____	x _____ =	_____
Non-Resident	$150.00 x	_____	x _____ =	_____
Millennium Park Reservation Fee			**# of Days**	
Security Deposit	$100.00			_____
Non-Profit or Resident	$50.00		x _____ =	_____
Non-Resident	$100.00		x _____ =	_____
Block Party/Street Closure				
Security Deposit	$100.00			_____
			TOTAL	_____

Note: The Village of Twin Lakes, the Police Department and/or Fire Department have the right to cancel an event due to inclement weather or any safety risk.

All parks and public spaces must be left the way they were originally found. A check is required to be placed on file with the Clerk's Office should the park or public space incur any damage or has not been cleaned up. Any charges will be communicated to the applicant prior to processing.

LIABILITY INSURANCE REQUIREMENT

The applicant or special event sponsoring shall supply the Village with a certificate of insurance demonstrating the required level of insurance coverage in addition to providing the Village with a copy of the insurance policy endorsement language demonstrating that the Village, its officers, agents, employees and contractors are named and endorsed as an additional insured party. Certificate must show Comprehensive General Liability Insurance with coverage for contractual liability with limits no less than $1,000,000 each occurrence for comprehensive general liability insurance and, $2,000,000 aggregate limits for bodily injury and property damage, unless otherwise specified by the Village. The Village Board may require a higher limit depending upon the details of the special event, which may include:

(1) A special event that includes alcohol, or,

(2) A special event that is anticipated to have attendance greater than 100 people per day, or,

(3) A multi-day special event.

Proof of this insurance is required to be turned into the Village no less than ten (10) days prior to the start of the special event. If any modifications occur to the insurance terms, the applicant must also notify the Village immediately. Any change to coverage requires Village approval. Also, if coverage is canceled or no longer meets the Village's requirements, the special event permit will be rescinded. The applicant shall also agree to hold the Village, its officers, employees, agents, and contractors harmless against all claims, liability, loss, damage, or expense (including but not limited to actual attorney's fees) incurred by the Village for any damage or injury to a person or property caused by or resulting directly or indirectly from the activities for which the special event permit is granted.

Upon approval, the permit issued by the VILLAGE OF TWIN LAKES authorizes the applicant to conduct the event described in the application and the applicant hereby agrees to comply with all applicable laws, rules and regulations, including any restrictions or conditions imposed by the Village, affecting the holding of an event. The applicant acknowledges and understands that the VILLAGE OF TWIN LAKES reserves the right to cancel any permit for non-compliance by the applicant with the restrictions or conditions imposed by the Village in approving the application or for violating any laws, rules or regulations.

Acknowledged and Agreed YES ✓ NO _____

Applicant Signature _____ Date 5/14/26

VILLAGE OF TWIN LAKES STAFF USE ONLY

Date Filed with Clerk 6/8/2026 Amount Paid & Receipt # $100.00 Security Deposit

Checklist ☒ Map of Event or Site Plans ☐ Insurance

☐ Temporary Class "B"/"Class B" Retailer's License Application, if necessary

Police Chief Signature _____ Date _____

☐ Approved ☐ Denied Notes _____

DPW Signature In BS & A Date 6/24/2026

☒ Approved ☐ Denied Notes _____

Fire Chief Signature In BS & A Date 6/24/2026

☒ Approved ☐ Denied Notes Road needs to be open by 8:30pm

COW Meeting Date _____ Board Meeting Date _____ Permit Number _____

Make Google Earth yours Complete your profile to help improve your experience Get started

Buoys Car Show Saved to Google Drive

File Edit View Add Tools Help

Slideshow Share Standard Upgrade now

Search Google Earth

Google 100ft Data attribution 6/29/2011 90 m Camera: 868 m 42°31'47.30"N 88°14'58.27"W 241 m

6)A)10.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Sabrina Waswo, Clerk Department: Clerk's Office

Date Submitted: June 25, 2026 Meeting Requested (COW Date): July 6, 2026

2. SUMMARY OF ISSUE

Emily Planton submitted an event permit application for Briar's Ski4All to be held on Saturday, August 22, 2026, from 8:00 a.m. to 9:00 p.m. at Lance Park.

Event activities include adaptive ski practice beginning at 9:00 a.m., followed by six miniature ski shows, a relay race, and a raffle from 12:00 p.m. to 6:00 p.m. The event is being held in partnership with the Aquanuts, which has been confirmed by the Clerk. The Aquanuts will assist with concessions. An Aquanuts show is also scheduled that evening.

The request includes use of Lance Park and Amphitheater, a tent/bar area near the Scout House for the sale of fermented malt beverages by the Chamber, a request for extra trash cans from Public Works, and six reserved parking stalls in the Lance Park parking lot for adaptive families.

3. REQUESTED OUTCOME

☐ Discussion Only
☒ Direction from Committee of the Whole
☐ Action (following COW discussion)

Describe the recommended action or requested Board direction:

Discuss and determine whether to place the event permit request on a future Village Board agenda for approval. All applicable staff reviews and approvals have been completed.

4. FISCAL IMPACT

☒ No Fiscal Impact ☐ Fiscal Impact: $ N/A Budgeted: ☐ Yes ☐ No

Account Line: _____ Funding Source (i.e. grant, donation): _____

5. SUPPORTING DOCUMENTATION ATTACHED

☐ Contracts / Agreements
☐ Quotes / Proposals
☐ Ordinance / Resolution Draft
☒ Maps / Exhibits
☐ Staff Report / Background Materials
☒ Other: Event Permit Application with map. Temporary alcohol license application will be considered separately.

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete ☐ Returned for Additional Information ☐ Deferred

Administrator: _____ Date: _____

VILLAGE OF TWIN LAKES EVENT PERMIT APPLICATION

Please fill in all sections completely. Incomplete applications will be rejected. Applications must be submitted AT LEAST **10 WEEKS** prior to the proposed event date for approval.

Section I- APPLICANT INFORMATION

Name of Applicant Emily Planton

Name of Event Organizer/Producer Emily Planton

Production Company/Organization Fundation for Angelman Syndrome Therapeutics EIN #

Street Address 4201 Riverside Rd

City Waterford State WI Zip code 53185

E-mail Address

Daytime Phone Cell Phone

☐ **For-Profit** or ☒ **Non-Profit Organization** 501(c) EIN # (Tax Exempt Number)

*All non-profits must present a copy of their current Tax ID/EIN

Section II- EVENT INFORMATION- Check the proper category

All applications are required to submit a detailed Site Plan/Map. Site Plan/Maps must include location, any street closures, barricades, parade routes, stages, alcohol sale location, tents, etc.

Title of Event Briar's Ski4All

Date(s) of Event August 22, 2026

Location(s) of Event Lance Park

Start Time for Event 8 am (a.m./p.m.) End Time for Event 9:00 a.m./(p.m.)

Event Chair/Contact Person Emily Planton Phone

Day of Event Contact Name Emily Planton Phone

Is the event open to the public? ☒ Yes ☐ No

Will you charge an admission fee? ☒ Yes ☐ No $10 skier entry fee, not public admission fee

Estimated Attendance Number $250 people

Description of Event

Partnering w/ Aquanuts & Chamber for water ski show & selling beer & malt beverages at Lake Park using a temporary bar. Records will be kept at 349 E. Main.

PERMIT REQUESTED

☐ **Parade Permit - *No Charge***

☐ **Block Parties:** Small event limited to one street with 4 barricades in a neighborhood. Public Works will provide barricades the business day prior to your event and pick them up on the first business day following the event. It is your responsibility to set up and take down the barricades before and after your event. Main streets that are thoroughfares may not be approved due to safety issues. Residential block parties are not to last more than 6 hours between 9:00 am and 10:00 pm. Sale of alcohol is PROHIBITED at a private block party in a residential area. All consumption must be within the designated area and within the barricades. Public drinking citations will be issued outside of designated area. As a courtesy, please discuss plans with your neighbors prior to the event.

☒ **Park Reservation:** All users of the parks must check in at the Police Department in person or by phone (262-877-9056) on the day of the scheduled event prior to and after use of the facility to ensure refund of security deposit. A key is available at the Police Department for entry to the Scout House and for use of electric at Millennium Park. The key must be returned to the Police Department immediately after the event. Prior to leaving, the electric and/or doors need to be locked and all garbage disposed of in outside cans or toters.

Select Park: ☒ **Lance Park and Amphitheater** ☐ **Scout House** ☐ **Central Park**
☐ **West Side Park** ☐ **Millennium Park Pavilion**

Describe Restroom facilities available to all participants public restrooms on premises

Will you be setting up a tent? ☒ Yes ☐ No *A Fire Inspection is required.*
If yes, list the location, size, Rental Company, and proof of completion of locates.
Temporary bar & temporary tent close to scout house for sale of beer & malt beverages

Will there be any animals? ☐ Yes ☒ No
If yes, what type and how many _____

Will there be live performances, loud speakers or a DJ? ☒ Yes ☐ No
If yes, what type and hours see description and write up.

Description of plan for handling refuse collection and after-event clean-up
Will communicate with Public works for extra trash cans.

Description of plan for providing event security (if applicable)
Will work with TLPD

Will there be fireworks or pyrotechnics at your event? ☐ Yes ☒ No
If yes, please attach a fireworks display permit or application.

Will your event include the sale of beer and/or wine? ☒ Yes ☐ No
If yes, please attach a completed Temporary Alcohol License & Temporary Operator License Application or provide Proof of Operator's License. Sale of Alcohol is prohibited for residential block parties.

Will you or any other vendors be selling food or merchandise? ☒ Yes ☐ No
If yes, please attach list of proposed vendors, including business name and type of food/merchandise sold.
Aquanut concession stand will be available.
Do you intend to use the available picnic tables and benches in the location? ☒ Yes ☐ No

Section III- STREET USE

☒ **Check if this section does not apply**

Description of portion(s) of road(s) to be used

Road closures must include rental of barricades; must be coordinated with the Village of Twin Lakes Department of Public Works

Will any parking stalls be used or blocked during the event? ☒ Yes ☐ No

Dates of Use Aug. 22, 2026

Total Number of Parking Stalls Requested and Location 6 blocked for adaptive families and have easy access to Lance park.

Description of Signage to be used during event "Reserved for Adaptive skier"

Anticipated Services

Please indicate below any additional services you are requesting for your event. Estimated Fees or Deposits for these services may be required prior to issuance of permit(s)

☐ **Electricity;** Explain

☐ **Traffic Control;** Explain

☒ **Police Services;** Explain Walk through event as available, will contact if needed.

☐ **Fire/EMS Services;** Explain

☐ **Other;** Explain

		# of Parks	# of Days	Applicable Fee
Scout House, Lance, Central, West Side Park Reservation Fee				
Security Deposit	$100.00 x	X	=	100.00
Non-Profit or Resident	$75.00 x	X	x 1 =	75.00
Non-Resident	$150.00 x		x =	
Millennium Park Reservation Fee			**# of Days**	
Security Deposit	$100.00			
Non-Profit or Resident	$50.00		x =	
Non-Resident	$100.00		x =	
Block Party/Street Closure				
Security Deposit	$100.00			
			TOTAL	175.00

Note: The Village of Twin Lakes, the Police Department and/or Fire Department have the right to cancel an event due to inclement weather or any safety risk.

All parks and public spaces must be left the way they were originally found. A check is required to be placed on file with the Clerk's Office should the park or public space incur any damage or has not been cleaned up. Any charges will be communicated to the applicant prior to processing.

LIABILITY INSURANCE REQUIREMENT

The applicant or special event sponsor shall supply the Village with a certificate of insurance demonstrating the required level of insurance coverage in addition to providing the Village with a copy of the insurance policy endorsement language demonstrating that the Village, its officers, agents, employees and contractors are named and endorsed as an additional insured party. Certificate must show Comprehensive General Liability Insurance with coverage for contractual liability with limits no less than $1,000,000 each occurrence for comprehensive general liability insurance and, $2,000,000 aggregate limits for bodily injury and property damage, unless otherwise specified by the Village. The Village Board may require a higher limit depending upon the details of the special event, which may include:

(1) A special event that includes alcohol, or,

(2) A special event that is anticipated to have attendance greater than 100 people per day, or,

(3) A multi-day special event.

Proof of this insurance is required to be turned into the Village no less than ten (10) days prior to the start of the special event. If any modifications occur to the insurance terms, the applicant must also notify the Village immediately. Any change to coverage requires Village approval. Also, if coverage is canceled or no longer meets the Village's requirements, the special event permit will be rescinded. The applicant shall also agree to hold the Village, its officers, employees, agents, and contractors harmless against all claims, liability, loss, damage, or expense (including but not limited to actual attorney's fees) incurred by the Village for any damage or injury to a person or property caused by or resulting directly or indirectly from the activities for which the special event permit is granted.

Upon approval, the permit issued by the VILLAGE OF TWIN LAKES authorizes the applicant to conduct the event described in the application and the applicant hereby agrees to comply with all applicable laws, rules and regulations, including any restrictions or conditions imposed by the Village, affecting the holding of an event. The applicant acknowledges and understands that the VILLAGE OF TWIN LAKES reserves the right to cancel any permit for non-compliance by the applicant with the restrictions or conditions imposed by the Village in approving the application or for violating any laws, rules or regulations.

By signing below, I acknowledge that I have read and agree to comply with the requirements of this application.

Applicant Signature Emily Plauton **Date** 5/22/26

VILLAGE OF TWIN LAKES STAFF USE ONLY

Date Filed with Clerk 5/22/2026 Amount Paid & Receipt # $175.00 clk 160

Checklist ☒ Map of Event or Site Plans ☐ Insurance – pending

☒ Temporary Class "B"/"Class B" Retailer's License Application, if necessary

Police Chief Signature Approved in BS&A Date 6/22/2026

☒ Approved ☐ Denied Notes

DPW Signature Approved in BS&A Date 6/9/2026

☒ Approved ☐ Denied Notes

Fire Chief Signature Approved in BS&A Date 6/9/2026

☒ Approved ☐ Denied Notes

COW Meeting Date 7/6/2026 Board Meeting Date 7/20/2026 Permit Number

6/8/2026 Confirmed with Bob Koehler that the Aquanuts are partnering with this organization. AW

Briar's Ski4All **August 22, 2026** **Lance Park, Twin Lakes**

Ski4All is a charitable event raising awareness and funds for Angelman Syndrome. Benefactor- Foundation for Angelman Syndrome Therapeutics and Angelman Syndrome Foundation. Our daughter, Briar, lives and thrives with Angelman Syndrome. AS is a neurogenetic disorder affecting approximately 1:15,000 live births. This syndrome involves the silencing, mutation, or deletion of a specific gene, causing a lack of production of the UBE3A protein. Due to the lack of this protein, individuals with AS can have gross and fine motor challenges, sleeping disorders, epilepsy, are non speaking, cognition delays, and more. Due to wonderful doctors, researchers, and donors within the community of AS, there are multiple clinical trials underway, several in phase 3 of drug development! AS is not a one cure fixes all, as there are many types and locations of the mutation on the gene. Every dollar raised goes directly to the organizations responsible for steam-rolling these transformative treatments, bringing hope to our families and improving the quality of life of our loved ones.

My husband and I are long-time show skiers. I grew up skiing for Wonder Lake, Craig for the Muskego Waterbugs and a few stints on Team USA. This year we will be joining the Aquanuts as a family! As able, our four kids will also participate in the Junior program. We have made it our mission to make sure that the sport we love will be an inclusive environment for our daughter and all those living with different abilities.

Organizations Involved: Aquanuts- Hosting Site, helping with Concessions and equipment
Adaptive Ski Program
Lake Lovers Club Team Flyman (remote support)

The Day:
9:00-11:00: Adaptive Ski Practice slots
11:00-12:00: Team meetings, Safety Talk, and Lunch
12:00-6:00: Six miniature ski shows, Relay Race, and Raffle

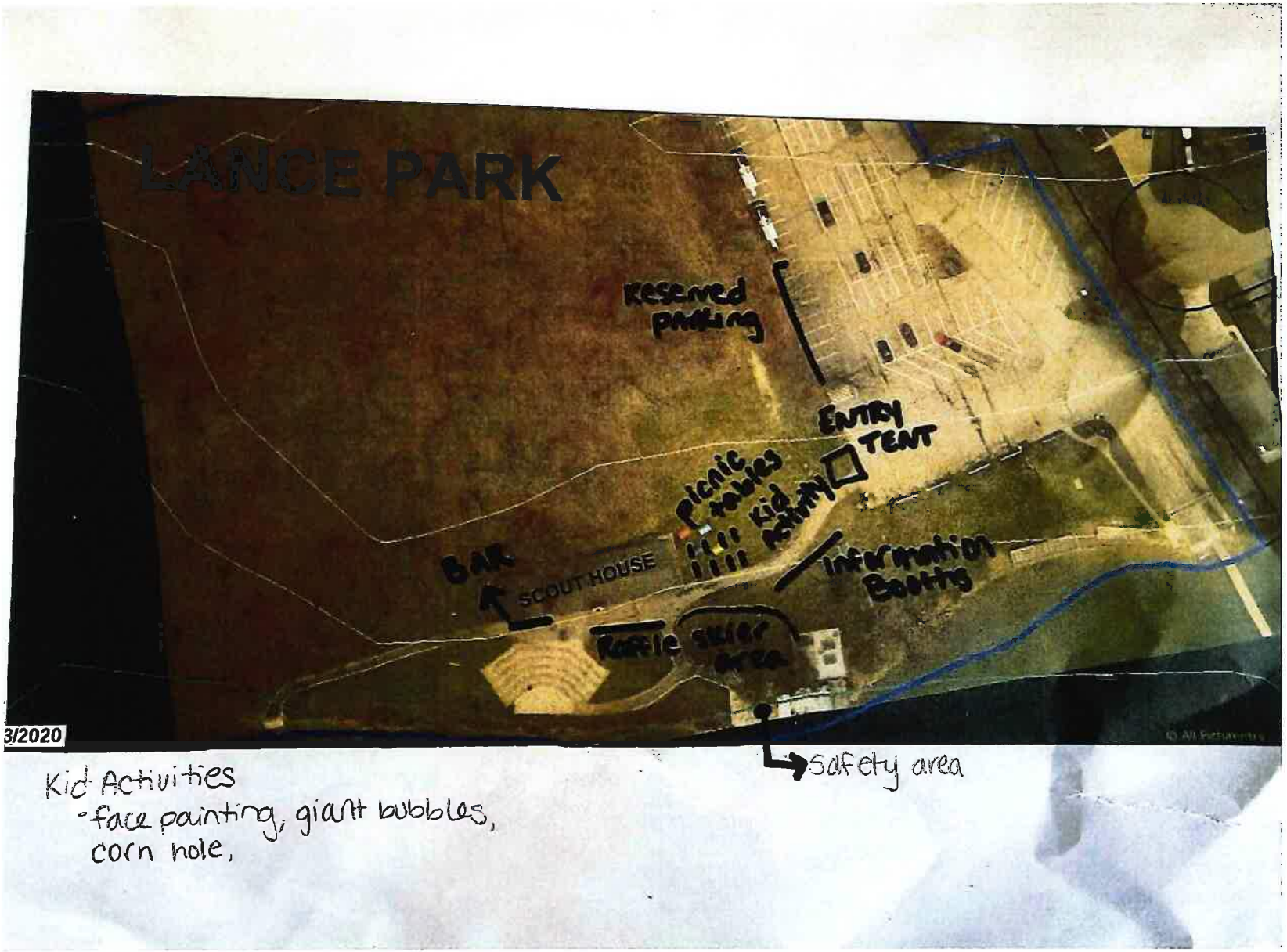
Fundraising Aspects:
- $10 entry to event
- Raffle items
- Pass the Hat during the Aquanut show
- Alcohol Sales during the event

Food
- Aquanut concessions
- Lunch provided for participan from Spanky's

Logistics of Ski4All
- 5-6 teams of 15 ish
- 25-30 minute shows
- This year, there will be a captain to fill each team.
- Each team will feature one or two kids adaptive skiing
- Practice slot for the adaptive skiing prior to tournament
- No Score Charts, innovative way of Ranking/Awards
- Emphasis on inclusion, community, creativity and fun.

This event will reach across many platforms and communities. There will be a lot of visibility within the national waterski community, SouthEast Wisconsin, Northern Illinois, the Global Angelman Syndrome community, Rare Disease community, and Special Needs community.

This event will also be sanctioned under USA waterski. All participants will have active and appropriate insurance for the day.



Kid Activities
- face painting, giant bubbles, corn hole,

↳ safety area

6.)A.)11.

Form
AB-220

Temporary Alcohol Beverage License

Municipality: Twin Lakes

License(s) Requested		Fees	
☐ Temporary "Class B" Wine	☒ Temporary Class "B" Beer	License Fees	$ 10.00
		Background Check	$
		Total Fees	$ 10.00

Part A: Organization Information

1. Organization Name: Twin Lakes Area Chamber + Business Assoc.
2. Organization Permanent Address: 349 E. Main St.
3. City: Twin Lakes | 4. State: WI | 5. Zip Code: 53181
6. Mailing Address (if different from permanent address): P.O. Box 64
7. FEIN:
8. Date of Organization/Incorporation:
9. State of Organization/Incorporation: Wisconsin
10. Phone: 262-877-2220
11. Email: web@twinlakeschamber.com
12. Organization type *(check one)*
☐ Bona Fide Club ☐ Church ☐ Fair Association/Agricultural Society ☐ Veteran's Organization
☐ Lodge/Society ☒ Chamber of Commerce or similar Civic or Trade Organization under ch. 181, Wis. Stats.
13. Is this organization required to hold a Wisconsin Seller's permit? ☐ Yes ☒ No
14. Wisconsin Seller's Permit Number (if applicable)

Part B: Individual Information

List the name, title, and phone number for all officers, directors, and agent of the organization. Include an Individual Questionnaire (Form AB-100) for each person listed below. Attach additional sheets if necessary.

Corporations must also include Alcohol Beverage Appointment of Agent (Form AB-101).

Last Name	First Name	Title	Phone
Trongeau	Wayne	Chairman	
Olszak	Emily	President	
Cerer	Lorraine	Vice President	
Strey	William	Treasurer	
Hillock	Darren	Secretary	

Continued →

Part C: Event Information

1. Name of Event (if applicable): Briar's Ski 4 All

2. Dates of Operation: Aug. 22, 2026

3. Hours of Operation: 9am-9pm

4. Premises Address: 55 Lance Dr.

5. City: Twin Lakes

6. State: WI

7. Zip Code: 53181

8. County: Kenosha

9. Governing Municipality: ☒ City ☐ Town ☐ Village of: Twin Lakes

10. Aldermanic District:

11. Organizer of Event (if not the named applicant): Emily Planton

12. Email and/or Phone Number for Organizer of Event:

13. Organizer Website:

14. Event Website:

15. Premises Description - Describe the building or buildings and any outside areas where alcohol beverages and records are sold, stored, or consumed, and related records are kept. Describe all rooms within the building, including living quarters. Authorized alcohol beverage activities and storage of records may occur only on the premises described in this application. Attach a map or diagram and additional sheets if necessary. The Chamber is located at 349 E. Main St, Twin Lakes, WI. We have a conference room, kitchenette, and basement. No living quarters. All records are kept at the Chamber office.

Alcohol beverages will be sold at Lance Park for the event with a temporary bar set up and removed at the end of the event.

Police Dept. Approved 6/11/26

Part D: Attestation

Who must sign this application?

- one officer or director of the nonprofit organization

READ CAREFULLY BEFORE SIGNING: Under penalty of law, I have answered each of the above questions completely and truthfully. I agree that I am acting solely on behalf of the applicant organization and not on behalf of any other individual or entity seeking the license. Further, I agree that the rights and responsibilities conferred by the license(s), if granted, will not be assigned to another individual or entity. I agree to operate according to the law, including but not limited to, purchasing alcohol beverages from Wisconsin-permitted wholesalers. I understand that lack of access to any portion of a licensed premises during inspection will be deemed a refusal to allow inspection. Such refusal is a misdemeanor and grounds for revocation of this license. I understand that any license issued contrary to Wis. Stat. Chapter 125 shall be void under penalty of state law. I further understand that I may be prosecuted for submitting false statements and affidavits in connection with this application, and that any person who knowingly provides materially false information on this application may be required to forfeit not more than $1,000 if convicted.

Last Name	First Name	M.I.
Cerer	Lorraine	

Title	Email	Phone
Vice President	web@twinlakeschamber.com	

Signature: Lorraine Cerer

Date: 5-19-26

Part E: For Clerk Use Only

Date Application Was Filed With Clerk	License Number
5/21/2026	
Date License Granted	**Date License Issued**

Signature of Clerk/Deputy Clerk:

6.)B.)1.

TOWN & COUNTRY
ENGINEERING, INC.

June 25, 2026

Village of Twin Lakes
105 East Main Street
Twin Lakes, WI 53181

Attention: Ms. Laura Jager, Village Administrator

Subject: Analysis of Bids and Recommendation for Award of Contract
2026 Street Resurfacing; Village of Twin Lakes

Bid Deadline: June 25, 2026 at 11:00 a.m. local time

Ladies and Gentlemen:

The purpose of this letter is to analyze the bids received for the 2026 Street Resurfacing project and to recommend award of a contract. This project involves full-depth milling, shaping and shouldering, compacting of asphalt millings to produce an acceptable crown, and overlaying hot-mix asphalt pavement on Highland Avenue, Rhyner's Lane, Bay View Avenue, and Waldeck Drive. Additive bids for work on Swanson Court and Bonnie Brae Avenue, and a supplemental item for gravel fill at driveways was also included in this bid.

The pre-bid estimate for the base bid was $481,122.50. Three general contractors, subcontractors, and material suppliers requested sets of the plans, specifications and bidding documents. Two contractors submitted bids.

A summary of the bids is as follows:

Contractor	Payne & Dolan, Inc.	Asphalt Contractors
Base Bid	$499,133.50	$537,903.25
Additive Bid No. 1	$72,157.50	$63,717.25
Additive Bid No. 2	$39,215.00	$105,476.00
Supplemental Bid Total	$4,200.00	$6,000.00

All of the bids were properly submitted.

The low bidder, using the base bid only, or the base bid, additive bid and supplemental bid is Payne & Dolan, Inc. of Fitchburg, Wisconsin, an experienced paving contractor that completed a similar project for the Village. The bid prices are higher than the original budget due to an increase in material prices. We recommend that Payne & Dolan, Inc. be awarded a contract for the base bid, plus the additive bid and supplemental bids, if the budgets allow for a total of $614,706.00.

This will be a unit price contract. That is, the contractor will be paid for the work performed based on the unit prices bid. This means that the final costs could be either

greater than or less than the bid totals. Also, unexpected conditions are sometimes encountered which result in increased project costs. Therefore, it would be wise to continue to carry the recommended 10% contingency.

If you have any questions with respect to our thoughts on this matter, I am available at your convenience to discuss them with you.

Respectfully,
TOWN & COUNTRY ENGINEERING, INC.

Greg Droessler, P.E.
Vice-President

GJD:sai
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BID TABULATION

Project: 2026 Street Resurfacing; Village of Twin Lakes

Engineer's Project Number: TL 49 Bid Deadline: June 25, 2026 at 11:00 a.m. local time

ITEM NO.	DESCRIPTION OF WORK	BID QUANT.	BID UNITS	PRE-BID ESTIMATE UNIT PRICE	PRE-BID ESTIMATE AMOUNT	Payne & Dolan, Inc. UNIT PRICE	Payne & Dolan, Inc. AMOUNT	Asphalt Contractors UNIT PRICE	Asphalt Contractors AMOUNT
ALTERNATE BID NO. 1- Swanson Court									
A1.1	Full-Depth Milling and Grading of Existing Asphalt Pavement	1,575	sq. yds.	$ 3.00	$ 4,725.00	$ 9.20	$ 14,490.00	$ 6.25	$ 9,843.75
A1.2	Clean & Tack	1,575	sq. yds.	$ 0.40	$ 630.00	$ 0.70	$ 1,102.50	$ 0.30	$ 472.50
A1.3	2" Hot Mix Asphalt Lower Course, Type 4 LT	185	tons	$ 100.00	$ 18,500.00	$ 96.00	$ 17,760.00	$ 94.60	$ 17,501.00
A1.4	2" Hot Mix Asphalt Surface Course, Type 5 LT	185	tons	$ 100.00	$ 18,500.00	$ 93.00	$ 17,205.00	$ 100.00	$ 18,500.00
A1.5	Traffic Control	1	lump sum	$ 500.00	$ 500.00	$ 1,400.00	$ 1,400.00	$ 300.00	$ 300.00
A1.6	Road Base Repair	225	cu. yds.	$ 60.00	$ 13,500.00	$ 70.00	$ 15,750.00	$ 56.00	$ 12,600.00
A1.7	Erosion Control	1	lump sum	$ 500.00	$ 500.00	$ 150.00	$ 150.00	$ 500.00	$ 500.00
A1-8	3" Asphalt Driveways	100	sq. yds.	$ 25.00	$ 2,500.00	$ 43.00	$ 4,300.00	$ 40.00	$ 4,000.00
ALTERNATE BID NO. 1 TOTAL					**$ 59,355.00**		$ 72,157.50		$ 63,717.25
ALTERNATE BID NO. 2 - Bonnie Brae Avenue									
A2.1	Full-Depth Milling and Grading of Existing Asphalt Pavement	700	sq. yds.	$ 3.00	$ 2,100.00	$ 14.50	$ 10,150.00	$ 6.25	$ 4,375.00
A2.2	Clean & Tack	700	sq. yds.	$ 0.40	$ 280.00	$ 1.40	$ 980.00	$ 0.30	$ 210.00
A2.3	2" Hot Mix Asphalt Lower Course, Type 4 LT	85	tons	$ 100.00	$ 8,500.00	$ 95.00	$ 8,075.00	$ 964.60	$ 81,991.00
A2.4	2" Hot Mix Asphalt Surface Course, Type 5 LT	85	tons	$ 100.00	$ 8,500.00	$ 96.00	$ 8,160.00	$ 100.00	$ 8,500.00
A2.5	Traffic Control	1	lump sum	$ 500.00	$ 500.00	$ 900.00	$ 900.00	$ 300.00	$ 300.00
A2.6	Road Base Repair	100	cu. yds.	$ 60.00	$ 6,000.00	$ 65.00	$ 6,500.00	$ 56.00	$ 5,600.00
A2.7	Erosion Control	1	lump sum	$ 500.00	$ 500.00	$ 150.00	$ 150.00	$ 500.00	$ 500.00
A2-8	3" Asphalt Driveways	100	sq. yds.	$ 25.00	$ 2,500.00	$ 43.00	$ 4,300.00	$ 40.00	$ 4,000.00
ALTERNATE NO. 2 BID TOTAL					**$ 28,880.00**		$ 39,215.00		$ 105,476.00
SUPPLEMENTAL BID ITEM									
S1	Supplemental Gravel Fill at Driveways	100	tons	$ 22.00	$ 2,200.00	$ 42.00	$ 4,200.00	$ 60.00	$ 6,000.00

BID TABULATION

Project: 2026 Street Resurfacing; Village of Twin Lakes

Engineer's Project Number: TL 49 Bid Deadline: June 25, 2026 at 11:00 a.m. local time

ITEM NO.	DESCRIPTION OF WORK	BID QUANT.	BID UNITS	PRE-BID ESTIMATE UNIT PRICE	PRE-BID ESTIMATE AMOUNT	Payne & Dolan, Inc. UNIT PRICE	Payne & Dolan, Inc. AMOUNT	Asphalt Contractors UNIT PRICE	Asphalt Contractors AMOUNT
BASE BID									
Highland Avenue, Rhyner's Lane, Bay View Avenue									
1.	Full-Depth Milling and Grading of Existing Asphalt Pavement	9,275	sq. yds.	$ 3.00	$ 27,825.00	$ 8.50	$ 78,837.50	$ 6.25	$ 57,968.75
2.	Clean & Tack	9,975	sq. yds.	$ 0.40	$ 3,990.00	$ 0.50	$ 4,987.50	$ 0.30	$ 2,992.50
3.	2" Hot Mix Asphalt Lower Course, Type 4 LT	1,085	tons	$ 100.00	$ 108,500.00	$ 86.00	$ 93,310.00	$ 94.60	$ 102,641.00
4.	2" Hot Mix Asphalt Surface Course, Type 5 LT	1,085	tons	$ 100.00	$ 108,500.00	$ 86.00	$ 93,310.00	$ 100.00	$ 108,500.00
5.	Traffic Control	1	lump sum	$ 3,000.00	$ 3,000.00	$ 2,500.00	$ 2,500.00	$ 1,500.00	$ 1,500.00
6.	1' Wide Gravel Shoulder	5,825	lin. ft.	$ 2.00	$ 11,650.00	$ 1.90	$ 11,067.50	$ 4.00	$ 23,300.00
7.	Road Base Repair	1,375	cu. yds.	$ 60.00	$ 82,500.00	$ 55.00	$ 75,625.00	$ 56.00	$ 77,000.00
8.	Erosion Control	1	lump sum	$ 3,000.00	$ 3,000.00	$ 150.00	$ 150.00	$ 500.00	$ 500.00
9.	3" Asphalt Driveways	650	sq. yds.	$ 25.00	$ 16,250.00	$ 33.00	$ 21,450.00	$ 40.00	$ 26,000.00
Waldeck Drive									
10.	Full-Depth Milling and Grading of Existing Asphalt Pavement	2,925	sq. yds.	$ 3.50	$ 10,237.50	$ 7.50	$ 21,937.50	$ 7.70	$ 22,522.50
11.	Clean & Tack	2,925	sq. yds.	$ 0.40	$ 1,170.00	$ 0.50	$ 1,462.50	$ 0.30	$ 877.50
12.	2" Hot Mix Asphalt Lower Course, Type 4 LT	355	tons	$ 100.00	$ 35,500.00	$ 90.00	$ 31,950.00	$ 110.60	$ 39,263.00
13.	2" Hot Mix Asphalt Surface Course, Type 5 LT	355	tons	$ 100.00	$ 35,500.00	$ 89.00	$ 31,595.00	$ 115.60	$ 41,038.00
14.	Traffic Control	1	lump sum	$ 2,500.00	$ 2,500.00	$ 1,900.00	$ 1,900.00	$ 300.00	$ 300.00
15.	Road Base Repair	450	cu. yds.	$ 60.00	$ 27,000.00	$ 55.00	$ 24,750.00	$ 60.00	$ 27,000.00
16.	Erosion Control	1	lump sum	$ 1,500.00	$ 1,500.00	$ 1.00	$ 1.00	$ 2,500.00	$ 2,500.00
17.	3" Asphalt Driveways	100	sq. yds.	$ 25.00	$ 2,500.00	$ 43.00	$ 4,300.00	$ 40.00	$ 4,000.00
BASE BID TOTAL					**$ 481,122.50**		$ 499,133.50		$ 537,903.25

6.)B.)2.

TOWN & COUNTRY
ENGINEERING, INC.

June 25, 2026

Village of Twin Lakes
105 East Main Street
Twin Lakes, WI 53181

Attention: Ms. Laura Jager, Village Administrator

Subject: Analysis of Bids and Recommendation for Award of Contract
2026 Storm Sewer Improvements

Bid Deadline: June 25, 2026 at 11:00 a.m. local time

Ladies and Gentlemen:

The purpose of this letter is to analyze the bids received for the 2026 Storm Sewer Improvements project and to recommend award of a contract. This project involves storm sewer improvements along Zerfas Drive, Bay View Avenue at Knobes Avenue, and a storm sewer repair at South Lake Avenue.

The pre-bid estimate for the base bid was $136,650.00. Thirteen general contractors, subcontractors, and material suppliers requested sets of the plans, specifications and bidding documents. Three contractors submitted bids.

A summary of the bids is as follows:

Contractor	Base Bid
Bradford Contractors LLC	$173,895.00
DK Contractors	$258,712.00
The Wanasek Corp	$290,000.00

All of the bids were properly submitted.

The low bidder is Bradford Contractors LLC of Burlington, Wisconsin, an experienced utility contractor that completed a similar project for the Village last year. The bid prices are higher than the estimate and the original budget due to a few underpriced items in our Engineer's Estimate as well as added scope for the work on Bay View and South Lake Avenue. We recommend that Bradford Contractors be awarded a contract for a total of $173,895.00.

This will be a unit price contract. That is, the contractor will be paid for the work performed based on the unit prices bid. This means that the final costs could be either greater than or less than the bid totals. Also unexpected conditions are sometimes encountered which result in increased project costs. Therefore, it would be wise to continue to carry the recommended 10% contingency.

If you have any questions with respect to our thoughts on this matter, I am available at your convenience to discuss them with you.

Respectfully,
TOWN & COUNTRY ENGINEERING, INC.

Greg Droessler, P.E.
Vice-President

GJD:sai
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BID TABULATION

Project: 2026 Storm Sewer Improvements

Engineer's Project Number: TL 49 Bid Deadline: June 25, 2026 at 11:00 a.m. local time

ITEM NO.	DESCRIPTION OF WORK	BID QUANT.	BID UNITS	PRE-BID ESTIMATE UNIT PRICE	PRE-BID ESTIMATE AMOUNT	Bradford Contractors LLC UNIT PRICE	Bradford Contractors LLC AMOUNT	DK Contractors UNIT PRICE	DK Contractors AMOUNT	The Wanasek Corp UNIT PRICE	The Wanasek Corp AMOUNT
BASE BID											
Zerfas Drive											
1.	12" CMP Storm Sewer Pipe	51	lin. ft.	$ 50.00	$ 2,550.00	$ 120.00	$ 6,120.00	$ 73.00	$ 3,723.00	$ 90.00	$ 4,590.00
2.	18" HDPE Storm Sewer Pipe	325	lin. ft.	$ 70.00	$ 22,750.00	$ 145.00	$ 47,125.00	$ 103.00	$ 33,475.00	$ 90.00	$ 29,250.00
3.	18" Metal End Section	1	each	$ 2,500.00	$ 2,500.00	$ 790.00	$ 790.00	$ 1,464.00	$ 1,464.00	$ 600.00	$ 600.00
4.	Area Inlet with Casting	1	each	$ 4,000.00	$ 4,000.00	$ 3,100.00	$ 3,100.00	$ 4,266.00	$ 4,266.00	$ 4,260.00	$ 4,260.00
5.	New Storm Manhole	1	each	$ 5,000.00	$ 5,000.00	$ 9,100.00	$ 9,100.00	$ 23,205.00	$ 23,205.00	$ 13,000.00	$ 13,000.00
6.	Ditch Regrading	1	lump sum	$ 3,000.00	$ 3,000.00	$ 1,650.00	$ 1,650.00	$ 9,289.00	$ 9,289.00	$ 6,600.00	$ 6,600.00
7.	Asphalt Replacement	170	sq. yds.	$ 30.00	$ 5,100.00	$ 57.00	$ 9,690.00	$ 86.00	$ 14,620.00	$ 100.00	$ 17,000.00
8.	Erosion Control	1	lump sum	$ 2,500.00	$ 2,500.00	$ 650.00	$ 650.00	$ 1.00	$ 1.00	$ 1,100.00	$ 1,100.00
9.	Traffic Control	1	lump sum	$ 2,500.00	$ 2,500.00	$ 750.00	$ 750.00	$ 2,115.00	$ 2,115.00	$ 1,700.00	$ 1,700.00
10.	Topsoil Restoration, Seeding, Fertilizing & Mulching	1	lump sum	$ 1,500.00	$ 1,500.00	$ 4,885.00	$ 4,885.00	$ 7,877.00	$ 7,877.00	$ 9,200.00	$ 9,200.00
11.	Mobilization	1	lump sum	$ 1,500.00	$ 1,500.00	$ 2,500.00	$ 2,500.00	$ 3,673.00	$ 3,673.00	$ 9,700.00	$ 9,700.00
Knobes Avenue											
12.	30" HDPE Storm Sewer Pipe	225	lin. ft.	$ 150.00	$ 33,750.00	$ 160.00	$ 36,000.00	$ 228.00	$ 51,300.00	$ 250.00	$ 56,250.00
13.	30" Metal End Section	1	each	$ 5,500.00	$ 5,500.00	$ 3,080.00	$ 3,080.00	$ 5,790.00	$ 5,790.00	$ 5,700.00	$ 5,700.00
14.	5' Storm Sewer Catch Basin with Casting	2	each	$ 6,500.00	$ 13,000.00	$ 8,980.00	$ 17,960.00	$ 5,713.00	$ 11,426.00	$ 9,800.00	$ 19,600.00
15.	Erosion Control	1	lump sum	$ 5,000.00	$ 5,000.00	$ 2,120.00	$ 2,120.00	$ 8,891.00	$ 8,891.00	$ 5,500.00	$ 5,500.00
16.	Traffic Control	1	lump sum	$ 1,000.00	$ 1,000.00	$ 725.00	$ 725.00	$ 2,115.00	$ 2,115.00	$ 1,700.00	$ 1,700.00
17.	Topsoil Restoration, Seeding, Fertilizing & Mulching	1	lump sum	$ 4,000.00	$ 4,000.00	$ 5,100.00	$ 5,100.00	$ 9,428.00	$ 9,428.00	$ 9,000.00	$ 9,000.00
18.	Mobilization	1	lump sum	$ 2,500.00	$ 2,500.00	$ 2,500.00	$ 2,500.00	$ 5,695.00	$ 5,695.00	$ 32,250.00	$ 32,250.00
South Lake Avenue											
19.	Storm Sewer Point Repair	1	lump sum	$ 12,000.00	$ 12,000.00	$ 8,100.00	$ 8,100.00	$ 47,728.00	$ 47,728.00	$ 50,000.00	$ 50,000.00
Bayview Avenue											
20.	4' Storm Sewer Catch Basin Replacement	1	each	$ 7,000.00	$ 7,000.00	$ 11,950.00	$ 11,950.00	$ 12,631.00	$ 12,631.00	$ 13,000.00	$ 13,000.00
BASE BID TOTAL					$ 136,650.00		$ 173,895.00		$ 258,712.00		$ 290,000.00

6.)B.) 3.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Al Stolp

Department (if applicable): Public Works

Date Submitted:6/29/2026

Meeting Requested

2. SUMMARY OF ISSUE

Provide a clear written summary of the matter for discussion or action:

This is the fence on the North side of the LEM parking lot that is in bad shape. The Village is responsible for replacing this fence not the DNR.

3. REQUESTED OUTCOME

☐ Discussion Only
☐ Direction from Committee of the Whole
☒ Action (following COW discussion)

Describe the recommended action or requested Board direction:

4. FISCAL IMPACT (If Applicable)

☐ No Fiscal Impact

☐ Fiscal Impact: $ 12,700.00_____

Budgeted: ☐ Yes ☒ No

Account Line: _____

Funding Source (i.e grant, donation): Launch Marina Fund

5. SUPPORTING DOCUMENTATION

Check all that are attached:

Aronson Fence Bid

☐ Contracts / Agreements
☒ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits
☐ Staff Report / Background Materials
☐ Other: _____

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete
☐ Returned for Additional Information
☐ Deferred

Administrator: _____ Date: _____

ACTION FENCE CONTRACTORS, INC.

945 TOWER ROAD
MUNDELEIN, ILLINOIS 60060-3811

Phone (847) 949-6690
Fax (847) 949-6499
www.actionfence.com

Date May 20, 2026

PROPOSAL

Name: Village of Twin Lakes
105 E Main St
Twin Lakes, WI 53181

Ship to: 3101 E. Lake Shore Dr
Twin Lakes, WI 53181

We propose, subject to acceptance, to furnish and install:

Solid Board Wood Privacy Fence: Cedar
323' 6' tall solid board cedar fence

Posts: 4" x 4" Western Red Cedar #2 or better
Rails: 2" x 4" Western Red Cedar (top, middle, bottom)
Boards: 1" x 6" x 6' Western Red Cedar

Total: $21,890.00

Alternate: Cedar With Steel Postmaster Posts

Total: $21,450.00

Solid Board Wood Privacy Fence: Pressure Treated
323' 6' tall solid board pressure treated fence

Posts: 4" x 4" Pressure Treated
Rails: 2" x 4" Pressure Treated
Boards: 1" x 6" x 6' Pressure Treated

Total: $23,960.00

Alternate: Pressure Treated With Steel Postmaster Posts

Total: $24,320.00

Removal:
323' 6' tall stockade fence removal and disposal.
- Cutting posts below grade, removal of posts and panels.
- Includes dumpsters

Total: $6,560.00

*No Demolition included unless otherwise noted.
*No Painting included unless otherwise noted.
*All Electrical and access control for operators by others.

RECOMMENDED BY: Aaron Ingle
847-949-6690
aaron@actionfence.com

PURCHASER:

ACCEPTED: ACTION FENCE CONTRACTORS, INC.

BY _____
DATE

BY _____ this _____ day of _____, 20 _____

Make Remittances Payable to Action Fence Contractors, Inc.

This contract is subject to terms, covenants, and conditions on the reverse side hereof, and is not binding upon Action Fence Contractors, until accepted.

ILLINOIS
26356 W. Ivanhoe Rd.
Wauconda, IL 60084
(847) 526-9300

WISCONSIN
(262) 248-3390

ARONSON FENCE

FOR YOUR RESIDENTIAL NEEDS

info@aronsonfence.net www.aronsonfence.com

BILL TO

Name Village of Twin Lakes PW
Address 3101 E. Lake Shore Dr
City Twin Lakes State WI Zip 53181
Phone 262 206 2691
Email publicworks@twinlakeswi.gov

Date 5-25-26 Lead Time 5-6 weeks w/ P
Estimator DAN ARONSON Phone 262 215 6634

JOB SITE

Name AC STOCP - PW.
Address 800 Burlington Av
City T. C. State WI Zip 53181

DESCRIPTION

QTY.	MATERIALS AND LABOR
328'	OF 6' HIGH 1X6 DOG EAR TREATED WOOD FENCE, ALL 4x4x9' posts set in 36" CONCRETE, ASSEMBLE with S.S. RINGSHANK NAILS. $9500.-
	ADD: GALV. steel postmaster $1600.-
option 2 328'	OF 6' HIGH 1X6 DOG EAR ROUGH SAWN CEDAR FENCE with 4x4x9' TREATED POSTS set in 36" CONCRETE, ASSEMBLE WITH S.S. RINGSHANK NAILS $10,600.-
option 3 328'	OF 6' HIGH 1x6 DOG EAR ROUGH SAWN CEDAR FENCE WITH GALV. steel posts set in 36" CONCRETE, ASSEMBLE WITH S.S. RINGSHANK NAILS $11,600.-
342'	OF 6' HIGH WOOD FENCE REMOVAL & HAUL ADD $1600.-

WARRANTY

Aronson Fence Co., Inc., shall warranty materials and workmanship for two years, and one year on gates. This warranty is valid under normal conditions and excludes damage from wind and abuse. ***Note: All wood fences will naturally check and weather to a silver grey color.***

TOTAL $ _____

50% DEPOSIT $ _____

DUE UPON COMPLETION $ _____

TERMS

Aronson Fence Co., Inc., shall furnish only the material and labor specified in this proposal. Any changes necessitating additional material or labor requires an additional written work order and will be billed at prices to be agreed upon by both parties. No verbal agreements or changes will be considered valid. Aronson Fence Co., Inc., will not be held responsible for any damage to private underground gas grill lines, plumbing pipes, drain tiles, septic lines and swimming pool plumbing. Customer is solely responsible for exact lot lines and location of new fence as described in this proposal.

All past due balances are subject to a service charge of 1 1/2% per month. Should an action be brought to collect any balances past due, customer agrees to pay any court costs and reasonable attorney's fees.

Authorized Signature DAN ARONSON

Note: This proposal may be withdrawn by us if not accepted within 30 days.

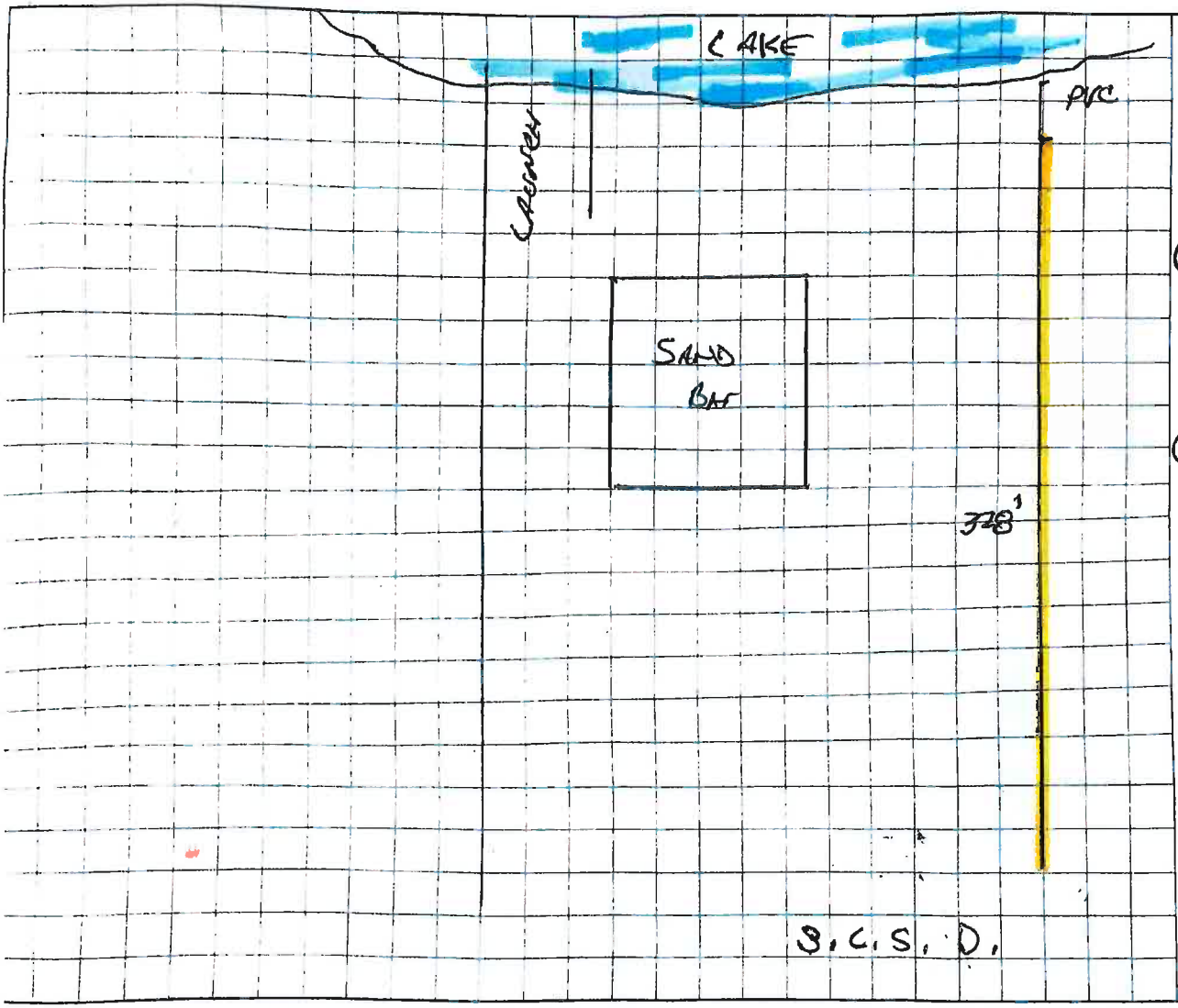
ACCEPTED

ACCEPTANCE OF PROPOSAL - The above prices, specifications and conditions are satisfactory and are hereby accepted. You are authorized to do the work as specified. Payment will be made as outlined above.

Date of Acceptance _____ *Signature* _____

ARONSON FENCE CO., INC. 519

Customer Name Village of Twin Lakes



Dig Number

Clear By

☒ Fence to follow contour of ground unless otherwise noted

☐ Toe Nail Install

☒ Face Nail Install

☐ Finish side out

☐ Finish side in

FENCE INSTALLATION CHECKLIST

Cust. Init. A.F.C. Cust.

Fence installations will follow the existing grade, Aronson Fence is not responsible for gaps caused by dips and sharp changes to grade.

Wood fence materials are not kiln dried prior to installation, Checking (splitting) in wood occurs naturally when green (not pre-dried) lumber is dried in place. It is not an indication of a defective piece of lumber, and is not warranteed. All wood fences will weather to gray color over time.

Prior to installation, Aronson Fence will contact J.U.L.I.E. or Digger's Hotline to locate and mark buried public utilities, Customer is responsible to locate and mark any private lines. Aronson Fence will not be responsible for any damage to private utilities not marked by J.U.L.I.E. or Digger, such as sprinklers, private gas and electric lines, pool lines, drain tiles, septic or plumbing lines.

Customer is responsible to provide a plat of survey showing the house location on the property.

N/A Customer is responsible to obtain all HOA approvals and provide Aronson Fence with a copy of approval letter

Customer must be present at the start of the install to approve the fence location and review the install details with the crew foreman.

Customer will make water and electricity available throughout the installation.

☐ ☒ Obtain permits and required inspections. If Aronson Fence obtains the permit, the village permit fee will be added to the final balance.

☐ ☒ Clear fence lines of any bushes, tree limbs, lumber piles or other obstacles that will impede the installation

Customer to inform neighbors of the fence installation and make sure that any obstacles are moved away from their side of their fence.

Remove and haul existing fence ☐ YES ☐ NO Type 6'wood Footage 323'

Dirt from post holes ☒ Spread along fence line ☐ Leave piled by holes ☐ Move to one location ☒ Remove from jobsite

Customer has reviewed and accepts the above details and conditions. **Signature** _____

Thank you for choosing Aronson Fence! **Date** _____

6.)B.)4.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Al Stolp

Department (if applicable): Public Works

Date Submitted:6/29/2026

Meeting Requested

2. SUMMARY OF ISSUE

Provide a clear written summary of the matter for discussion or action:

Village vac truck rear end just recently broke along with possible transmission issues. This vehicle is from the 1980's. Staff is requesting guidance on if the vehicle should be repaired or purchase a used vehicle from online auction.

3. REQUESTED OUTCOME

☐ Discussion Only
☒ Direction from Committee of the Whole
☐ Action (following COW discussion)

Describe the recommended action or requested Board direction:

4. FISCAL IMPACT (If Applicable)

☐ No Fiscal Impact

☐ Fiscal Impact: $__Still gathering quotes_____

Budgeted: ☐ Yes ☒ No

Account Line: _____

Funding Source (i.e grant, donation):

5. SUPPORTING DOCUMENTATION

Check all that are attached:

Aronson Fence Bid

☐ Contracts / Agreements
☐ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits
☐ Staff Report / Background Materials
☐ Other: _____

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete
☐ Returned for Additional Information
☐ Deferred

Administrator: _____ Date: _____

6.)D.)1

Memorandum
To: Village Board
From: Laura Jager, Village Administrator
Date: June 29, 2026
Re: Fairway Woods Subdivision – Remaining Sidewalk Installation

The Fairway Woods Subdivision has seven remaining sidewalk segments associated with vacant lots that have not yet been developed. Under the Developer's Agreement, the Village has two options regarding these remaining sidewalks. The Village may require the developer to install the sidewalks now, or the Village may accept a payment of $1,000 per sidewalk for future installation.
A resident has requested that the sidewalks not be installed until homes are constructed on the remaining lots due to concerns that newly installed sidewalks may be damaged during residential construction. Staff discussed this request with both the Village Engineer and the Building Department to evaluate the advantages and disadvantages of each option.

The Building Department noted that if sidewalks are installed before homes are constructed, portions of the sidewalks will likely need to be removed and replaced during future driveway installation due to the elevation differences between sidewalks and driveways. The Building Department also noted that site grading adjustments during home construction may require additional sidewalk work.
The Village Engineer agreed that some sidewalk panels will likely require replacement during future driveway construction and that this is a normal part of the home construction process. While these construction impacts are expected, he continues to recommend requiring the developer to complete the remaining sidewalks at this time.

The Engineer's recommendation is based on several factors. First, completing the sidewalks now ensures the subdivision improvements are finished as originally intended and provides a complete sidewalk network for current and future residents. Second, experience has shown that when sidewalk installation is deferred, the improvements often remain incomplete for many years and, in some cases, are never installed. Finally, requiring installation now avoids transferring future construction responsibilities and costs to the Village.

The alternative allowed under the Developer's Agreement is for the Village to accept a payment of $1,000 per sidewalk. While this option would avoid the likelihood of construction-related damage, the Village Engineer estimates that the current cost to construct a sidewalk is approximately $2,000. As a result, the payment amount no longer reflects current construction costs and may require future Village funds to complete the sidewalks. In addition, the Village would assume responsibility for tracking, scheduling, and completing the future sidewalk installations.

This issue ultimately presents a policy decision for the Village Board. Requiring the sidewalks to be installed now acknowledges that some sidewalk repairs may occur as homes are built, but those repairs become part of the normal construction process and remain the responsibility of the developer and homebuilder. Accepting the payment option avoids those immediate construction impacts but shifts future construction responsibility, administrative oversight, and potentially additional costs to the Village.

Recommendation
Based on the Village Engineer's recommendation and the considerations outlined above, staff recommends requiring the developer to complete the remaining seven sidewalk segments in accordance with the Developer's Agreement.

EXHIBIT B

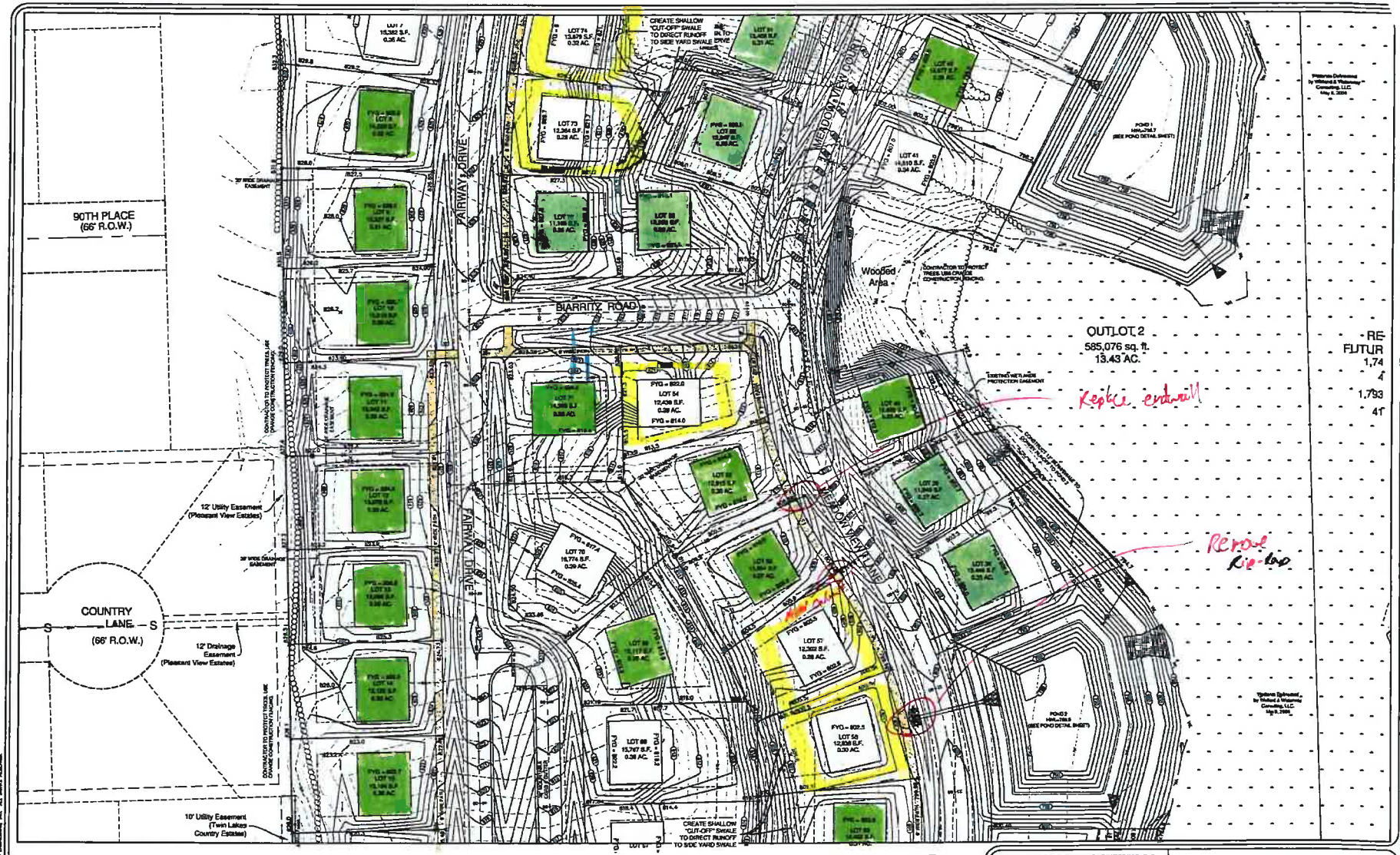
Outstanding Improvements

Village of Twin Lakes
Fairway Woods Subdivision
Engineer's Estimate - Cost to Complete
May 29, 2019

No.	Description	Quantify	Units	Unit Price	Estimated Cost
1	Sanitary sewer repair	1	LS	$ 5,000	$ 5,000
2	Clean and regrade storm ponds	3	EA	$ 10,000	$ 30,000
3	Remove brush around the storm ponds	3	EA	$ 2,500	$ 7,500
4	Pond Survey "as built"	3	EA	$ 1,800	$ 5,400
5	Televise storm sewers	3,500	LF	$ 1	$ 3,500
6	Install pond rip rap	100	SY	$ 50	$ 5,000
7	Regrade ditches & restoration (mat)	400	LF	$ 8	$ 3,200
8	Remove temporary outlets at detention basins	3	EA	$ 1,000	$ 3,000
9	Install storm outlet grates at basins	3	EA	$ 1,000	$ 3,000
10	Replace damaged flared end sections	4	EA	$ 1,000	$ 4,000
11	Install culverts for paths	20	EA	$ 1,000	$ 20,000
12	Remove inlet protection	15	EA	$ 100	$ 1,500
13	Patch roadway binder	38	TON	$ 75	$ 2,850
14	Roadway prep w/ tack prior to surface course	7100	SY	$ 1	$ 3,550
15	Install 1.5" surface asphalt course	750	TON	$ 75	$ 56,250
16	Construct sidewalk (4' wide)	2900	LF	$ 20	$ 58,000
17	Install 4' wide shoulders	6400	LF	$ 4	$ 25,600
18	Install lot corners for all lots	79	EA	$ 200	$ 15,800
19	Install road barricades	3	EA	$ 500	$ 1,500
	Subtotal:				$ 254,650
	Contingencies (10%)				$ 25,465
	Administration, legal, and engineering (10%)				$ 25,465
	Total:				$ 305,580

EXHIBIT B-1

Sidewalk Plan



NOTES:
1. PIPE RUN LENGTHS AS SHOWN ON THIS PLAN ARE MEASURED WORK-TO-WORK (I.E. CENTER-TO-CENTER OF MANHOLES).
2. THE LOCATION AND SIZE OF UNDERGROUND STRUCTURES AND UTILITIES SHOWN HEREON HAVE BEEN LOCATED TO A REASONABLE DEGREE OF ACCURACY, BUT THE ENGINEER DOES NOT GUARANTEE THEIR EXACT LOCATION OR THE LOCATION OF OTHERS NOT SHOWN. CONTACT DIGGERS HOTLINE.
3. ALL SITE GRADING ACTIVITY AND EROSION CONTROL MEASURES SHALL COMPLY WITH THE WISCONSIN DEPARTMENT OF NATURAL RESOURCES CONSTRUCTION SITE EROSION AND SEDIMENT CONTROL STANDARDS (1002—1072). ALL EROSION CONTROL MEASURES MUST BE IN PLACE BEFORE CONSTRUCTION BEGINS AND SHALL BE MAINTAINED DURING CONSTRUCTION.
4. LOTS 3 AND 51 SHALL NOT BE GRADED AT TIME DUE TO THE EXTENSIVE TREES. AN INDIVIDUAL GRADING PLAN IS REQUIRED FOR EACH OF THESE TWO LOTS. THE LOT OWNER IS RESPONSIBLE TO EXCAVATION GRADES OF +/-1 OR LESS. RETAINING WALLS ARE ENCOURAGED TO PRESERVE TREES.
5. ALL DRIVEWAYS ARE TO BE LOCATED AT THE HIGH SIDE OF THE LOT. FLAT LOTS MAY HAVE THE DRIVE LOCATED ON THE LOW SIDE, ONLY IF THE DRIVEWAY DOES NOT EXCEED 3%.

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WISCONSIN STATE STATUTE 182.0175 REQUIRES THREE WORK DAYS NOTICE BEFORE YOU EXCAVATE
CALL DIGGERS HOTLINE 1-800-242-8511

AARON E. KOCH
E-34639
MENOMONEE FALLS, WI.
WISCONSIN
PROFESSIONAL ENGINEER
11/14/06

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DESIGNED BY: A. KOCH, P.E.
CHECKED BY: A. KOCH, P.E.
APPROVED BY: COMMUNITY ENGINEER DATE
PROJECT NO.: 060126 - REV. DATE: Nov 14, 2006
HOR. SCALE: 1" = 40'

GRADING PLAN
FAIRWAY WOODS
VILLAGE OF TWIN LAKES, KENOSHA COUNTY, WISCONSIN

SHEET 3 OF 37

PROJECT NO. 060126, 03-GP-02.DWG - FAIRWAY WOODS, SHEET 3 OF 37, VILLAGE OF TWIN LAKES, KENOSHA COUNTY, WISCONSIN

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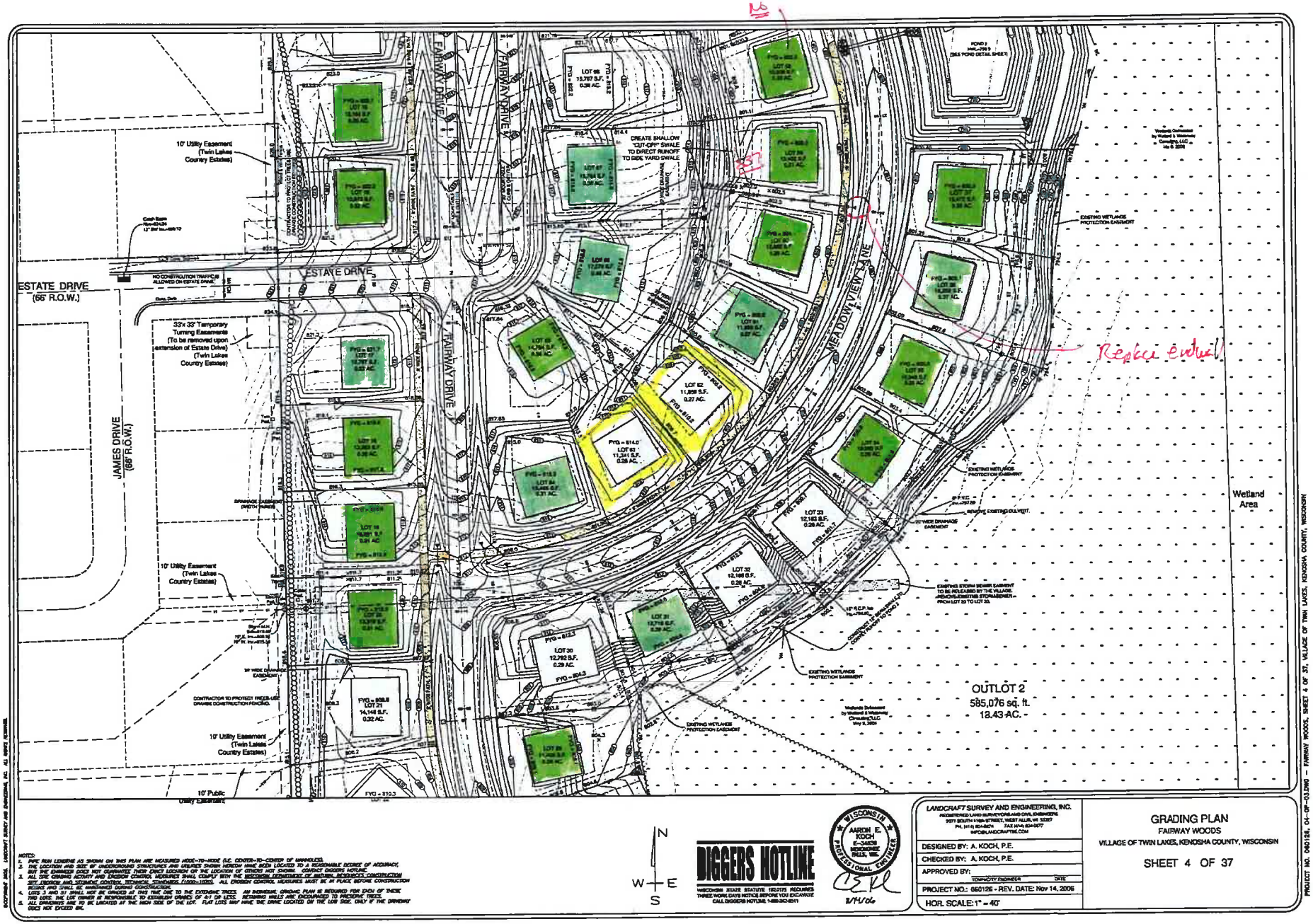

NOTES:
1. PIPE RUN LENGTHS AS SHOWN ON THIS PLAN ARE MEASURED HODE-TO-HODE (I.E. CENTER-TO-CENTER OF MANHOLES).
2. THE LOCATION AND SIZE OF UNDERGROUND STRUCTURES AND UTILITIES SHOWN HEREON HAVE BEEN LOCATED TO A REASONABLE DEGREE OF ACCURACY, BUT THE ENGINEER DOES NOT GUARANTEE THEIR EXACT LOCATION OR THE LOCATION OF OTHERS NOT SHOWN. CONTACT DIGGERS HOTLINE.
3. ALL SITE GRADING ACTIVITY AND EROSION CONTROL MEASURES SHALL COMPLY WITH THE WISCONSIN DEPARTMENT OF NATURAL RESOURCES CONSTRUCTION SITE EROSION AND SEDIMENT CONTROL TECHNICAL STANDARDS, FL002-1020. ALL EROSION CONTROL MEASURES MUST BE IN PLACE BEFORE CONSTRUCTION BEGINS AND SHALL BE MAINTAINED DURING CONSTRUCTION.
4. LOTS 3 AND 31 SHALL NOT BE GRADED AT THIS TIME DUE TO THE EXTENSIVE TREES. AN INDIVIDUAL GRADING PLAN IS REQUIRED FOR EACH OF THESE LOTS. THE LOT OWNER IS RESPONSIBLE TO ESTABLISH GRADES OF 4:1 OR LESS. RETAINING WALLS ARE ENCOURAGED TO PRESERVE TREES.
5. ALL DRIVEWAYS SHALL BE LOCATED AT THE MAIN SIDE OF THE LOT. FLAT LOTS MAY HAVE THE DRIVE LOCATED OF THE LOW SIDE, ONLY IF THE DRIVEWAY GRADES NOT EXCEED 6%.

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WISCONSIN STATE STATUTE 182.0175 REQUIRES THREE WORK DAYS NOTICE BEFORE YOU EXCAVATE
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WISCONSIN AARON E. KOCH E-34638 MENOMONEE FALLS, WI. PROFESSIONAL ENGINEER
8/14/06

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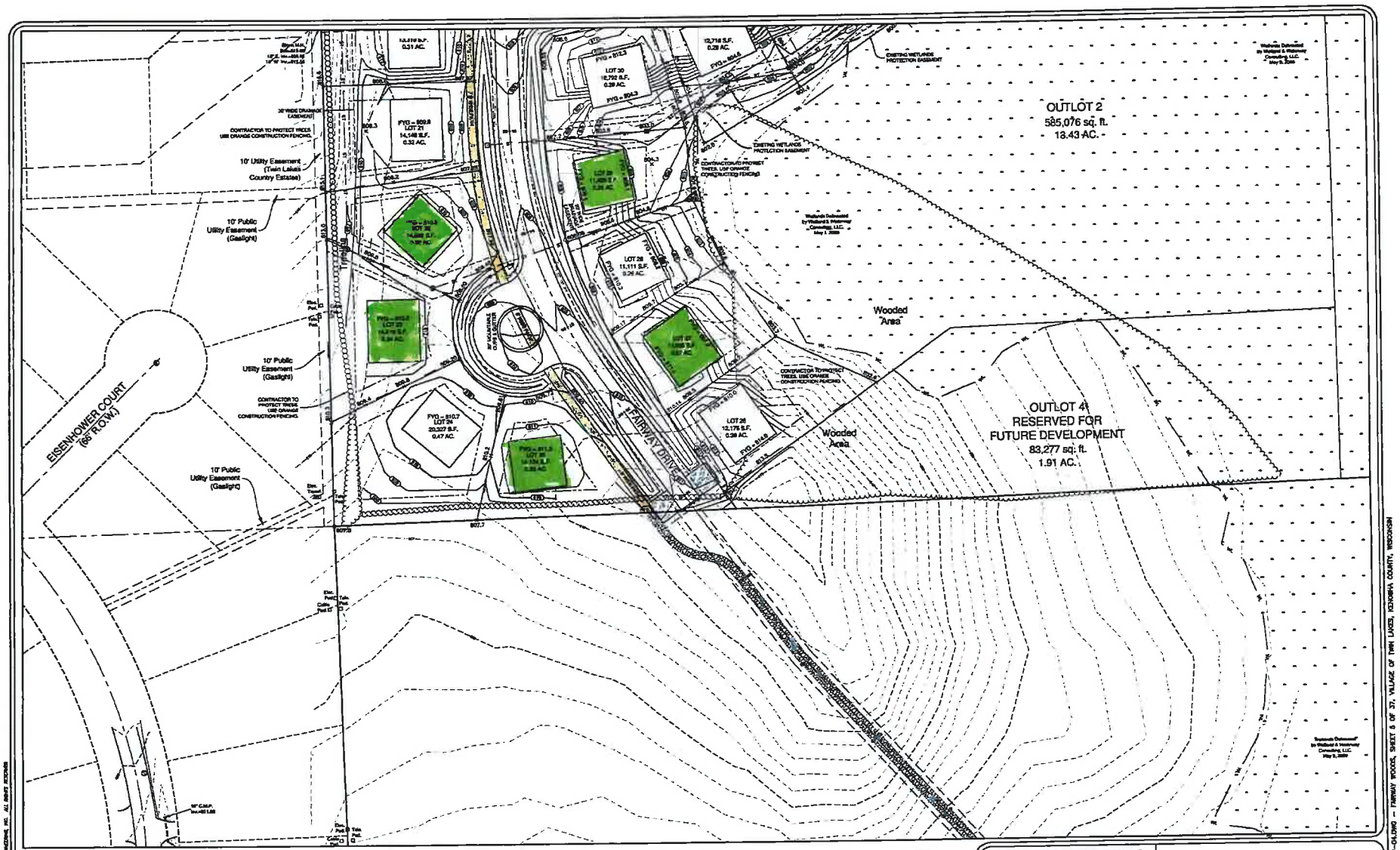
DESIGNED BY: A. KOCH, P.E.
CHECKED BY: A. KOCH, P.E.
APPROVED BY: _____ TOWN/CITY ENGINEER _____ DATE
PROJECT NO.: 060126 - REV. DATE: Nov 14, 2006
HOR. SCALE: 1" = 40'

GRADING PLAN
FAIRWAY WOODS
VILLAGE OF TWIN LAKES, KENOSHA COUNTY, WISCONSIN
SHEET 4 OF 37

SOFTWARE USED: LANDCRAFT SURVEY AND ENGINEERING, INC. ALL RIGHTS RESERVED.

PROJECT NO. 060126, 04-GP-03.DWG - FAIRWAY WOODS, SHEET 4 OF 37, VILLAGE OF TWIN LAKES, KENOSHA COUNTY, WISCONSIN



NOTES:
1. RIPE RUN LENGTHS AS SHOWN ON THIS PLAN ARE MEASURED HORIZ-TO-HORIZ (I.E. CENTER-TO-CENTER OF MANHOLES).
2. THE LOCATION AND SIZE OF UNDERGROUND STRUCTURES AND UTILITIES SHOWN HEREON HAVE BEEN LOCATED TO A REASONABLE DEGREE OF ACCURACY, BUT THE ENGINEER DOES NOT GUARANTEE THEIR EXACT LOCATION OF THE LOCATION OF OTHERS NOT SHOWN. CONTACT DIGGERS HOTLINE.
3. ALL SITE GRADING ACTIVITY AND EROSION CONTROL MEASURES SHALL COMPLY WITH THE WISCONSIN DEPARTMENT OF NATURAL RESOURCES CONSTRUCTION SITE EROSION AND SEDIMENT CONTROL TECHNICAL STANDARDS (1050-1060). ALL EROSION CONTROL MEASURES MUST BE IN PLACE BEFORE CONSTRUCTION BEGINS AND SHALL BE MAINTAINED DURING CONSTRUCTION.
4. LOTS 1 AND 51 SHALL NOT BE GRADED AT THIS TIME DUE TO THE EXISTING TREES. AN INDIVIDUAL GRADING PLAN IS REQUIRED FOR EACH OF THESE TWO LOTS. THE LOT OWNER IS RESPONSIBLE TO ESTABLISH GRADES OF 4:1 OR LESS. RETAINING WALLS ARE ENCOURAGED TO PRESERVE TREES.
5. ALL DRIVEWAYS ARE TO BE LOCATED AT THE HIGH SIDE OF THE LOT. FLAT LOTS MAY HAVE THE DRIVE LOCATED ON THE LOW SIDE, ONLY IF THE DRIVEWAY DOES NOT EXCEED 8%.

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AARON E. KOCH
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CHECKED BY: A. KOCH, P.E.
APPROVED BY: TOWNCITY ENGINEER Date
PROJECT NO.: 060126 - REV. DATE: Nov 14, 2006
HOR. SCALE: 1" = 40'

GRADING PLAN
FAIRWAY WOODS
VILLAGE OF TWIN LAKES, KENOSHA COUNTY, WISCONSIN
SHEET 5 OF 37

PROJECT NO. 060126, DS-GP-GLDWG - FAIRWAY WOODS, SHEET 5 OF 37, VILLAGE OF TWIN LAKES, KENOSHA COUNTY, WISCONSIN

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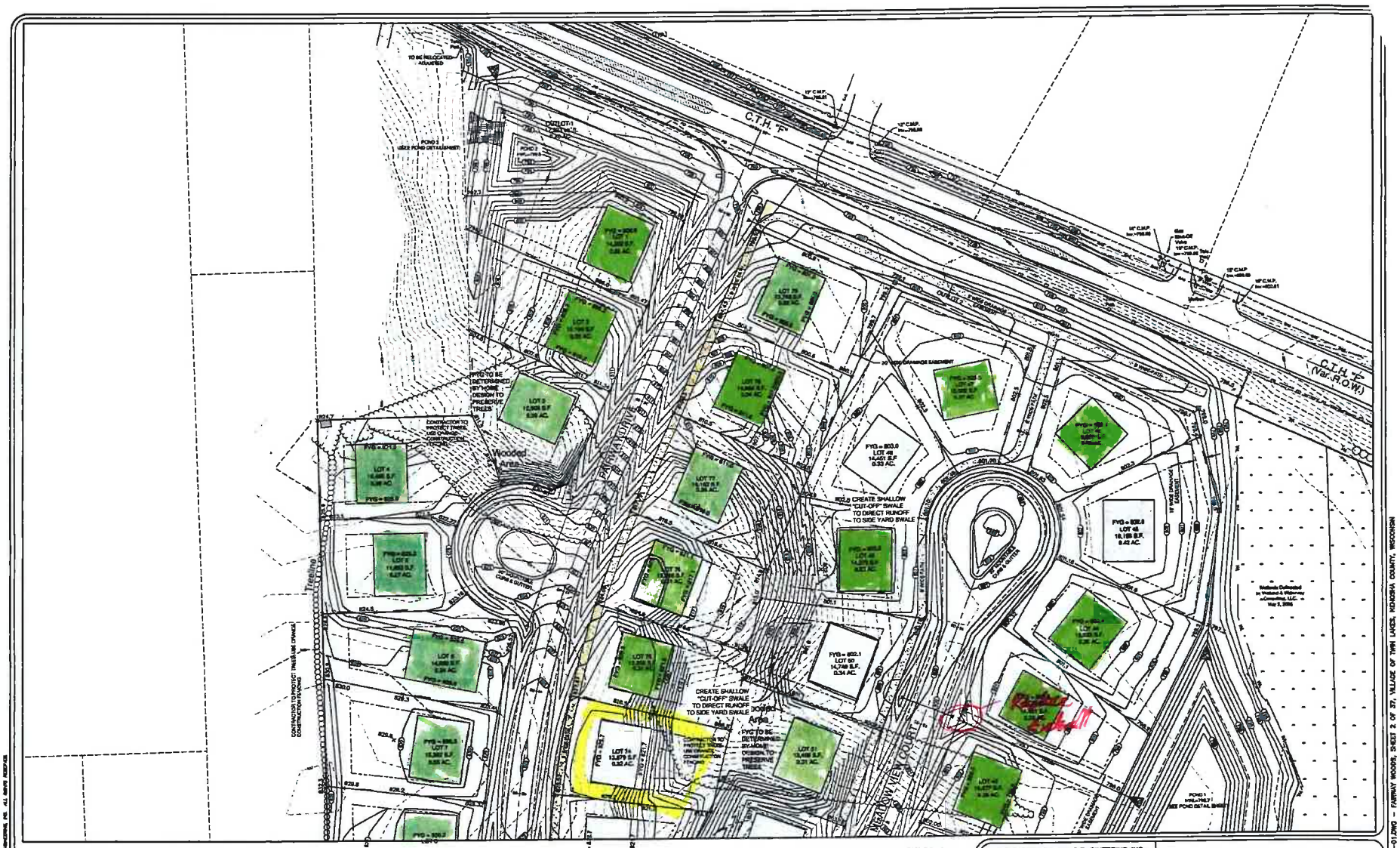

NOTES:
1. PIPE RUN LENGTHS AS SHOWN ON THIS PLAN ARE MEASURED WIDE-TO-WIDE (I.E. CENTER-TO-CENTER OF MANHOLES).
2. THE LOCATION AND SIZE OF UNDERGROUND STRUCTURES AND UTILITIES SHOWN HEREON HAVE BEEN LOCATED TO A REASONABLE DEGREE OF ACCURACY, BUT THE ENGINEER MAKES NO GUARANTEE THEIR EXACT LOCATION OR THE LOCATION OF GRADES NOT SHOWN. CONTACT DIGGERS HOTLINE.
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APPROVED BY:	DATE
TOWN/CITY ENGINEER	
PROJECT NO.: 060126 - REV. DATE: Nov 14, 2006	
HOR. SCALE: 1" = 40'	

GRADING PLAN
FAIRWAY WOODS
VILLAGE OF TWIN LAKES, KENOSHA COUNTY, WISCONSIN

SHEET 2 OF 37

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PROJECT NO. 060126, 02-GP-01.DWG - FAIRWAY WOODS, SHEET 2 OF 37, VILLAGE OF TWIN LAKES, KENOSHA COUNTY, WISCONSIN

6.)E.)1.

Memorandum
To: Village Board
From: Laura Jager, Village Administrator
Date: June 29, 2026
Re: Public Administration Associates Fire and EMS Study

Background
Attached is the completed Fire and EMS Study prepared by Public Administration Associates (PAA). The study was commissioned to evaluate the long-term delivery of fire protection and emergency medical services for the Village of Twin Lakes, Town of Randall, and Town of Wheatland. The study reviews the current organizational structure, staffing, response capabilities, facilities, apparatus, governance, finances, and future service needs. Based on its evaluation, PAA concluded that the preferred long-term service model is the creation of a consolidated Fire and EMS district serving all three communities. The Town of Randall and Town of Wheatland have each reviewed the study with their respective boards and have indicated an interest in continuing discussions regarding the feasibility of a consolidated district. The Village of Twin Lakes is now being asked whether it would like to participate in those continued discussions.

Discussion
This agenda item is intended to introduce the completed study to the Village Board and receive direction regarding the next step in the process. It is important to note that no decision regarding consolidation is being requested at this time. Should all three communities continue evaluating the recommendation, significant additional work would still be required before any consolidation could occur. Staff anticipates working collaboratively with representatives from Randall and Wheatland to further evaluate topics including:

- Governance structure
- Cost-sharing methodology
- Ownership of assets and facilities
- Personnel and employment matters
- Transition planning
- Legal structure and intergovernmental agreements
- Capital funding and long-term financial planning
- Implementation timeline

Information developed through that process would be brought back to each governing body for review and discussion. Any future proposal to establish a consolidated Fire and EMS district would require separate consideration and approval by each municipality before implementation.

Questions for Committee Discussion
Staff is requesting direction from the Committee of the Whole on the following:

1. Does the Village Board wish to continue evaluating the recommendation contained in the PAA study?
2. Is the Village Board supportive of staff continuing discussions with the Towns of Randall and Wheatland regarding the feasibility of a consolidated Fire and EMS district?
3. Is there additional information the Village Board would like to see before considering this matter further?

Staff Recommendation
Receive the Public Administration Associates Fire and EMS Study, discuss its findings, and, if the Committee is supportive, recommend that the Village Board authorize staff to continue discussions with the Towns of Randall and Wheatland regarding the feasibility of a consolidated Fire and EMS district. Staff would work collaboratively with the participating communities to evaluate governance, financial, legal, and operational considerations and bring recommendations back to the Village Board as discussions progress. Any recommendation to establish a consolidated Fire and EMS district would be presented to the Village Board for separate review and approval at a future meeting.

May 11, 2026

Town of Randall
Emergency Services Study

Prepared by Tim Franz, Amos Mikkelson,
and Dave Bretl

Public Administration Associates, LLC

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EXECUTIVE SUMMARY

This study was prepared for the Town of Randall, Wisconsin and funded by a Wisconsin Innovation Planning grant. It evaluates the sustainability, performance, and future viability of fire and EMS in the Town. Our study recommends that the towns of Randall and Wheatland and the Village of Twin Lakes transition to a consolidated, joint department. Our analysis finds that all three communities face similar and increasingly significant challenges, including rising service demand—particularly for EMS—declining volunteer participation, aging apparatus, and growing financial pressures constrained by state levy limits. While each department currently meets minimum statutory staffing requirements, this will become increasingly difficult to maintain in the future, as well as consistently meeting national performance benchmarks regarding response times and staffing.

Our study concludes that these challenges are structural rather than temporary and are expected to intensify over time due to demographic trends. Trends include an aging population and declining total population, which paradoxically increase EMS demand while reducing the volunteer base. A joint municipal fire and EMS department is presented as a viable long-term solution that aligns with national service delivery models for similar sized communities. This department would be created by an intergovernmental agreement and report to a joint fire commission. Consolidation would improve operational efficiency, enhance staffing reliability through a combination, or partially career model, and allow for more strategic deployment of resources including apparatus and stations. The study finds that a two-station department with a streamlined apparatus fleet can adequately provide service to the communities in the district. It would also provide opportunities to standardize training, improve compliance with regulatory requirements, and strengthen fire prevention and community risk reduction efforts. While consolidation would require careful planning, governance agreements, and initial investment, our

study finds it offers the most sustainable path forward to maintain or improve service levels while managing long-term costs and ensuring public safety across the region

INTRODUCTION

The Town of Randall, Town of Wheatland, and the Village of Twin Lakes operate separate municipal fire departments and they all contract with Twin Lakes Volunteer Fire and Rescue Inc. for ambulance service. In recent years, full-time staff were added to the ambulance service due to increasing calls and difficulty meeting the demand with volunteer/paid-on-call (POC) personnel. Full-time staff have since become municipal employees of the Village of Twin Lakes. The Town of Randall and Town of Wheatland also struggle with increasing call demand, lack of volunteers, and limited availability. The Town of Randall engaged Public Administration Associates, LLC (PAA) to evaluate fire and EMS service delivery from a "blank canvas" perspective and determine the most effective long-term model for protecting the community. This study examines the current service structure, alternative delivery models, and the relative strengths and weaknesses of each approach. As part of that analysis, a single joint fire and emergency medical department serving the three communities emerged as the most practical and sustainable option. This report presents the findings of that comprehensive review.

The primary goal of this study was to identify the optimal Fire/EMS service model for the Town of Randall based on service effectiveness, operational sustainability, and long-term financial responsibility. Consolidation was evaluated as one potential option—not as a predetermined conclusion—alongside the continuation of existing independent departmental structures and other service delivery alternatives. PAA reviewed operational performance, staffing trends, facility needs, apparatus deployment, governance structures, and financial implications to determine which model would best provide reliable emergency response while maintaining fiscal responsibility. Based on that analysis, PAA developed a conceptual framework for a joint municipal fire and EMS department and outlined the necessary implementation steps should the participating governing bodies choose to move forward with that approach. Throughout the analysis, PAA examined various operational structures, financial implications, and best practices to identify potential improvements. The approach PAA used was data-driven, ensuring recommendations were based on objective analysis rather than

preconceived notions. The report details current service delivery and explores the potential benefits and challenges of consolidation. It also provides insights into funding options and implementation strategies. Ultimately, this study aims to inform decision-makers about the most effective and sustainable ways to deliver fire and EMS services, ensuring safety and fiscal responsibility for the communities involved.

MUNICIPALITY DESCRIPTIONS

Village of Twin Lakes

The Village of Twin Lakes is located in the southwestern corner of Kenosha County along the Wisconsin–Illinois border and is bordered on all other sides by the Town of Randall. Incorporated in 1937, the Village takes its name from its two defining lakes—Lake Elizabeth and Lake Mary—which remain central to the community's identity, character, and local economy. Twin Lakes is approximately 30 minutes west of the City of Kenosha, one hour south of Milwaukee, and roughly 90 minutes from downtown Chicago, making it an attractive destination for both permanent residents and seasonal visitors. According to the Wisconsin Department of Administration, the Village had a population of 6,309 in 2020, with projections showing a relatively stable population through 2030 before modest long-term decline. The community's lakes, recreational opportunities, and resort atmosphere continue to draw vacationers and seasonal residents, significantly increasing the population during peak summer months.

Twin Lakes is primarily a residential community supported by small businesses that serve both year-round residents and seasonal visitors. The Twin Lakes School District is one of the community's largest employers, while most other businesses in and around the Village are small, locally owned operations, including retail, hospitality, service, and tourism-related establishments. Limited light manufacturing exists on the edges of the community, but the Village's economic character remains centered on residential living, recreation, and visitor-driven commerce. Full-time residents typically account for only two-thirds to three-quarters of the peak seasonal population, reflecting the strong influence of second homes, lake properties, and tourism on the local service demands placed upon the community.

Land Use and Fire/Rescue Risk Profile

The network of roads that give access to the waterfront housing is narrow, has sharp turns, and can have steep hills. As is typical with water access roads, they do not always connect in a continuous manner. The fire department faces significant access challenges and planning when it comes to reaching those homes for fire protection. Also, it is becoming more common to build fewer but larger homes on the waterfront, adding a greater need for water supply access if there is a fire.

The Village of Twin Lakes does not have a municipal water system but does have a municipal sewer system. The lack of hydrants in the village combined with challenging access

for larger, heavy fire apparatus puts the fire department at a considerable disadvantage in fire suppression operations, especially covering high value waterfront properties. All fires will require a tender water delivery operation to be included in their operational plans. For that reason, the department roster needs to account for tender operators at every fire call, not just rural incidents.

A significant life safety consideration for the Village of Twin Lakes—shared with the Town of Randall—is the annual Country Thunder Wisconsin music festival. This regional four-day event, held each July since 1996, draws approximately 25,000 to 30,000 attendees per day and includes more than 5,000 campsites. Because of its size, temporary population increase, traffic volume, and large-scale camping operations, the festival creates substantial public safety and emergency response demands for fire, EMS, and law enforcement agencies throughout the area. While the event generates significant positive economic activity for the region, it also represents one of the most significant annual life safety planning and response challenges for the surrounding communities.

Commercial and Industrial

The Village has an established downtown area consisting of a mix of newer multi-family and mixed-use developments, along with older structures that predate the Village's incorporation. Commercial properties generally appear well maintained, and PAA did not observe a significant number of vacancies or signs of economic decline within the downtown district. Industrially zoned property is limited and primarily consists of smaller-scale facilities, most of which are no more than two stories in height and have reasonable access for fire apparatus. However, the absence of a municipal water system and public hydrants creates additional challenges for fire suppression operations, particularly for commercial and industrial occupancies where higher fire flows may be required. Overall, commercial and industrial land uses account for approximately five percent of the total land area within the Village.

Residential

Housing demand in the Village remains stable, with continued interest in additional affordable housing options to meet the needs of residents. The Village is also evaluating opportunities for additional Community-Based Residential Facilities (CBRFs) to better serve an aging population and address increasing long-term care needs within the community. According to the 2010 Census, Twin Lakes contained 3,251 housing units; based on typical development

trends and modest growth, that number is likely closer to 3,500 units today. PAA estimates that approximately two-thirds of these units are occupied by year-round residents, resulting in roughly 2,600 to 3,000 permanent households, with the balance consisting of seasonal residences, second homes, and vacation properties that contribute to significant population fluctuations throughout the year.

Population Trends

WI Department of Administration Population Projections

Population	2020	2030	2040	2050
Village of Twin Lakes	6,309	6,326	6,162	5,762

The Wisconsin Department of Administration publishes long-range population projections, and the table above reflects the 2024 projections based on the 2020 Census. Those projections indicate that the Village of Twin Lakes may experience an approximate 9 percent population decline over the next 25 years. This trend is consistent with broader demographic patterns across Wisconsin and is not unique to Twin Lakes. As birth rates decline and younger families continue to relocate closer to larger employment and population centers, smaller communities such as Twin Lakes can expect modest long-term population decreases. However, a declining population does not necessarily result in reduced demand for emergency services. As the resident population ages, the demand for emergency medical services typically increases, particularly for ambulance transport and medical first response. In addition, smaller household sizes and reduced family support networks often lead to greater reliance on public safety and emergency response systems to meet everyday health and life-safety needs.

Summary

The Village of Twin Lakes has taken proactive steps to position itself for long-term sustainability while maintaining the quality of life expected by both residents and seasonal visitors. Like many communities of similar size, Twin Lakes faces challenges related to population shifts, increasing service demands, and the long-term sustainability of emergency services. However, the Village also faces a unique operational challenge in the absence of a municipal water system and public hydrant network, which significantly affects fire protection planning, apparatus needs, staffing requirements, and overall emergency response capability.

This limitation places additional importance on regional cooperation, water supply planning, and the strategic deployment of fire and EMS resources.

Town of Randall

The Town of Randall is located in the southwestern corner of Kenosha County along the Wisconsin–Illinois border, positioned between the metropolitan areas of Milwaukee and Chicago. The Town lies approximately 45 miles south of Milwaukee and about 60 miles north of Chicago, making it an attractive location for residents seeking a rural or suburban setting with convenient access to larger employment centers. Randall is bordered to the north by the Town of Wheatland, surrounds the Village of Twin Lakes on nearly all sides, and shares its southern boundary with the State of Illinois.

The Town is characterized by a blend of agricultural land, large residential parcels, lakefront properties, and established waterfront neighborhoods surrounding areas such as Powers Lake and Lake Benedict. As a primarily residential and agricultural community, Randall offers a quieter living environment while still providing access to outdoor recreation, strong local schools, and reasonable commuting options to surrounding urban centers. Its close geographic and economic relationship with the Village of Twin Lakes creates a shared community identity, with residents relying on common schools, businesses, recreational amenities, and public services that closely connect the two municipalities.

Land Use and Fire/Rescue Risk Profile

The Town of Randall is home to Wilmot Mountain Ski and Tubing Resort, a significant seasonal destination that attracts visitors from throughout southeastern Wisconsin and the greater Chicago metropolitan area. Annual attendance typically exceeds 100,000 visitors, depending on winter weather conditions. The facility is well maintained, and the structures themselves do not present unusual fire protection concerns; however, the volume of seasonal visitors creates increased demand for emergency medical response, traffic management, and public safety coordination. While the resort maintains on-site emergency care through its ski patrol operations, ambulance transport and higher-level emergency response continue to rely on area Fire/EMS providers.

Another major life safety consideration for the Town is the annual Country Thunder Wisconsin music festival mentioned earlier in this report. This multi-day festival significantly increases the temporary population of the area each July. The event draws tens of thousands of attendees each day and creates substantial demands for fire protection, EMS response, traffic control, and coordinated public safety planning across multiple jurisdictions. Its regional scale requires extensive intergovernmental cooperation and remains one of the most significant recurring public safety events affecting both the Town of Randall and the surrounding communities.

Commercial and Industrial

The Town of Randall has limited commercial and industrial buildings. Current development trends in the Town of Randall show there are not any anticipated large increases in industrial or large commercial properties. The Town of Randall has a limited number of commercial and industrial properties, with land use remaining primarily residential and agricultural in character. Existing commercial activity is generally small in scale and industrial development is minimal. Based on current development patterns and the Town's long-range planning documents, PAA does not anticipate significant expansion of large-scale commercial or industrial properties in the foreseeable future.

Residential

Residential development in the Town of Randall remains stable, with approximately 1,300 housing units currently located throughout the community. Housing consists largely of single-family homes on larger lots, waterfront properties, and established residential neighborhoods near the Town's lakes and recreational areas.

Population Trends

WI Department of Administration Population Projections

Population	2020	2030	2040	2050
Town of Randall	3,285	3,188	3,012	2,735

The Wisconsin Department of Administration publishes long-range population projections, and the table above reflects the 2024 projections based on the 2020 Census. These projections indicate that the Town of Randall may experience an approximate 17 percent population decline over the next 25 years. This trend is consistent with broader demographic

patterns across Wisconsin and is not unique to Randall. As birth rates continue to decline and younger families increasingly relocate closer to larger employment and population centers, smaller communities such as Randall can expect modest long-term population decreases.

A declining population, however, does not necessarily result in reduced demand for emergency services. As the resident population ages, the demand for emergency medical services often increases, particularly for ambulance transport, medical first response, and other life-safety services. In addition, smaller household sizes and reduced family support networks frequently lead to greater reliance on public safety and emergency response systems to meet routine health and emergency needs.

Summary

The Town of Randall has adopted a comprehensive plan that supports thoughtful residential and commercial growth while preserving the community's rural character and quality of life. The Town recognizes its close interdependence with the Village of Twin Lakes and the importance of continued cooperation in areas such as public safety, infrastructure, and community development. Shared schools, businesses, recreational amenities, and service demands create a strong functional relationship between the two municipalities and benefit both residents and visitors. Moving forward, the Town remains focused on strategic growth, infrastructure improvements, and collaborative planning efforts that strengthen the community while maintaining the character and quality of life that make Randall an attractive place to live and visit. The Town of Randall has a comprehensive plan that includes goals for growth in business and residential occupancies. The town recognizes its interdependence with the Village of Twin Lakes and plans cooperative efforts to benefit the citizens and visitors. The town is focused on growth and improvement of infrastructure.

Town of Wheatland

The Town of Wheatland is located in the west-central portion of Kenosha County. It is bordered to the south by the Town of Randall, to the north by Racine County, to the west by Walworth County, and to the east by the Village of Salem Lakes and the Town of Brighton. The community is predominantly rural and agricultural in character, with a significant portion of residential development concentrated around Lilly Lake, the Fox River corridor, and other established residential areas. In addition to lake-oriented neighborhoods, the Town includes

numerous country homes, subdivisions, and agricultural properties. Key community assets include Wheatland Center School, which serves as an important local institution, as well as a large sand and gravel pit operation that represents one of the Town's more significant industrial land uses.

Within the Town of Wheatland is the unincorporated community and census-designated place of New Munster, which serves as an important civic and community center for the Town. New Munster is home to the Town Hall, the Wheatland Fire Department station, a large public park, local businesses, and an established residential neighborhood. The community also has a long-standing local identity, with a post office that has served the area since the late 1800s. As the historic and operational center of municipal activity, New Munster remains a focal point for local government services, public safety operations, and community identity within the Town of Wheatland.

Land Use and Fire/Rescue Risk Profile

Much of the Town of Wheatland consists of farmland and agricultural land uses, which contribute to the community's rural character, open space, and quiet residential environment. A significant residential area surrounds Lilly Lake and extends east toward the New Munster Wildlife Area, commonly referred to locally as New Munster Marsh. This Wisconsin DNR property encompasses approximately 1,226 acres of marshland, wetlands, creeks, woodlands, grasslands, and agricultural fields. In addition to protecting water quality and improving fish and wildlife habitat, the area provides important habitat for migratory birds and other native species. It is also a valuable recreational asset for the community, offering opportunities for hiking, hunting, fishing, canoeing, and wildlife viewing that enhance the Town's quality of life and overall appeal to residents and visitors alike.

The Town of Wheatland is bisected east to west by Wisconsin Highway 50, a major transportation corridor connecting the communities of Lake Geneva, western Kenosha County, and the City of Kenosha. This highway serves as one of the Town's primary travel routes and carries significant daily traffic volumes. Based on Wisconsin Department of Transportation traffic counts, average daily traffic volumes along this corridor in and near Wheatland generally range from approximately 15,000 to more than 25,000 vehicles per day, depending on the location and season.

Not all major intersections within the Town are signal-controlled, and the combination of high traffic volumes, rural roadway design, seasonal travel patterns, and heavy commuter use contributes to an elevated risk of motor vehicle accidents. Traffic incidents along Highway 50 and connecting county roads represent a significant public safety concern and generate a substantial portion of Fire/EMS response activity for the community.

Commercial and Industrial

A large sand and gravel pit is located on the north side of the Town of Wheatland and represents one of the Town's more significant industrial land uses. As with any industrial operation, there are inherent risks associated with heavy equipment, material handling, and vehicle traffic; however, the overall fire and life safety risk is not considered unusually high. The scale of the operation itself, however, makes it a notable consideration for emergency response planning.

Scouting America also operates a camp on Dyer Lake within the Town. The camp is well attended and professionally managed, which helps reduce operational risk; however, the presence of seasonal visitors, youth programming, and waterfront activities requires ongoing Fire/EMS readiness and coordination.

The most significant potential future safety concern remains the proposed development of a 200-megawatt lithium-ion battery energy storage facility within the Town. As of this report, the proposal has been rejected, although future consideration of a similar project remains possible. Large-scale lithium-ion battery storage facilities present unique fire protection challenges due to the risk of thermal runaway, a condition in which battery cells can rapidly overheat and sustain prolonged fire events. Fires of this nature can require significant water resources, specialized suppression strategies, and may take extended periods—sometimes days—to fully control. In addition, such incidents can release hazardous gases, negatively affect air quality, and create concerns regarding contaminated runoff entering local waterways. Although modern facilities are typically designed with containment systems to manage runoff, any failure of those protections could present environmental risks. If such a facility were ultimately approved, the Fire Department would likely need to invest in specialized training, pre-incident planning, and potentially additional equipment and regional response resources to adequately protect the community.

Residential

Residential housing demand in the Town of Wheatland generally remains consistent with the available housing supply, supporting slow and steady growth rather than large-scale development. The housing stock includes a significant number of country homes and waterfront residences. A mobile home park located in the northeastern portion of the Town consists primarily of older units, some of which are in need of repair. The Fire Chief identified this area as a higher-risk location due to the frequency of service calls and the condition and proximity of some of the structures. As is common in lakefront and riverfront residential areas, portions of the Lilly Lake and Fox River neighborhoods also present access challenges for emergency responders due to narrow roads, limited turnaround space, and closely spaced homes.

Population Trends

WI Department of Administration Population Projections

Population	2020	2030	2040	2050
Town of Wheatland	3,391	3,387	2,917	2,567

The Wisconsin Department of Administration publishes long-range population projections, and the table above reflects the 2024 projections based on the 2020 Census. These projections indicate that the Town of Wheatland may experience an approximate 24 percent population decline over the next 25 years. This trend is consistent with broader demographic patterns across Wisconsin and is not unique to Wheatland. As birth rates continue to decline and younger families increasingly relocate closer to larger employment and population centers, smaller communities such as Wheatland can expect modest long-term population decreases.

A declining population, however, does not necessarily result in reduced demand for emergency services. As the resident population ages, the demand for emergency medical services often increases, particularly for ambulance transport, medical first response, and other life-safety services. In addition, smaller household sizes and reduced family support networks frequently lead to greater reliance on public safety and emergency response systems to meet routine health and emergency needs.

Summary

The Town of Wheatland faces several notable public safety considerations, including the high traffic volumes and accident potential associated with Wisconsin Highway 50, as well as

the possibility of increased fire protection demands if a large-scale battery energy storage facility is approved in the future. At the same time, the Town's established residential neighborhoods, lake communities, agricultural landscape, and unincorporated centers such as New Munster contribute significantly to its character and quality of life. These features, combined with its rural setting and strong sense of community, make Wheatland an attractive place to live while also requiring thoughtful planning to ensure Fire/EMS services remain effective and sustainable into the future.

FIRE/EMS DEPARTMENT OVERVIEW

Town of Randall Fire Department

The Randall Volunteer Fire Department is a joint municipal fire department established pursuant to Wisconsin Statute § 61.65(3g). This study evaluates the department's service model, personnel and staffing structure, apparatus and facilities, and overall service demand using nationally recognized performance benchmarks and industry best practices.

Two primary standards guide this evaluation:

- **National Fire Protection Association (NFPA):** The NFPA develops nationally recognized model codes, operational standards, and research used to evaluate fire department organization, staffing, training, response performance, and firefighter safety.
- **Insurance Services Office (ISO):** ISO conducts Public Protection Classification (PPC) evaluations, which directly influence fire insurance rates for property owners. PPC ratings range from Class 1 (the highest level of recognized fire protection) to Class 10 (no recognized fire protection). The Randall Volunteer Fire Department currently holds a PPC rating of 9.

ISO evaluates departments in three primary categories:

- Emergency Communications – 10%
- Fire Department Operations – 50%
- Water Supply – 40%

These benchmarks provide a consistent framework for evaluating the department's current capabilities and identifying opportunities for operational improvement and long-term sustainability.

1. History

The Randall Volunteer Fire Department has provided fire protection services to the community since 1984. Prior to that time, fire protection for the Town of Randall was provided by the Twin Lakes Fire Department. In 1984, following a series of arson fires in the Powers Lake area, the Town received substantial fire service invoices from Twin Lakes, which prompted local officials to reevaluate the Town's long-term fire protection needs. In response, the Town of Randall established its own fire department and authorized the construction of two fire stations, along with the purchase of two pumpers and two tenders to serve the new department.

One station was constructed at 38820 93rd Street to provide coverage for the western portion of the Town, while a second station was built adjacent to the Randall Town Hall at 34530 Bassett Road in Bassett. The 93rd Street station remains in operation today and continues to serve as a satellite location for apparatus and emergency response coverage.

The original Bassett Road station was replaced in 2004 when the department constructed a new fire station at 9575 336th Avenue to better accommodate the growing operational needs of the department. The original stations were designed primarily as basic apparatus garages with limited support space and minimal amenities. As the department expanded, those facilities no longer adequately met the needs of personnel, equipment storage, training, and administrative functions.

The new station was designed to provide improved functionality for both emergency operations and department administration. It offers enhanced storage for turnout gear and equipment, a dedicated meeting and training room equipped with audiovisual technology, and office space for records management, report writing, and other administrative responsibilities. The updated facility significantly improved the department's ability to support its members and maintain efficient day-to-day operations.

In recent years, declining volunteer membership and reduced daytime responder availability have increased the department's reliance on cooperation with neighboring fire

departments. As a result, the Randall Volunteer Fire Department works closely with both the Twin Lakes Fire Department and the Wheatland Fire Department to provide mutual support and maintain effective emergency response coverage. The department also participates in the Mutual Aid Box Alarm System (MABAS), a regional mutual aid network that ensures access to additional personnel, apparatus, and specialized resources during larger or more complex incidents. This cooperative approach has become increasingly important to maintaining reliable fire protection and emergency response capabilities.

2. Personnel and Organization

The Randall Fire Department operates as a volunteer department, staffed exclusively by volunteers. The current roster has 23 members, with three listed as auxiliary. The leadership structure is as follows:

- Fire Chief
- Assistant Chief
- Captain
- Lieutenant
- Training Officer

3. Staffing Model

Department members do not staff the stations and instead respond from home or work when calls are dispatched. This staffing model places Randall within the volunteer category, as defined by NFPA's national fire department profile, which classifies departments based on the proportion of volunteer versus career members.

4. Population Served

NFPA Benchmark Context

The table below presents data from the most recent National Fire Protection Association (NFPA) Fire Department Profile Survey (2020), illustrating the distribution of fire department types across comparable population ranges. The Town of Randall's fire protection service area covers 3,395 residents (2023).

NFPA Fire Department Profile Survey (2020)

Population	All-Career	Mostly Career	Mostly Volunteer	All-Volunteer
< 2,500	1%	2%	7%	91%
2,500 to 4,999	2%	4%	22%	72%
5,000 to 9,999	7%	12%	37%	44%
10,000 to 24,999	26%	29%	33%	12%

NFPA's national profile (2020) provides useful comparison points for communities of similar size, demonstrating that most departments serving populations under 10,000 are volunteer or mostly volunteer. The data in NFPA Fire Department Profile Survey (2020) table shows 74% of communities with populations between 2,500 and 4,999 are protected primarily by volunteer fire departments.

For comparison, the population range of the potential merged department (13,145) is also included in the data set. In this population category, 33% of departments are classified as combination (mostly volunteer) departments. This indicates a joint department including career members utilizes an organizational model aligning with national patterns for similarly sized communities.

The table below presents the number of firefighters per 1,000 population in the Midwest. The data shows a clear trend: as population increases, the number of firefighters per 1,000 residents decreases. Several factors explain this:

Economies of Scale

A fully staffed engine company requires the same number of personnel whether it serves a community of 2,400 or 5,000 residents. As population increases, the fixed staffing requirement is distributed across a larger number of residents, reducing the per-capita ratio.

Shift Toward Career Staffing

Larger populations typically generate higher call volumes and more complex service demands. As a result, communities with growing populations tend to employ more career personnel and rely less on volunteer staffing, which also affects the per-capita firefighter ratio.

Average Volunteer Firefighters per 1,000 Population – Midwest

Population	FF/1,000
< 2,500	16.67
2,500 to 4,999	7.87
5,000 to 9,999	3.98

Randall's current roster provides 5.89 firefighters per 1,000 population, considering the auxiliary members are not credentialed responders. This places the Town of Randall below the Midwest average of 7.87 for communities in the 2,500 to 4,999 population range. This suggests Randall's staffing level is below regional norms. This is a common trend PAA has observed throughout Wisconsin. Volunteer fire department membership is in decline, and the volunteers are aging. The other trend is limited volunteer ability to respond to incidents, especially during weekday and daytime hours.

5. Firefighter Tenure and Organizational Stability

Firefighter tenure is a critical indicator of recruitment, retention, and long-term sustainability. The data shows 50% of Randall's members have five years of experience or less, which aligns with national trends for volunteer and combination departments. The department performs slightly above national averages in the 5-to-10-year tenure range, which is a positive indicator of mid-career retention. However, Randall is significantly below national averages for members with more than 10 years of service. This is concerning, as long-tenured members often provide leadership, mentorship, and institutional knowledge essential for operational continuity. Interviews with the fire chief confirm both recruitment and retention are a significant concern and that the observed membership trends are one of the biggest challenges Randall faces in the coming years.

Average Tenure of Volunteer Firefighters – U.S. vs Randall Fire Department

Communities 2,500 -9,999	% of Firefighters < 1 Year	% of Firefighters 1-5 Years	% of Firefighters 5-10 Years	% of Firefighters > 10 Years
National Average	11%	27%	22%	40%
Randall	10%	40%	35%	25%

6. Fleet Overview

The Randall Volunteer Fire Department operates two engines, one tender, one ladder truck, one brush truck, two pickups (squads), a UTV equipped for off-road fire suppression, and an inflatable water rescue boat. This fleet composition is appropriate for a rural district with no public hydrant or water system coverage. The department's tender is essential for meeting ISO rural water supply requirements.

Apparatus Inventory Summary

Key apparatus include:

- **Two Pumpers** (both 1994)
- **One Tender** (1999)
- **One Ladder Truck** (2004)
- **Brush Truck** (2017)
- **Two Pickups/Squads** (both 2013)
- **Wild Land/UTV** (2007)
- **Inflatable Water Rescue Boat** (2001)

Randall Fire Department Apparatus

Apparatus Type	Pump (gpm)	Tank (gal)	Year
Pumper	1,500	1,000	1994
Pumper	1,500	1,000	1994
Ladder Truck	2,000	500	2004
Tender	500	4,000	1999
Brush	300	300	2017
UTV	10	60	2007
Pickup	N/A	N/A	2013
Pickup	N/A	N/A	2013

ISO Considerations

Randall's current ISO rating is 9, due to lack of a public fire protection water system. The department meets ISO's minimum apparatus requirements and has the capability to deliver the required 200 gallons per minute (gpm) for 20 minutes using its engines and 4,000-gallon tender, potentially improving the ISO class to 8.

NFPA Service Life Benchmarks

Several units are approaching or exceeding NFPA's recommended service life:

- **1994 Pumpers** (beyond 20 years)
- **2004 Ladder Truck** (beyond 15 years)
- **1999 Tender** (at 25-year limit)

Fleet Size Comparison

Randall's number of engines and support apparatus is generally consistent with NFPA survey data for communities of similar size and service demands. The department maintains an aerial apparatus, a feature that is significantly less common among departments serving comparable populations. According to NFPA benchmarking data, only ten percent of

departments in this population range operate an aerial unit. An aerial apparatus is necessary when a response district contains five or more buildings that are three stories in height (or exceed 35 feet), or when occupancies require a needed fire flow greater than 3,500 gallons per minute.

The following tables present NFPA benchmark data regarding apparatus ownership by community population size. These comparisons provide useful context for evaluating whether the department's current fleet is proportionate to the service demands and population served. Percentages may not total exactly 100 percent due to rounding in the original NFPA source data.

NFPA Pumper Apparatus Comparison

Population	0	1	2	3 to 4	5 or more
< 2,500	11%	41%	39%	9%	0%
2,500 to 4,999	2%	23%	50%	24%	1%
5,000 to 9,999	1%	14%	45%	36%	3%
10,000 to 24,999	1%	9%	33%	47%	10%

NFPA Ladder Apparatus Comparison

Population	0	1	2	3 to 4
< 2,500	96%	4%	0%	0%
2,500 to 4,999	89%	10%	0%	0%
5,000 to 9,999	73%	26%	1%	0%
10,000 to 24,999	48%	48%	4%	0%

NFPA Comparison – Other Apparatus

Population	0	1	2	3 to 4	5 or more
< 2,500	10%	23%	28%	29%	9%
2,500 to 4,999	11%	21%	28%	30%	10%
5,000 to 9,999	16%	23%	25%	26%	10%
10,000 to 24,999	24%	23%	20%	21%	11%

7. Service Demand and Performance

The following section contains a review of demand for services and the performance of systems in meeting this demand. These items are reviewed to determine if current staffing is meeting performance expectations and to identify trends in demand that are affecting or have the potential to affect performance in the future, requiring additional resources to meet that demand.

Call Volume

The first data set reviewed in this section is the type and number of calls for service and location of the calls. The data provided is from 2022 to 2025 from the department's software. Due to a software change in 2022, the 2021 data is not available.

Incidents by Type for Randall Fire Department

Call Type	2022	2023	2024	2025
Fire				
Building Fire	6	20	30	16
Cooking Fire	0	0	2	0
Vehicle Fire	1	2	3	4
Grass/Wildland Fire	2	1	7	11
Fire Other	7	5	5	6
Overpressure or Rupture				
Rupture Air or Gas	0	1	1	2
Rescue				
Vehicle Accident	13	16	36	48
Assist EMS	57	140	127	69
Rescue Other	3	3	1	4
Hazardous Condition				

CO Alarm	1	7	2	11
Gas Leak	0	2	4	4
Wire Down	1	12	1	1
Other Hazardous Condition	1	2	2	1
False Alarms				
Alarm, No Fire, False	12	24	12	11
Sprinkler Malfunction	0	1	0	1
Smoke Scare	0	1	1	1
Service Call				
Cancelled En Route	8	19	28	54
Misc. Service Call	4	15	9	7
Total Calls	**116**	**271**	**271**	**251**

The data provided did not distinguish whether calls were mutual aid, either received or given. As a result, the reported number of fire incidents likely includes responses where the Randall Fire Department assisted neighboring departments with structure fires through automatic aid, mutual aid, or the Mutual Aid Box Alarm System (MABAS). There is also an unusually high number of calls categorized as "Cancelled En Route." This category likely includes a significant number of MABAS dispatches that were cancelled prior to arrival, as well as EMS assist calls in which first responders were dispatched but the ambulance transported the patient before fire personnel arrived on scene. This is particularly likely given the corresponding reduction in documented EMS assist calls.

Many of the listed call types—such as carbon monoxide alarms, downed wires, and certain automatic fire alarms—are incidents that larger departments would often handle with a single fire company response. Based on the available data, the department averaged just under six calls per week, which remains within a reasonable service demand range for an on-call volunteer fire department.

Using data provided by the Fire Chief, PAA estimated the number of calls associated with Mutual Aid Box Alarm System (MABAS) responses. Complete data for these calls was only available for the years 2023 through 2025. The chart below summarizes the estimated MABAS and mutual aid activity during that period. PAA believes that these mutual aid responses are included within the total call volume reported in the previous table, which should be considered when evaluating overall incident demand and department workload.

Mutual Aid Area	2023	2024	2025
Wheatland	0	77	87
Twin Lakes	18	13	21
All other combined	73*	68	54

*Wheatland volume included in combined

Facilities

The stations were evaluated for their functionality and compliance with safety standards. Station 1, located at 38820 93rd Street, was constructed in 1984 when the Town of Randall developed its own fire department. It is a similar to the original Station 2, which still stands next to the Randall Town Hall in Bassett. While this station is no longer used by the fire department, it is still utilized by the Town of Randall. Station 1 is a basic, block building with a bathroom. It is currently used as a satellite station, and its primary use is to keep apparatus on the west side of the town. For the purpose of this study, PAA focused on Station 2. Station 2 was constructed in 2003 and is located at 9595 336th Avenue in Bassett. It is a modern station with many well-considered features.

Location

The location of the station was evaluated using GIS mapping to analyze travel distance and response times throughout the service area; these maps are included in Appendix F. The analysis indicates that the current station location would not be ideal for a future joint department serving Randall, Wheatland, and Twin Lakes. One of the primary limitations is its close proximity to the Twin Lakes Fire Department station, which creates unnecessary overlap in coverage rather than improving system-wide response efficiency. In addition, response coverage to the western and northern portions of the service area reveals notable gaps in both travel distance and response time. These limitations suggest that, while the current station functions adequately for the existing Randall Fire Department, it would not be the most effective primary station location for a consolidated regional Fire/EMS department.

Apparatus Bay

The apparatus bay in the Town of Randall Station 2 is spacious and clean. It was designed with three double deep drive-through bays with ample room surrounding the apparatus. Turnout gear is stored near the apparatus. Recent recommendations would include a separate room for turnout gear to limit the amount of UV light that comes in contact with the gear, which contributes to premature breakdown of materials. The station is designed with multiple entry points from the living quarters portion of the station to the apparatus bay which improves flow and reduces walking distances inside the building.

Decontamination and Washer/Drying Area

The department has a commercial washer/extractor for turnout gear which is located in a room off of the apparatus bay area.

Locker Room/Showers/Restrooms

The station does have separate male and female restrooms/shower rooms. There is no personal locker area. PAA recommends having personal lockers nearby to allow for a change of clothes before returning home. This helps to avoid cross contamination of cancer-causing agents from exposure to smoke and other fire gases.

Day Room

There is no designated space for a day room, which is common in departments staffed by volunteers.

Office Space

Office space is adequate for the current needs of the department.

Training Room

The training room is on the southwest corner of the building with adequate space for classroom training and meetings. It is equipped with current technology to assist in teaching and learning.

Kitchen/Dinning

The station has a kitchen area located between the training room and office area. It is adequate for the current needs of the department.

Fitness Room

There is no designated fitness room located in the station. In 2003, this was a novel concept, but is now included in modern station designs, even those served by volunteers. Fitness rooms help departments encourage physically fit firefighters. Providing the space also encourages volunteers to spend time at the fire station, potentially lowering response times.

Sleeping Quarters

There are currently no sleeping quarters at the Town of Randall Station 2, although some space was designated in the original design. The Kenosha County Sheriff's Department, and a water rescue office currently occupies the space.

Summary

Overall, the station currently meets the needs of the department. The building is modern and attractive, meets ADA requirements, and would need few modifications to accommodate full-time staff. Unfortunately, its location is not ideal in the event a consolidated Fire/EMS department serving a larger area were established. In that case, PAA does not recommend that Station 2 be utilized. Instead, another purpose should be found for the Station 2 building. Station 1 should be retained as a location to store reserve apparatus. The Twin Lakes station is in an ideal location but does not have room to add any additional apparatus. Maintaining a reserve engine is recommended, and Town of Randall Station 1 is a good option for storage.

Performance

Response time is commonly used as a key performance measure for a fire department and must be evaluated together with the department's ability to deliver an adequate number of personnel for the type of incident being addressed. For the Randall Fire Department, the primary national benchmark is National Fire Protection Association Standard 1720, *Standard for the Organization and Deployment of Fire Suppression, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*. This standard establishes recommended benchmarks for response times and staffing levels for volunteer fire departments based on community population density and service demand.

NFPA 1720 calls for a response to structure fire incidents in urban areas (1,000 population/sq. mile) of 15 personnel on scene in 9 minutes total response time or less, 90% of the time. In suburban areas, the standard is based on having 10 personnel on scene with a response

time of 10 minutes or less, 80% of the time, and 6 personnel on scene in 14 minutes 80% of the time for rural areas.

NFPA 1710, the national standard for career departments, has one standard regardless of population density and that is travel time of less than 4 minutes, a time of less than 90 seconds for turnout from the station once the alarm is received, together with a 30 second dispatch time. To simplify, the requirement is a total response time of 6 minutes or less, 90% of the time. With regard to personnel, the standard requires 4 personnel on a fire company in addition to achieving the response time. It also requires a total response force of 15 personnel to be assembled in eight minutes. There are additional requirements for both standards, however PAA will limit analysis to these two items; response time and effective responding force.

In addition to the NFPA standards which primarily address fire, NFPA 1710 also includes a component for emergency medical services. This requirement calls for basic life support (EMS first responder or EMT) to arrive on scene in under 6 minutes, 90% of the time and an advanced life support unit (paramedic) to arrive within 8 minutes, 90% of the time. This emergency medical service standard is aimed at life-threatening emergencies. From a system design perspective, service should be built around the ability to provide this level of response when necessary. The table below lists the response time and staffing goals outlined in NFPA 1720.

NFPA 1720 Response Time and Staffing Goals

Demand Zone	Demographics	Staffing & Response Time	Meets Objective
Urban	>1,000 sq. mile	15/9	90%
Suburban	500-1,000 sq. mile	10/9	80%
Rural	< 500 sq. mile	6/14	80%
Remote	Travel > 8 miles	4	90%

We present the data in fractiles rather than averages. Fractiles are more performance-specific and are a better measurement for expectation versus averages or medians, which do not show the data above or below the number presented. The times presented below are for the first unit to arrive at the scene for 2025. The time represents time from dispatch to arrival; this data also only represents response into the Town of Randall. PAA was not given the number of

personnel that responded within the listed times, just the time of the first arriving apparatus. The times below represent all call types, not just fires.

Response Time: Dispatch to Arrival

Time in Minutes	2025
<6	11%
<9	43%
>14	80%

The ISO rating schedule also reviews and rates response time in the Deployment Analysis section. ISO uses distance rather than time as its measurement. Generally, for properties located over 5 road miles from a fire station, the ISO PPC is Class 10. Class 10 represents the lowest ISO fire rating and indicates the fire suppression program in the area does not meet ISO's minimum criteria. This often results in higher fire insurance premiums for property owners. Using travel times presented in the GIS study, PAA can conclude the commercial/industrial developed area of Twin lakes would fall within the highest rating class of under 1.5 miles. The remaining area including the Town of Randall falls in the 5-mile range. The maps appear to show some areas in Randall are not covered due to limited road access. The roads and properties that are covered are indicated by the blue shading on the Travel Distance maps contained in the appendices to this study.

The following information is provided for informational purpose, as PAA did not have sufficient data to determine benchmarking or compliance. This information is considered in PAA's recommendations and should be used for future reporting and staffing considerations.

NFPA 1710 and 1720, although industry-best practices, are not legal requirements in the State of Wisconsin for staffing. Staffing is referenced in two separate requirements in the Wisconsin Administrative Code, those being Wisconsin Safety and Professional Services (SPS) chapters 314 and 330. SPS 314 covers fire prevention activities but also includes eligibility requirements for receiving 2% fire dues. Fire dues refer to the requirement for all insurers conducting fire insurance business in Wisconsin to pay the state 2% of all premiums collected for insurance loss by fire. The state also contributes 2% of premiums paid to the local government property insurance fund for the insurance of public property, other than state

property. To qualify to receive fire dues, a municipality must have a local fire department that satisfies all of the criteria, including the following staffing criteria:

> "Singly, or in combination with another fire department under a mutual aid agreement, can ensure the response of at least 4 fire fighters, none of whom is the chief, to a first alarm for a building..." Section 101.575(3)(a)2 Wis. Stats."

SPS 330 of the Wisconsin Administrative Code, which addresses fire department safety and health adds the following regarding staffing in section SPS 330.14(3)(a):

> "A fire fighter using SCBA and operating in an interior structural fire shall operate in a team of 2 or more fire fighters. Except in the case of a structural fire that can be controlled or extinguished by portable fire extinguishers, a back-up team of at least 2 fire fighters wearing SCBA shall be assigned to remain available to perform assistance or rescue activities. One back-up team member with a charged line shall be assigned to a safe non-affected area in or near the structure. The other back-up team member shall remain within voice contact and may be assigned to additional roles so long as this individual is able to perform assistance or rescue activities without jeopardizing the safety or health of any fire fighter working at the scene. At least one additional member shall be assigned to remain outside the structural fire and monitor the operations."

The conclusion can be drawn from the statute and administrative rule that a fire emergency incident should involve a minimum of four personnel, plus an incident commander. The latter requirement can be inferred from the statute's directive that the four responding personnel shall not include the chief and section SPS 330.14 of the Wisconsin Administrative Code which sets forth certain responsibilities of an incident commander. After analyzing the data, The Town of Randall meets the minimum number of responders required by the State of Wisconsin.

Town of Wheatland Fire Department

The Town of Wheatland Fire Department is reported by the Town to be a municipal department. To our knowledge, there are no ordinances formally establishing it as a Town department. The Chief reported to PAA that the department is organized as a chapter 213 department under Wisconsin statutes. The status of the department is an important issue for the Town to address so necessary ordinances are put in place.

1. History

The Wheatland Fire Department has served the community for many decades. The department was formally established on February 22, 1943. Initially, the department operated out of a barn located off 347th Avenue before moving to a new fire station in New Munster in 1952. The street-level portion of that building housed three fire apparatus, while a meeting room was located below the apparatus bay. Today, that former fire station serves as the Town Hall and post office. In 1976, the current fire station was constructed on 341st Avenue, just east of the previous location.

In 1986, The Wheatland Fire Department expanded the services it provided residents and visitors by adding the first responder program and obtaining an Automatic External Defibrillator (AED). First Responder and medical calls make up the majority of the services provided by the department.

The Wheatland Fire Department takes pride in the fact that even after 80 years, the department is served completely by volunteers.

2. Personnel and Organization

The Town of Wheatland Fire Department operates as a fully volunteer fire department. The current roster includes about 15 personnel, with 10 serving as Emergency Medical Responders.

3. Staffing Model

Department members do not staff the stations but respond from home or work when calls are dispatched. This staffing model places Wheatland within the volunteer category, as defined by NFPA's National Fire Department Profile, which classifies departments based on the proportion of volunteer versus career members.

4. Population Served

The department also participates in Auto-Aid, Mutual-Aid, and MABAS with the surrounding communities. Medical Transport (EMS) services are provided by Twin Lakes, with Wheatland Fire Department assisting with Emergency Medical Responders (EMRs) to ensure emergency care arrives in a timely manner.

NFPA Benchmark Context

The table below presents data from the most recent National Fire Protection Association Fire Department Profile Survey (2020), illustrating the distribution of fire department types across comparable population ranges. The Town of Wheatland's fire protection service area covers approximately 3,394 residents. In addition, Wisconsin Highway 50 runs through the Town and carries significant traffic volume, with an annual average daily traffic count (AADT) of approximately 19,000 vehicles, which contributes to the department's service demand and response considerations.

NFPA Fire Department Profile Survey (2020)

Population	All-Career	Mostly Career	Mostly Volunteer	All-Volunteer
< 2,500	1%	2%	7%	91%
2,500 to 4,999	2%	4%	22%	72%
5,000 to 9,999	7%	12%	37%	44%
10,000 to 24,999	26%	29%	33%	12%

NFPA's national profile (2020) provides useful comparison points for communities of similar size, demonstrating that most departments serving populations under 10,000 are protected by volunteer or mostly volunteer fire departments. The data shows that 72% of communities with populations between 2,500 and 4,999 are served primarily by all-volunteer fire departments. For communities the size of the Town of Wheatland, all-volunteer departments remain the most common service model. In 2026, one of the greatest challenges facing these departments is maintaining adequate volunteer membership and ensuring sufficient personnel are available to respond to calls for service.

For comparison, the population range of a potential merged department, 13,150, is also included in the NFPA's data. In this population category, 33% of departments are classified as combination (mostly volunteer) departments, indicating that a combined service's organizational model aligns with national patterns for similar sized communities.

The table below presents the number of firefighters per 1,000 population in the Midwest. The data shows a clear trend: as population increases, the number of firefighters per 1,000 residents decreases. Several factors explain this.

Economies of Scale

A fully staffed engine company requires the same number of personnel whether it serves a community of 2,400 or 5,000 residents. As population increases, the fixed staffing requirement is distributed across a larger number of residents, reducing the per-capita ratio.

Shift Toward Career Staffing

Larger populations typically generate higher call volumes and more complex service demands. As a result, communities with growing populations tend to employ more career personnel and rely less on volunteer staffing, which also affects the per-capita firefighter ratio.

Average Volunteer Firefighters per 1,000 Population – Midwest

Population	FF/1,000
< 2,500	16.67
2,500 to 4,999	7.87
5,000 to 9,999	3.98

The Town of Wheatland's current roster provides 4.44 firefighters per 1,000 population when considering the 2025 population of 3,377 residents, according to the Wisconsin Department of Administration. This places Wheatland below the Midwest average of 6.45 for communities in the 2,500 to 4,999 population range. Even though this number is low, Wheatland's staffing level is generally consistent with regional norms, though still below the ideal benchmark for smaller communities that rely on volunteer personnel.

5. Firefighter Tenure and Organizational Stability

Firefighter tenure is a critical indicator of recruitment, retention, and long-term sustainability. Chief Denko has 40 years of service with the Town of Wheatland, serving 16 years as the fire chief. PAA was not given a roster with tenure or start dates for current personnel. Chief Denko offered this quote with regard to staffing,

> "The department has remained as all-volunteer since its inception in 1942. In 1985 when I became a member there were about 30 members and most were active. Membership applications were accepted only twice a year and only two new members at a time. Today, we have far fewer active members running a significantly higher call volume."

6. Fleet Overview

Wheatland Fire Department operates one engine, one tender, one ladder truck, one brush truck, one mini pumper, and a UTV equipped for off-road fire suppression. This fleet composition is appropriate for a rural district with no public hydrant or water system coverage. The department's tender is essential for meeting ISO rural water supply requirements.

Apparatus Inventory Summary

Key apparatus include:

- One Pumper (2008, purchased in 2024)
- One Mini Pumper (2001)
- One Tender (2016)
- One 75' Ladder Truck (2007)
- Brush Truck (2006)
- Wild Land/UTV (2005, purchased in 2012)

Wheatland Fire Department Apparatus

Apparatus Type	Pump (gpm)	Tank (gal)	Year
Pumper	1,500	1,000	2008
Mini Pumper	500	250	2001
Ladder Truck	1,500	400	2007
Tender	1,000	4,000	2016
Brush	40	250	2006
UTV	20	40	2005

ISO Considerations

Wheatland's current ISO rating is 9. PAA was not provided with a detailed Fire Service Rating Report.

NFPA Service Life Benchmarks

By purchasing a used pumper in 2024, the department may see its ISO rating impacted in 2028 when Engine 6614 reaches 20 years of age. For an apparatus to be counted as a pumper by ISO, it must have a pump rated at a minimum of 1,000 gallons per minute (GPM). This means the 1,000 GPM pump on the tender could allow that apparatus to be classified as a reserve engine, although doing so would come at the expense of its primary water transport function. In

addition, the ladder truck's 1,500 GPM pump allows it to qualify as a quint—a fire apparatus that combines the functions of a pumper and an aerial ladder truck. A quint includes five primary components: a fire pump, water tank, fire hose, aerial device, and ground ladders. This allows the ladder truck to also be counted as a pumper for ISO purposes.

Fleet Size Comparison

Wheatland's number of engines and other apparatus aligns with NFPA survey data for communities of similar size. The department does have an aerial apparatus, which is consistent with only 10% of departments serving similar populations. NFPA survey data is shown in the following chart. Note, that due to rounding, rows might not total 100 percent.

NFPA Pumper Apparatus Comparison

Population	0	1	2	3 to 4	5 or more
< 2,500	11%	41%	39%	9%	0%
2,500 to 4,999	2%	23%	50%	24%	1%
5,000 to 9,999	1%	14%	45%	36%	3%
10,000 to 24,999	1%	9%	33%	47%	10%

NFPA Ladder Apparatus Comparison

Population	0	1	2	3 to 4
< 2,500	96%	4%	0%	0%
2,500 to 4,999	89%	10%	0%	0%
5,000 to 9,999	73%	26%	1%	0%
10,000 to 24,999	48%	48%	4%	0%

NFPA Comparison – Other Apparatus

Population	0	1	2	3-4	5 or more
< 2,500	10%	23%	28%	29%	9%
2,500 to 4,999	11%	21%	28%	30%	10%
5,000 to 9,999	16%	23%	25%	26%	10%
10,000 to 24,999	24%	23%	20%	21%	11%

Overall, the Wheatland Fire Department, as a stand-alone department, is proportionally sized with respect to the number and type of apparatus it maintains. Most departments serving communities of similar size—approximately 89 percent—do not operate an aerial ladder truck. Wheatland's also serves in the capacity of a pumper.

The ISO defines a ladder truck, or aerial, to be necessary if a district has five or more buildings that are three or more stories (or 35 feet) in height, or any combination of buildings requiring a needed fire flow greater than 3,500 gallons per minute. If the departments were to merge, fewer apparatus would be needed to cover the combined area.

Facilities

The station was evaluated for its functionality and compliance with safety standards. The Station, known as 66, is located at 34011 Geneva Road, New Munster, and was constructed in 1976. It is a metal pole building with four double, deep apparatus bays that must be backed into. The station has several additional limiting factors and following conversations with Chief Denko is due for an upgrade.

Location

The location of the station was evaluated using GIS software for response time and travel distance. These maps are located in Appendix G. This analysis shows the current station location is more than 5 miles of travel to several portions of the Town of Wheatland and would also not be an ideal fit for response in a joint department. The chief had proposed building a new station on town-owned land next door to the current station. PAA's GIS evaluation of a new station location at Geneva Road and 368th is a better fit for both the Town of Wheatland and a potential joint fire department.

Apparatus Bay

The apparatus bay in the Town of Wheatland station is full and overcrowded. It was constructed when the department operated fewer apparatuses, and the fire vehicles used in the 1970s were significantly smaller than those in service today. As a result, the space no longer adequately meets the department's operational needs. The apparatus bay is used not only for housing fire apparatus, but also as a multipurpose space for storage and meetings. Shelving along the south wall is used for spare equipment, and turnout lockers are located behind the apparatus, separating the firefighter entrance from the apparatus area. A large table is set up at the rear of the bay and serves as a meeting space, including for PAA's discussions with Wheatland Fire Department members.

Decontamination and Washer/Drying Area

The department has a commercial washer/extractor for turnout gear which is located in the rear of the apparatus bay area.

Locker Room/Showers/Restrooms

The station does have separate male and female restrooms, but PAA did not observe an area to shower. There is also no personal locker area. PAA recommends having personal lockers nearby to allow for a change of clothes before returning home to avoid cross contamination of cancer-causing agents from exposure to smoke and other fire gases.

Day Room

There is not a designated space for a day room, which is common in departments staffed by volunteers.

Office Space

Office space is very limited for the current needs of the department.

Training Room

There is no designated training or meeting room. As mentioned in the apparatus bay paragraph, a table and chairs in the back of the apparatus bay. Chief Denko informed PAA that meetings with high attendance require trucks to be pulled out of the station so additional seating can be set up.

Kitchen/Dinning

The station does not have a designated kitchen area.

Fitness Room

There is not a designated fitness room located in the station. Fitness rooms help departments encourage physically fit firefighters. Providing the space also encourages volunteers to spend time at the fire station, potentially lowering response times.

Sleeping Quarters

There are currently no sleeping quarters at the Town of Wheatland Fire Station.

Summary

Overall, the station does not meet the needs of the department, and its location is not ideal for a joint department that would serve a larger area. See the merger section of this report for a

more in-depth analysis of the future needs of a potential joint department. If a merger agreement is not met and the Town of Wheatland decides to explore the needs of the Wheatland Fire Department, PAA recommends utilizing the location found in Appendix C or D.

7. Service Demand and Performance

The following section contains a review of demand for services and the performance of systems in meeting this demand. These items are reviewed to determine if current staffing is meeting performance expectations and to identify trends in demand that are affecting or have the potential to affect performance in the future, requiring additional resources to meet that demand.

Call Volume

Incidents by Type for Wheatland Fire Department

Call Type	2021	2022	2023	2024	2025
Fire					
Building Fire	18	18	7	17	12
Vehicle Fire	3	2	3	3	4
Outdoor Fire	4	3	3	8	8
Rescue					
Vehicle Accident	16	31	25	34	58
EMS	173	163	145	138	158
ILS EMS	53	47	53	47	46
Rescue Other	0	2	1	1	0
Hazardous Condition					
CO Alarm	2	4	7	5	10
Gas Leak	2	2	2	0	0
False Alarms					
Alarm, No Fire, False	8	8	12	11	23
Service Call					
Engine Call	18	22	36	18	31
Truck Call	0	1	3	1	0
Mutual Aid Given	24	20	20	35	49
Total Calls	**321**	**323**	**317**	**318**	**399**

Many of the call types listed—such as carbon monoxide alarms, downed wires, and certain automatic fire alarms—are incidents that larger departments would typically handle with a single fire company response. Based on the available data, the department averages just under six calls per week, which remains within a reasonable service demand range for an on-call volunteer fire department.

Performance

Response time is commonly used as a key performance measure for a fire department and must be evaluated together with the department's ability to deliver an adequate number of personnel for the type of incident being addressed. The primary national standard utilized for the Randall Fire Department is National Fire Protection Association 1720, *Standard for the Organization and Deployment of Fire Suppression, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments*, which establishes recommended benchmarks for staffing levels and response times for volunteer fire departments.

NFPA 1720 calls for a response to structure fire incidents in urban areas (1,000 population/sq. mile) of 15 personnel on scene in 9 minutes total response time or less, 90% of the time. In suburban areas, the standard is based on having 10 personnel on scene with a response time of 10 minutes or less, 80% of the time, and 6 personnel on scene in 14 minutes 80% of the time for rural areas.

NFPA 1710, the national standard for career departments, has one standard regardless of population density and that is travel time of less than 4 minutes, a time of less than 90 seconds for turnout from the station once the alarm is received, together with a 30 second dispatch time. To simplify, the requirement is a total response time of 6 minutes or less, 90% of the time. With regard to personnel, the standard requires 4 personnel on a fire company in addition to achieving the response time. It also requires a total response force of 15 personnel to be assembled in eight minutes. There are additional requirements for both standards, however PAA will limit analysis to these two items.

In addition to the NFPA standards which primarily address fire, NFPA 1710 also includes a component for emergency medical services. This requirement calls for basic life support (EMS first responder or EMT) to arrive on scene in under 6 minutes, 90% of the time and an advanced life support unit (paramedic) to arrive within 8 minutes, 90% of the time. This emergency medical service standard is aimed at life-threatening emergencies. From a system design perspective, service should be built around the ability to provide this level of response when necessary. The table below lists the response time and staffing goals outlined in NFPA 1720.

NFPA 1720 Response Time and Staffing Goals

Demand Zone	Demographics	Staffing & Response Time	Meets Objective
Urban	>1,000 sq. mile	15/9	90%
Suburban	500-1,000 sq. mile	10/9	80%
Rural	< 500 sq. mile	6/14	80%
Remote	Travel > 8 miles	4	90%

The data is presented in fractiles rather than averages. Fractiles are more performance-specific and present a better measurement for expectation versus averages or medians, which do not show the data above or below the number presented. The times presented below are for the first unit to arrive at the scene for 2025. This represents dispatch to arrival. The data also only represents responses into the Town of Wheatland.

Response Time: Dispatch to Arrival

Time in Minutes	2025
<6	30.5%
<9	72.7%
>14	95.6%

PAA was not provided with data showing the number of personnel who responded within the times listed above, only the response time for the first-arriving apparatus. In addition, the times presented include all call types. The ISO rating schedule also evaluates response capability through its Deployment Analysis section; however, ISO measures deployment primarily by travel distance rather than response time. Generally, properties located more than five road miles from a fire station receive an ISO Public Protection Classification (PPC) of Class 10, which represents the lowest recognized level of fire protection and often results in higher fire insurance premiums for property owners.

PAA can conclude from the GIS study that was performed (Appendix G) that the current location of the Wheatland Fire Station covers the entire township with a less than 13-minute travel time. By shifting the station to a more central location in the west, a less than eight-minute travel time could be achieved to most of the developed areas of the town. This is demonstrated in Appendices C and D. The maps appear to show some uncovered areas in Wheatland due to

limited road access. However, the roads and properties located on them are covered, as indicated by the blue shading.

Twin Lakes Fire Department and Rescue Squad

1. History

The Twin Lakes Fire Department and Rescue Squad are technically two separate organizations operating out of the same building. The Twin Lakes Volunteer Fire Department was organized on March 4, 1929. In December of 1941, the fire department was incorporated under Section 213 of the Wisconsin Statutes. The Wisconsin Statutes (ss 213, Wis. Stats.) provide a mechanism for private individuals to form a body and create a fire department for the protection of property in rural areas. A Chapter 213 department is linked to a municipality through contractual services for fire protection. The fire department has since been reorganized as a municipal fire department and is recognized through Twin Lakes Village Ordinance Chapter 2.44. Twin Lakes Fire Department provides fire service to the Village of Twin Lakes. Until 1984 The Twin Lakes Fire Department also provided fire service to the Town of Randall, when the departments split over a financial dispute.

The Twin Lakes Rescue Squad was formed in 1949. The Rescue Squad is a Wisconsin Non-Stock Corporation Law (ss 181, Wis. Stats.). These departments do not have capital stock; a board of directors manages the affairs of the corporation. A search of Wisconsin corporate records lists the organization as Twin Lakes Volunteer Fire Department and Rescue Squad Incorporated, Entity 6T01937, and was registered on March 15, 1941. The Rescue Squad provides ambulance service under contract to the Village of Twin Lakes and the Towns of Randall and Wheatland. The 181 corporation owns the Twin Lakes fire station building and holds title to the ambulances, and special equipment including a boat, UTV equipped with a fire pump and patient securing area, mass casualty trailer, and a SUV for personnel support. It should be noted that fire apparatus are titled to the village.

As previously stated, the fire department and rescue squad are separate, however, they are organizationally intertwined. This unusual hybrid created complexities within this study, as the Twin Lakes Volunteer Fire Department and Rescue Squad does not operate with the same level of financial transparency required of a municipal department under Wisconsin law. These

organizations became more financially complex when full-time staff were hired for the rescue squad under the auspices of the Village.

2. Personnel and Organization

The Twin Lakes Fire Department is a volunteer fire department with a current roster of 32 personnel. Many staff are also members of the rescue squad and hold various levels of EMS certification. The operational reality, however, is that this is a combination Fire and EMS department, with full-time, part-time, and paid-on-call (POC) members. The department has a fire chief, deputy fire chief, assistant fire chief, EMS division chief, two fire captains, three fire lieutenants, and one EMS lieutenant. The department's organization makes no distinction between the fire department and rescue squad. Fire apparatuses are staffed by volunteer staff. Fire staff are all volunteer/on-call and receive $10 per hour for response and $20 for attendance at training, regardless of the hours spent.

Staffing of the rescue squad/ambulances has changed in recent years with POC signup starting 15 years ago, due to call volume increase and less availability of staff. In 2022 part-time station staffing began on weekdays, then one year later was staffed Friday morning at 7 AM until Sunday night at 7 PM. In 2025, the current staffing model was started. The rescue squad currently has seven full-time staff. There are two personnel that staff the ambulance 24 hours per day, working on three shifts of 24 hours on-duty followed by 48 hours off-duty. The service level of this ambulance is at the advanced-EMT level and can also operate, when staffing allows, at the I-99 or Paramedic level if a member with that criteria is available. This is allowed by Wisconsin under a program known as the Flex Program. In 2025 the Twin Lakes Fire Department and Rescue Squad began participating in this program which allows any care provider licensed at the paramedic level or higher to act as a paramedic on calls. As of the time of this study, Twin Lakes has 9 care providers that can do this, including 3 of the 7 full-time staff. All ambulances have been outfitted with paramedic level equipment and are ready to respond as such. Prior to 2022 when this staffing model began, all ambulances were staffed by on-call personnel. Full-time personnel receive 13 "Kelly Days" which are 24 hour leave days taken to reduce the number of hours worked to avoid overtime and provide respite for personnel. Firefighters have different hourly work week rules than other workers. Overtime does not accrue until 212 hours are exceeded within a 27-day work cycle (avg 53 hours per week). Utilizing Kelly Days keeps Twin Lakes 24-hour staff at 192 scheduled hours in a 27-day cycle, or a 48-

hour workweek. This is a favorable schedule. Many fire fighters in Wisconsin work 56 hours per week. Paid time off including vacation, sick, and Kelly Days are filled by a combination of part-time staff and full-time staff working overtime.

There are three to four on-call personnel for the backup ambulance. They are not in the station but are obligated to respond. The on-call shifts are scheduled in four-hour blocks, 24 hours per day. Personnel receive $9.00 per hour for on-call and response. The number of personnel on these shifts varies, but there are up to four available according to the fire chief. PAA did not receive data as to how often all four slots are filled. On weekends, two additional 12-hour positions are filled in the station. The fire chief stated this was done due to personnel availability being low on weekends. No data supporting this need was provided. The personnel filling these positions come from the part-time staff, this practice is referred to as "paid-on-premises" or POP. These staff receive an hourly pay commensurate with their EMS certification level.

The National Fire Protection Association (NFPA) conducts an annual fire department profile survey. The most recent available data is for the year 2020. The first data set to be reviewed compares the organization type to other communities of similar population. The Twin Lakes Fire Department is a combination department, meaning it is comprised of both career and volunteer firefighters, which includes POC firefighters. Since there are more volunteer/POC members, the department fits the mostly volunteer category. The population served by Twin Lakes Fire and EMS is 6,309 for fire, with 13,100 being the EMS service area.

Fire Department Type by Population Protected NFPA Survey (2020)

Population	All-Career	Mostly Career	Mostly Volunteer	All-Volunteer
5,000 to 9,999	7%	12%	37%	44%
10,000 to 24,999	26%	29%	33%	12%

The data demonstrates 44% of communities with populations between 5,000 and 9,999 are protected by volunteer departments and 37% mostly volunteer, or combination. When considering the contracted EMS area (population 12,985), the department falls into the next population range in which 33% of departments are mostly volunteer, combination departments. While the data does not directly support this information, PAA often finds most departments

falling into the combination department category at lower population levels are also providers of an EMS transport service.

The table below shows the number of firefighters per 1,000 population protected in the Midwest. As the population increases, the number of firefighters per 1,000 decreases. This is the result of several factors. From the perspective of economies of scale, a fully staffed engine company is comprised of the same number of personnel whether it is serving a city with a population of 2,400 or one of 5,000. Moreover, a number of positions can be spread over a greater population (one chief, for example). The second is that as the population being served increases, there is a greater tendency to employ more career staff and fewer Volunteer/POCs.

Average Volunteer/POC Firefighters per 1,000 population- Midwest

Population	Volunteer/POC FF per 1,000 Population
5,000-9,999	3.58
10,000-24,999	1.15

Twin Lakes's roster currently provides 3.49 firefighters per 1,000 population when considering coverage to the village. If the fire and EMS service area were combined, the number drops to 0.59, which is below the Midwest average of 1.15 for a department covering a similar population. This does not take into consideration the full-time and scheduled POC staff.

Firefighter tenure is another key area that demonstrates recruitment, retention, and sustainability of the department. The data shows 29% of the department's members have five years or less tenure, which is below the national average. Fortunately, the 5–10-year tenure range is slightly above national averages. The department is far above average for tenure over 10 years. While there is no benchmark greater than 10-year tenure range, the department has seven members with greater than 25 years of service.

Average Tenure of Volunteer Firefighters in US vs Twin Lakes

Population 2,2500-9,999	Percent of Firefighters <5 Years	Percent of Firefighters 5-10 Years	Percent of Firefighters >10 Years
National Avg.	36%	22%	43%
Twin Lakes	29%	24%	47%

3. Apparatus and Equipment

The apparatus fleet of the fire and rescue departments is listed below. The firefighting apparatus of the fleet consists of one engine, one water tender (tanker), a heavy rescue truck, and a combination engine/aerial apparatus known as a "quint." A quint fire apparatus is a versatile, multi-purpose vehicle combining a fire engine and a ladder truck. Defined by NFPA standards, it features five key components: a fire pump (min. 1,000 gpm), water tank (min. 300 gal), fire hose, aerial device (ladder/platform), and ground ladders (min. 85 ft). The heavy rescue truck is equipped with vehicle extraction equipment. The department also has a small brush fire apparatus and a UTV for brush fires and off-road rescue. A SUV is used as a command vehicle as well as a paramedic jump car, which means it is used for response by off-duty paramedics to go to scenes when an incident requires a paramedic level response and a paramedic is not on the initial responding ambulance. The department has three ambulances, fully equipped for paramedic level response.

Twin Lakes Fire and Rescue Apparatus Fleet

Apparatus Type	Unit Number	Pump (gpm)	Tank (gal)	Year	Replacement Year	Service Life Years
Engine	6512	1,500	1,000	2020	2040	20
Quint 75-foot aerial	6530	1,500	500	2010	2030	20
Heavy Rescue	6551	None	None	2007	2032	25
Tender	6565	500	5,000	1994	2024	25
Brush	6577	60	200	2009	2039	25
Squad/Personnel	6556	N/A	N/A	2003	2023	15
Ambulance	N/A	N/A	N/A	2009	2024	15
Ambulance	N/A	N/A	N/A	2016	2031	15
Ambulance	N/A	N/A	N/A	2023	2038	15

The department does not have an apparatus replacement schedule. PAA developed a replacement schedule following NFPA guidelines and best practices based on department size and apparatus use. NFPA recommends fire apparatus have a service life of 20 years, which PAA applied to the pumpers and aerial unit. PAA recommends a maximum 15-year life for ambulances and 25 years for tenders and other support apparatus.

PAA compared the department's apparatus fleet to other similar sized departments utilizing data for the NFPA Fire Department Survey. The fire department has the proper number of engines (pumpers) in place. Most smaller communities have at least two engines, as the departments are usually designed for autonomous operation. From this perspective, they need a second engine for reserve and/or to meet minimum fire flow capacities. The tables below display data from the NFPA survey on fire apparatus. The first table has data on pumpers. Twin Lakes currently has one pumper, plus the pump capacity of the ladder truck or quint. Most departments serving a population of this size (41%) have one pumper.

Number of Pumpers by Population Size NFPA

Population	None	1	2	3 to 4	5 or more
5,000-9,999	1%	14%	45%	36%	3%

The next table shows aerial ladder truck data. Only 26% of departments serving similar populations have an aerial apparatus. However, PAA believes this apparatus is necessary for the department when considering the industrial properties within the response area.

Number of Aerial Apparatuses by Population Size NFPA

Population	None	1	2	3 to 4	5 or more
5,000-9,999	73%	26%	1%	0%	0%

The final comparison table is other apparatus, which is a relatively broad category that includes the tender, brush apparatus, and command vehicle. Departments that cover a rural area usually have a higher number of apparatus in this category because of the need for water tender/tanker apparatus and brush fire equipment. The department's three apparatus in this category is similar to 26% of other departments protecting a similar population.

Number of Other Apparatuses by Population Size NFPA

Population	None	1	2	3 to 4	5 or more
5,000-9,999	16%	23%	25%	26%	10%

The NFPA survey does not include ambulances. The department has three ambulances, which is the minimum needed for the call volume experienced by the department. One ambulance serves as the primary response and another as backup when overlapping calls occur. The ambulance in reserve is fully stocked and ready to respond as a third ambulance if needed. All three ambulances are rotated to balance wear and tear and to allow for proper maintenance to occur without losing a front-line capable ambulance.

PAA was not provided with a detailed ISO Fire Service Rating report and, therefore, did not have access to the full apparatus benchmarking used in the department's evaluation. ISO primarily evaluates certain apparatus categories, including engine companies (pumpers), pump capacity, and ladder trucks. Based on prior knowledge of the Fire Suppression Rating Schedule (FSRS), PAA would conclude that one likely deficiency is the absence of a designated reserve engine.

ISO also establishes required fire flow standards, measured in gallons per minute (GPM), based on the size, construction, and occupancy type of protected structures. The maximum required fire flow is generally 3,500 GPM, while the department currently has the capability to deliver approximately 3,000 GPM. It should be noted that ISO ratings are heavily influenced by available water supply, and the absence of a municipal water system and public hydrant network is the single greatest factor limiting improvement in the Village's ISO rating. The Twin Lakes Fire Department currently carries an ISO rating of 5/9, depending on a property's proximity to the lakes and available water supply access.

Facilities

The station was evaluated for its functionality and compliance with safety standards. The station, as previously mentioned, is owned by the Twin Lakes Volunteer Fire Department and Rescue, Inc. The station is estimated to have been built in 1946 as a two-story building of ordinary construction with an addition in 1990 along with remodeling/upgrades. The most recent major building renovation was a new concrete apron and parking lot, new water filtration system,

as well as the addition of sleeping quarters in 2025. The roof was replaced in 2023. The apparatus bays are on the first floor and split though the middle by the staircase leading to the second-floor offices and living quarters and training area. There is also a separate building used for storage of the SUV, UTV, boat, mass casualty trailer, training props, and additional miscellaneous storage.

Location

The location of the station was evaluated using GIS software for both response time and travel distance. These maps are located in Appendix A and B. This analysis shows the current location provides excellent coverage to both the Village and Town of Randall, as it is centrally located for both municipalities.

Apparatus Bay

The apparatus bays for fire apparatus are adequate but limited in spacing compared to modern standards. Ambulances are kept in the separate bay, which has two levels: one exiting to the street, the other in the rear exiting to the parking area/alley access. The front bay houses the primary and backup ambulance and rear bay houses the reserve ambulance. Turnout gear is stored on the apparatus floor in lockers but there is adequate room for paid on-call personnel to dress out. This is a very common station design, but recommendations in the last ten years have changed dramatically regarding the storage and access of personal protective equipment. Ideally, this gear should be stored in a separate room and protected from UV light which contributes to the premature breakdown of the material.

Decontamination and Washer/Drying Area

The department has a commercial washer/extractor for turnout gear which is located in the rear of the apparatus bay area.

Locker Room/Showers/Restrooms

The station does have separate male and female restrooms/shower rooms. Personal lockers for full-time staff are outside of these separate restrooms/shower rooms. PAA recommends having personal lockers for all staff, including volunteers/POC members to allow for a change of clothes before returning home to avoid cross contamination of cancer-causing agents from exposure to smoke and other fire gases.

Day Room

There is an adequate lounge/dayroom area sufficient in size for on duty personnel.

Office Space

Office space is limited but adequate for the current needs of the department.

Training Room

The training room is on the second floor with adequate space for fire and EMS classroom training and meetings. The Chief's office and conference room are only accessible through the training room. The front stairway to the second floor enters through the classroom. The rear stairway enters through the dayroom with access to the living quarters and bathrooms.

Kitchen/Dinning

The station has a kitchen area located between the training room and adjacent to the living area. It is more than adequate for on-duty staff and large enough to be used for food service of larger events in the classroom area. An elevator enters to the second floor in the kitchen allowing access to all amenities on the second floor.

Fitness Room

Space is provided for a fitness area but is limited.

Sleeping Quarters

Sleeping quarters provide individual bedrooms for up to three on-duty staff. This space is adequate for the current needs of the department.

Summary

Overall, the station meets the needs of the department. However, due to its age and additions has some limitations for future growth. It does not have any major safety issues or shortcomings and should meet the space needs of the service area for at least the next 5-10 years.

Service Demand and Performance

The following section contains a review of areas of demand for services and performance in meeting this demand. These items are reviewed to determine if current staffing is meeting performance expectations and to identify trends in demand that are affecting or could affect performance in the future, requiring additional resources to meet that demand.

Call Volume

The first area reviewed in this section is the type and number of calls for service and location of the calls. Twin Lakes NFIRS data was provided for this analysis by Chief Redlin through the Department's ImageTrend records management software for the years 2021 to 2025.

Fire Incidents by Type Twin Lakes Fire Department

Call Type	2021	2022	2023	2024	2025
Fire					
Building Fire	24	20	24	21	17
Cooking Fire	0	0	4	0	0
Vehicle Fire	1	1	2	1	5
Grass/Wildland Fire	4	4	1	3	5
Outdoor Fire	5	2	3	3	2
Rescue					
Vehicle Accident	23	18	22	28	22
Assist EMS	6	0	6	2	3
Rescue Other	1	1	0	1	3
Hazardous Condition					
CO Alarm	4	11	6	8	17
Gas Leak	9	9	12	12	12
Wire Down	3	1	11	4	3
Haz Mat Spill/Leak	2	0	0	2	0
False Alarms					
Alarm, No Fire, False	25	27	27	32	27
Sprinkler Malfunction	0	0	0	0	0

Smoke Scare	0	0	1	0	1
Service Call					
Cancelled En Route	13	12	20	12	16
Misc. Service Call	0	0	0	0	0
Mutual Aid Given	42	39	50	52	56
Mutual Aid Received	9	4	11	8	9
Total Calls	**171**	**149**	**189**	**153**	**198**

As demonstrated by the call data, the highest response category is Mutual Aid Given. This includes automatic aid responses to the Towns of Randall and Wheatland, as well as Mutual Aid Box Alarm System (MABAS) responses throughout the county. Many of the listed call types—such as carbon monoxide alarms, downed wires, and certain automatic fire alarms—are incidents that larger departments would typically handle with a single fire company response. Based on the available data, the department averages just under three fire-related calls per week, which remains within a reasonable service demand range for an on-call volunteer fire department. It should be noted that the number of EMS incidents are low as the Department does not dispatch fire apparatus to EMS calls unless it is for additional staff. Ambulance call data and municipal call distribution are provided in the table below.

Ambulance Call Data

Municipality	2023	2024	2025
Twin Lakes	587	616	645
Town of Randall	269	226	235
Town of Wheatland	249	275	291
Total EMS	**1,105**	**1,117**	**1,171**

The department averages 3.2 ambulance calls per day in the response district. Since EMS calls present a much larger call volume, a primary concern is whether the department has the capacity to meet this demand. One industry standard to measure this is Unit Hour Utilization (UHU). This measure divides the total amount of time a unit is on calls (X avg. hours per call)

divided by number of hours in service, usually 8,760 (24 X 365). An important consideration is time on an ambulance call includes response time, time on scene, transport time, and time to return to the district. Since there are no hospitals in the district, time on calls is higher for Twin Lakes. PAA calculated UHU with an assumption of 2 hours per call on average. With this, the UHU is 0.267, with three being considered the top end of efficiency. A UHU of greater than .3 can begin to affect availability and response time. Again, this is for a single unit and does not account for simultaneous calls. The department provided data on ambulance utilization from 2018 through 2023 compiled in the table below.

Calls Responded to by Ambulance Unit

Year	Primary Ambulance	Backup Ambulance	3rd Call
2018	784	67	1
2019	897	79	3
2020	938	104	5
2021	950	118	3
2022	1016	134	9
2023	961	110	8

This data demonstrates there is a growing need for a second unit, used when the first ambulance is already on a call. It should be noted that, as procedure, Twin Lakes Rescue sends two ambulances to auto accidents, which accounts for nearly half of these calls. Due to the severity of accidents and incident history of the district, PAA agrees with this practice.

Performance

Response time is commonly used as a key performance measure for a fire department and must be evaluated together with the department's ability to deliver an adequate number of personnel for the specific response situation. The primary national standard utilized for the Twin Lakes Fire Department is National Fire Protection Association 1720, *Standard for the*

Organization and Deployment of Fire Suppression, Emergency Medical Operations, and Special Operations to the Public by Volunteer Fire Departments, which establishes recommended benchmarks for staffing levels and response times for volunteer fire departments.

NFPA 1720 calls for a response to structure fire incidents in urban areas (1,000 population/sq. mile) of 15 personnel on scene in 9 minutes total response time or less, 90% of the time. In suburban areas, the standard is based on having 10 personnel on scene with a response time of 10 minutes or less, 80% of the time and 6 personnel on scene in 14 minutes, 80% of the time for rural areas. NFPA 1710 has one standard regardless of population density and that is a travel time of less than 4 minutes and a time of less than 90 seconds for turn out from the station once the alarm is received, together with a 30 second dispatch time. To simplify, the requirement is a total response time of 6 minutes or less, 90% of the time. With regard to personnel, the standard requires four personnel on a fire company in addition to achieving the response time. It also requires a total response force of 15 personnel to be assembled in eight minutes. There are additional requirements for both standards, however PAA will limit analysis to these two items. In addition to the NFPA standards which primarily address fire, NFPA 1710 also includes a component for emergency medical services. This requirement calls for basic life support (EMS first responder or EMT) to arrive on scene in under 6 minutes 90% of the time and an advanced life support unit (paramedic) to arrive within 8 minutes 90% of the time. This emergency medical service standard is aimed at life-threatening emergencies. From a system design perspective, service should be built around the ability to provide this level of response when necessary. The table below lists the response time and staffing goals outlined in NFPA 1720.

NFPA 1720 Response Time and Staffing Goals

Demand Zone	Demographics	Staffing & Response Time	Meets Objective
Urban	>1,000 sq. mile	15/9	90%
Suburban	500-1,000 sq. mile	10/9	80%
Rural	< 500 sq. mile	6/14	80%
Remote	Travel > 8 miles	4	90%

The data is presented in fractiles rather than averages, as fractiles provide a more performance-specific measurement and better reflect service expectations than averages or medians, which do not show the distribution of results above or below the reported number. The times presented below reflect the time for the first unit to go en route to the scene. This was the

only response time data provided for the department; however, meaningful conclusions can still be drawn when this information is considered alongside the GIS modeling of travel and response times. In 2025, the department experienced significant improvement in en route times following the implementation of 24/7 station staffing.

Response Time: Dispatch to En Route

Time in Minutes	2023	2024	2025
<2	24%	16%	43%
<5	54%	68%	80%
>5	36%	33%	19%

In considering travel times presented in the GIS mapping, PAA can conclude the commercial/industrial developed area of Twin lakes could expect a total response time (turnout plus travel) of under six minutes for the first arriving unit from the station. The Village overall falls within an 8-minute travel time/10-minute total response time. These times do not show when the total response force of all units has assembled at a structure fire, which is a key performance measure for fire response. In considering the EMS district, both the Town of Randall and Town of Wheatland fall within a 13-minute travel time from the Twin Lakes station with the exception of a small corner of the Town of Wheatland, but 90% of the area is covered in this time range.

The ISO rating schedule also evaluates and rates response capability through its Deployment Analysis section. Unlike NFPA standards, ISO measures deployment primarily by travel distance rather than response time. Generally, properties located more than five road miles from a fire station receive an ISO Public Protection Classification (PPC) of Class 10. Class 10 represents the lowest ISO fire rating and indicates that the fire suppression program in the area does not meet ISO's minimum criteria, often resulting in higher fire insurance premiums for property owners.

Based on the travel distances identified through the GIS mapping, the commercial and industrial developed areas of Twin Lakes generally fall within the highest rating class, with station access of less than 1.5 miles. The remainder of the service area, including most of the Town of Randall, falls within the 5-mile range. While the maps may appear to show some

uncovered areas in Randall due to limited road access, the roads and properties located in those areas are still served, as indicated by the blue shading on the GIS maps.

Budget

Determining an accurate current budget for the Twin Lakes Fire Department and Rescue Squad is challenging. The following limitations and assumptions must be considered when reviewing this next section. While the Village's contributions to both the fire department and rescue squad are public documents, the Twin Lakes Volunteer Fire Department and Rescue Squad Inc. (TLVFRI) are not. The contract amounts provided to TLVFRI by the Village of Twin Lakes, Towns of Randall and Wheatland can be accurately determined. A detailed accounting of actual expenditures by TLVFRI was not provided, nor was an annual revenue analysis from TLVFRI. PAA received transport revenues and totals from the fire chief, but no direct report from the EMS billing provider was received. A budget for the current year of TLVFRI was also provided.

Village Fire Budget

The Village of Twin Lakes Administrator provided two budget documents, the proposed 2026 budget, and a review of the 2024 actual, 2025 budget, and year-to-date data. Copies of these documents are provided in Appendix H. A summary of the budget and expenditures by the Village is listed in the table below.

Twin Lakes Budgeted Expenditures 2024-2026

Year	Fire Department	Rescue Squad	Total Fire EMS Expenditure
2024 Actual	$156,304	$122,750	$279,054
2025 Budgeted	$111,200	$450,000	$561,200
2025 Estimated	$426,714	$484,299	$911,013
2026 Proposed	$896,675	$65,000	$961,675

Several factors complicate the determination of actual expenditures for this budget report. First, there was a significant change between 2024 and 2025 due to the transition to full-time ambulance staffing in 2025. The greatest source of complexity arises from the fact that the full-time ambulance personnel were made employees of the Village but provide service through

Twin Lakes Volunteer Fire and Rescue, Inc. (TLVFRI) as borrowed employees. This arrangement was necessary because, as a private non-stock corporation, TLVFRI employees are not eligible to participate in the State of Wisconsin Retirement System (WRS). Enrollment in WRS provides a significant recruitment and retention advantage for full-time personnel.

In 2025, the Village appropriated $450,000 for its share of TLVFRI EMS operations but was subsequently reimbursed by TLVFRI for expenses associated with the new full-time employees. In addition, the Village budgeted $65,000 in 2026 for fuel and insurance expenses related to rescue squad operations.

The Village estimates its 2026 cost for full-time employees and benefits to be $762,652.13, additional operating expenditures to be $32,198.75, and insurance cost to be $27,792.00. As the fiscal agent providing the payroll and benefits for the full-time employees, the Village added an administration fee of $6,000.00. This brings the total village EMS cost estimate to $828,642.88 for 2026. The total above the village's $450,000.00 share of the joint EMS contract are reported to be reimbursed by TLVFRI with monies obtained from contracts with the Towns of Randall and Wheatland.

Twin Lakes Volunteer Fire Department and Rescue Squad Inc. Budget

Being a 181 non-stock corporation and not a municipal agency, the TLVFRI does not have to submit nor get public approval for an annual budget. It does receive public funds, which it requests and receives approval from the governing boards of the municipalities they serve. They do have requirements as a non-profit to submit an annual report to the Internal Revenue Service that includes their income, expenditures and fund balance.

Through their contract with the Village of Twin Lakes, Town of Randall, and Town of Wheatland, the TLVFRI received $900,000.00 in 2026. The details of the share of these funds are provided in the following table.

TLVFRI Municipal Contract Revenue

Municipality	Contract Amount
Randall EMS Contract	$225,000.00

Wheatland EMS Contract	$225,000.00
Twin Lakes EMS Contract	$450,000.00
Total	**$900,000.00**

The amount for these contract fees was developed and requested by the TLVFR during negotiations with the municipalities to cover the cost of adding full-time employees to staff one ambulance 24 hours a day with two personnel. Six personnel were hired to staff the ambulance 24 hours per day, and an EMS supervisor was also hired for a total of seven full-time personnel. Twin Lakes Rescue Squad Inc. still pays volunteers/POC/part-time personnel to provide a backup crew for second calls or motor vehicle accidents. On all motor vehicle accidents it provides a minimum of two ambulances and their extrication vehicle to all three entities.

Another major source of revenue for TLVFRI is ambulance transport fees. It contracts with an EMS billing service to bill and collect this revenue from sources such as health insurance companies, Medicare and Medicaid. PAA was provided with detailed data from 2020-2022.

TLVFRI Ambulance Transport Revenues 2020-2022

2020	Charges	Payments	Runs	Avg / Run
Medicare	$335,355.48	$120,205.29	356	$337.66
Medicaid	$116,886.76	$25,731.89	135	$190.61
Private Ins	$155,653.31	$77,252.19	202	$382.44
Patient Pay	$123,402.72	$99,387.41	100	$993.87
	$731,298.27	**$322,576.78**	**793**	**$406.78**
2021	**Charges**	**Payments**	**Runs**	**Avg / Run**
Medicare	$315,102.10	$121,809.83	364	$334.64
Medicaid	$119,982.66	$22,193.15	138	$160.82
Private Ins	$211,546.54	$87,920.22	207	$424.74
Patient Pay	$99,703.46	$68,348.71	103	$663.58
	$746,334.76	**$300,271.91**	**812**	**$369.79**
2022	**Charges**	**Payments**	**Runs**	**Avg / Run**

Medicare	$550,428.37	$204,135.49	406	$502.80
Medicaid	$158,721.54	$52,046.29	152	$342.41
Private Ins	$245,977.55	$163,987.48	212	$773.53
Patient Pay	$112,324.00	$23,794.04	117	$203.37
	$1,067,451.46	**$443,963.30**	**887**	**$500.52**

PAA did not receive data beyond 2022 but were told revenues for 2025 were approximately $500,000.00. This aligns with the call volume reported for 2025 and average revenue per call. TLVFRI also receives an annual grant from the State of Wisconsin, as do all EMS services, known as Funding Assistance or "FAP funds" of approximately $52,000. It should be noted that this was for 2025 and was abnormally high relative to recent years. Revenues for the TLVFRI from these sources total $1,452.000.00 and are summarized in the table below.

Revenue Source	Amount
Randall EMS Contract	$225,000.00
Wheatland EMS Contract	$225,000.00
Twin Lakes EMS Contract	$450,000.00
Transport Revenue	$500,000.00
FAP EMS Grant	$52,000.00
Total	**$1,452,000.00**

Expenses for TLVFRI were challenging to determine. Since the cost of full-time personnel and a few operational expenses are the only public portion of the budget, PAA requested additional data from TLVFRI. A budget for all costs of EMS service was provided, which included full-time and part-time personnel, as well as more detailed operational expenses. The original projection for 2026 by the Village contained some differences from the data provided. PAA views these inconsistencies as symptoms of major change (full-time staff) and the complexities of the current mix of municipal/private organization budgeting currently in place. See Appendix I.

PAA met with the Village and Fire Chief to better reconcile costs and budgeted amounts. Several adjustments were made to the budget based on what was believed to be miscalculations, primarily in payroll taxes and Medicare tax for full-time staff. A few operational line items also contained in the Village budget were removed. Since the goal was to determine annual operational cost, PAA also removed capital vehicle and building items for illustration purposes. The budget and analysis are presented in the following table.

Line Item	Provided Budget TLVFRI	Revised by PAA Analysis	Adjustment
Full-Time Wages	$500,420.53	$446,519.96	
Retirement	$84,525.00	$30,096.00	61
FICA	$35,135.00	$35,135.00	
Medicare	$85,000.00	$8,216.67	
Health Insurance	$125,500.00	$125,220.29	
Life Insurance, Long/Short-Term Disability	$4,500.00	$776.24	
Flex Spending Account	$3,500.00	$3,500.00	
Certification Incentive	$8,000.00	$1,500.00	
Part-time In-Station/Back Fill Wages	$100,000.00	$1,500.00	
POC Budgeted 4 Spots	$175,000.00	$315,360.00	
Weekend In-Station Extra Manning	$74,880.00	$109,824.00	
Accountant	$15,000.00	$15,000.00	
Payroll Tax	$35,000.00	$28,000.00	Recalculated
Officer Pay	$16,500.00	$16,500.00	
Ambulance Purchase Account	$50,000.00	$50,000.00	
Vehicle Maintenance Account	$40,000.00	$40,000.00	
Fuel	$15,000.00	$0.00	Village Budget
Equipment Maintenance	$10,000.00	$10,000.00	
New Equipment Purchases	$20,000.00	$20,000.00	
Service Contract on Equipment Stryker	$22,000.00	$22,000.00	
Fees to Billing Company	$42,000.00	$42,000.00	
EMS Supplies	$25,000.00	$25,000.00	
EMS New Equipment	$25,000.00	$25,000.00	
Paramedic Program	$20,000.00	$20,000.00	
Electronics	$7,000.00	$7,000.00	
TV/Entertainment	$2,000.00	$2,000.00	
Soda/Water/Food	$5,000.00	$5,000.00	
Advertising/Social Media	$2,000.00	$2,000.00	
Annual Subscriptions/Dues	$2,200.00	$2,200.00	
I AM Responding/Image Trend	$6,200.00	$6,200.00	
Training	$9,000.00	$9,000.00	
Building Repairs	$7,000.00	$7,000.00	
Building Upgrades	$10,000.00	$10,000.00	
Bunk Room/In-Station Alerting	$35,000.00	$35,000.00	
Work Out Equipment Maintenance/Purchase	$2,500.00	$2,500.00	
Total Annual	**$1,619,860.53**	**$1,479,048.16**	Total Capital
Total Annual Without Capital Outlay Yellow Lines		**$1,374,548.16**	$104,500.00

The 2026 budget as presented by the fire chief exceeds revenue ($1,452,000.00) by $167,860.53. Using the revised calculation, the 2026 budget is approximately $27,048.16 over revenue. If the capital vehicle and building items were removed, a net positive budget of

$116,906.00 is realized. This amount was intended to isolate the cost for providing EMS only. The capital building items could arguably be assigned by proportion to fire cost as well.

Village Fire Budget

Assuming the village's calculation for rescue squad cost is accurate ($828.642.88), when subtracted from the 2026 proposed total budget for fire and EMS in the village budget provided ($961,675), $133,033 remains for fire exclusive expenses.

FUTURE DEMANDS FOR SERVICE

This study was conducted not only to identify opportunities for improved efficiency and service delivery, but also in response to growing concerns regarding the long-term sustainability of volunteer fire and EMS services. These challenges are not unique to the communities of Twin Lakes, Randall, and Wheatland; they reflect broader pressures affecting volunteer and combination departments throughout Wisconsin and across the country. The following section provides context regarding the operational, financial, and staffing challenges currently facing volunteer and combination Fire/EMS services at both the state and national levels.

1. Rising Costs of Fire and Emergency Services

Even excluding population growth, the cost of providing fire protection continues to rise sharply. Fire apparatus costs have increased by 45% or more in the past five years, and municipal insurance costs (vehicle and workers' compensation) are rising 5 to 6% annually. With Wisconsin's strict levy limits and limited local growth, communities cannot raise taxes sufficiently to keep pace with operational cost increases. This creates a widening gap between service expectations and available funding. Debt service remains exempt from levy limits, making capital borrowing one of the only viable tools for replacing apparatus or upgrading facilities.

2. Staffing and Personnel Availability

Perhaps the most significant factor prompting this study is the ongoing challenge of maintaining volunteer and paid-on-call staffing, which will continue to be one of the most significant demands facing Fire/EMS services in the future. Several factors contribute to the decline in volunteer availability, including:

- Increasing training requirements (approximately 60 hours for Firefighter certification, plus 36 hours of annual continuing education)
- Higher injury exposure and increased awareness of long-term cancer risks associated with firefighting
- The prevalence of dual-income households, reducing daytime availability
- Increased family obligations and youth activity commitments
- Fewer residents working within their local community and being available to respond during the day
- More frequent travel, seasonal absences, and vacation patterns

- Competition from other volunteer, civic, and recreational opportunities

These factors collectively reduce the number of available responders, especially during daytime hours. NFPA 1720 staffing expectations further complicate this challenge. For rural areas, the standard calls for six firefighters within 14 minutes, 80% of the time, and for remote areas, four firefighters. ISO also counts paid-on-call personnel at one-third the value of full-time staff, making it more difficult for volunteer departments to achieve favorable ratings.

3. Increasing Regulatory and Training Requirements

Future demands will also be shaped by expanding state and national standards. Wisconsin SPS 314 and SPS 330 impose requirements for:

- Annual public building inspections
- Monthly or biannual firefighter training
- Minimum training before interior firefighting
- Facility safety standards
- Incident management system training
- Live-fire training compliance with NFPA 1403

4. ISO Rating Pressures

ISO Public Protection Classification (PPC) ratings influence insurance costs for residents and businesses. Maintaining or improving ISO scores will require:

- Reliable apparatus replacement
- Adequate staffing
- Documented training
- Consistent water supply testing
- Effective fire prevention and inspection programs

5. Service Expectations and Call Types

Even with or without population growth, call volume typically increases due to:

- Aging populations
- Increased EMS demand
- Severe weather events
- More complex building systems
- Greater public expectation for rapid response

MERGED DEPARTMENT MODEL

Overview

The primary goal of this study was not simply to evaluate the existing departments, but to determine the most effective long-term Fire/EMS service model for the Town of Randall if service delivery were designed from a "blank canvas" perspective. PAA was asked to examine how fire protection, emergency medical services, staffing, apparatus, and facilities could best be structured to provide sustainable and effective service into the future. After reviewing current operations, service demands, staffing challenges, response performance, and financial considerations, PAA concluded that the most effective way to achieve that goal is through a merged department model serving the Village of Twin Lakes, the Town of Randall, and the Town of Wheatland.

While this model is presented as a re-engineered approach, it utilizes many of the existing resources from the current departments and considers current compensation structures for personnel. The objective in developing a new model is to first do no harm with respect to service delivery and personnel while creating a more sustainable long-term system. This section outlines the recommended governance structure, organizational model, apparatus and station configuration, personnel structure, and key performance indicators (KPIs) necessary to guide the development of the new department.

1. Key Performance Indicators (KPIs)

PAA's methodology in designing a department begins with KPIs. These KPIs seek to answer the questions: what services are to be provided, and to what quality should they be delivered? To ensure accountability, service quality, and data-driven decision-making the consolidated department should adopt measurable KPIs. These indicators establish expected service levels and allow elected officials to evaluate performance and adjust resources annually.

Recommended KPIs

- Fire apparatus fleet meets or exceeds ISO Fire Suppression Rating Schedule requirements.
- Apparatus availability ≥ 95% (excluding scheduled maintenance).
- Personnel maintain certifications required under WI SPS 330.
- Personnel receive ≥ 90% of required annual training hours.
- Travel time performance:
  - < 8 minutes in densely populated areas (80% of incidents).
  - < 13 minutes in rural areas (80% of incidents).
- Turnout time: four personnel responding within 6 minutes (90% of incidents).
- Effective response force: 15 personnel on scene for structure fires (90% of incidents).

- Minimum staffing benchmarks:
  - 6 personnel on scene within 10 minutes in villages (80%).
  - 6 personnel on scene within 14 minutes in rural areas (80%).
- Unit Hour Utilization (UHU) for the staffed ambulance ≤ 0.3.
- <5% reliance on mutual aid for initial EMS response.
- All public buildings inspected at least once every 12 months.
- Paid-on-call (POC) retention ≥ 50% over a 5-year average.
- Full-time personnel retention ≥ 85% at 5 Years.
- Equitable cost-sharing among participating municipalities.

These KPIs should be reported to elected officials at least annually and used to guide resource allocation.

Collective Service Demand

Municipality	Population	Area Sq miles
Village of Twin Lakes	6,309	8.53
Town of Randall	3,256	13.1
Town of Wheatland	3,394	34.0
Total	**12,959**	**55.63**

The consolidated department would serve approximately 12,959 residents across 55.63 square miles. Determining an exact call volume from the available data is somewhat challenging, as some incidents are reflected in multiple department records due to mutual aid responses, such as structure fires involving assistance from neighboring departments. In addition, data provided by the Town of Wheatland was organized by dispatch type rather than by the actual incident outcome.

For purposes of analysis, calls have been grouped into three broad categories: Fire Calls, EMS Calls, and Mutual Aid. The mutual aid total for a consolidated department would be lower than the combined total of the three current departments, as many of those responses represent the same incident involving multiple departments. It is also likely that some fire calls are counted both as fire incidents and as mutual aid responses, which means the actual number of distinct fire calls may be somewhat lower than reported.

Estimated Call Demand of Merged Department

Municipality	Fire	EMS	Mutual Aid	Total
Twin Lakes	154	645		799
Town of Randall	115	235		350
Town of Wheatland	114	291		405
Total	**383**	**1,171**	**65**	**1,554**

Governance Recommendations

To govern the merged department, PAA recommends forming a joint municipal fire department governed by a Joint Board of Fire Commissioners, consistent with Wisconsin Statutes [ss. 61.63 (2)(b)2 Wis. Stats.] The governing bodies of the three manipulators would need to develop and agree to an intergovernmental agreement forming and governing the joint department that includes at least the following elements:

- Creation of a Joint Commission/Board: The agreement must establish a joint board of commissioners (or similar governing body) to manage the department, with representation from each participating municipality.
- Powers and Duties: Explicitly define the authority of the board, including appointing the fire chief, hiring personnel, purchasing equipment, and entering into contracts.
- Services Provided: Detail the services included, such as fire suppression, emergency medical services (EMS), fire inspections, and fire safety education.
- Service Area: Define the geographic boundaries of the area serviced by the joint department.
- Operational Control: Outline how the fire chief reports to the joint board and manages daily operations.
- Funding Formula: Define how costs are shared. These formulas usually consist of a weighted approach, often taking the average of three key factors: Equalized assessed value (total or improvements), call volume, and population (e.g., 1/3, 1/3, 1/3) to determine the percentage share for each community.
- Identify and authorize one of the municipalities to be the administrative and fiscal agent of the joint department
- Budgeting Process: Establish procedures for submitting, approving the annual operating and capital budgets.
- Asset Management: Determine the transfer of existing assets (vehicles, stations, equipment) to the new joint entity or how existing assets will be leased/used.

- Employment Terms: Define whether employees are employed by one municipality, the joint board, or if employees are transferred from existing departments.
- Insurance and Indemnification: Outline liability insurance requirements and how the parties will share liability for damages, injuries, or negligent acts.
- Compensation and Benefits: Ensure the agreement addresses uniform pay and benefits for staff, including volunteer or paid-on-call responders.
- Duration: Define the start date and term of the agreement.
- Withdrawal/Termination: Include clear procedures for a municipality to withdraw, disposition of assets, including notice periods (typically 1–2 years), and financial implications of withdrawal.

4. Stations

To determine the necessary coverage of the service, PAA conducted a GIS analysis (see Appendix A & B for current coverage from the Twin Lakes station and Appendix C & D for the proposed station location). Analysis shows the proposed service area can be covered by two stations, one being the current Twin Lakes station and the second being in the Town of Wheatland.

In regard to the Town of Wheatland station, analysis determined the current location to not be ideal, as it is skewed too far to the east of the service area. It is recommended that within the next five years, a new station be constructed in the Town of Wheatland in the area of Geneva Road and County Highway O (368th Ave). In addition to the current location being less than ideal, it is functionally inadequate as identified in the department review section. The new station, in addition to being designed to house apparatus designated for this station, should also be designed for future in station staffing.

PAA's recommendation is that eventually the two current Town of Randall fire stations would no longer be needed for a joint department. Until some apparatus can be replaced, PAA recommends one bay at Station One be retained for storage of a reserve engine. Disposition of these assets would be at the discretion of the Town of Randall.

5. Organizational Structure

The consolidated department would operate as a combination department with full-time, part-time, and POC personnel across two stations. Recommended leadership structure:

- Fire Chief

- Deputy Chief
- Two Assistant Chiefs (one per station)
- Division Chief of EMS (assigned from current full-time staff)
- Division Chief of Training
- Three Captains
- Six Lieutenants

This structure ensures adequate supervision, consistent training, and effective response force deployment.

Full-time and part-time personnel and ambulances would be based at the Twin Lakes station and respond district wide. POC personnel would be assigned to their nearest station but may respond anywhere in the district.

Regarding volunteer and paid-on-call (POC) staff, the goal should be to retain as many current members as possible. In volunteer fire departments, not every member is available to respond to every call due to work schedules, family obligations, travel time, and other personal commitments. As a result, only a portion of the total roster can typically be expected to respond to any given incident. ISO guidelines, along with PAA's experience and interviews conducted during this study, support the understanding that only a fraction (typically one-third) of the total volunteer membership is generally available for an average response. This makes overall roster size critically important to maintaining reliable staffing levels and consistent emergency response capability. Certainly, there are times where this rule of thumb is exceeded and the number of personnel on scene can increase over time. The primary concern, however, is the initial response. To meet the ideal minimum number for an effective response force for a structure fire in suburban areas of 10, or better yet 15 for urban areas, a total roster of 45 POC would be ideal. This number would be active members that meet State of Wisconsin requirements as structural firefighters. A more realistic goal is to maintain a minimum or 35 or greater active members and continue the practice of support members. This number should provide an average initial turnout of 10 POC personnel in addition to the full-time staff. The Town of Randall and Wheatland do not currently compensate their volunteer staff, so PAA recommends that all volunteers of the joint department follow at minimum the current Twin Lakes compensation model of $10 an hour for incident response and a $20.00 stipend for attendance at any training event (no time requirement or limit).

6. Apparatus Recommendations

The current apparatus roster of all three departments collectively exceeds national averages and is more than necessary for the service area. See the table below for a comparison to national averages.

Comparison of Current Apparatus to National Average for Population Protected.

10,000 to 24,999	None	1	2	3-4	5 or more	Collective Apparatus
Pumpers	1%	9%	33%	47%	10%	5
Aerials	48%	48%	4%	0%	0%	3
Other	24%	23%	20%	21%	11%	8

PAA recommends the fleet reductions outlined in the following table.

Apparatus Type	Current Dept.	Year	Replacement year	Service Life	Estimated Replacement Cost	Fleet Reduction Cost Avoidance
Engine	TRFD	1994	2024	20	$1,000,000.00	$1,000,000.00
Engine	TRFD	1994	2024	20	$1,000,000.00	$1,000,000.00
Quint 104-foot Aerial	TRFD	2004	2029	25	$2,000,000.00	$2,000,000.00
Quint 75-foot Aerial	TWFD	2008	2033	25	$2,000,000.00	$2,000,000.00
Tender	TRFD	1999	2029	30	$500,000	$500,000
Brush	TWFD	2006	2036	30	$300,000.00	$300,000.00
Squad/Personnel	TLFD	2003	2023	15	$75,000.00	$75,000.00
Squad/Personnel	TRFD	2013	2028	15	$75,000.00	$75,000.00
Total Cost Avoidance						**$6,950,000.00**

Of this reduction, it is recommended that one of the current Randall engines be retained as a reserve apparatus until the replacement of the current mini pumper and the current Twin

Lakes rescue with a rescue engine. This fleet reduction brings an estimated $6,950,000.00 cost avoidance (based on current replacement costs) over the next ten years. Unfortunately, due to the age and condition of most of the apparatus recommended for removal from service, their resale value would likely be minimal. PAA recommends that any proceeds received from the sale of these units be placed into a dedicated apparatus replacement fund for the future joint department. The following table outlines the recommended apparatus to be retained and their proposed station assignments.

Twin Lakes Station

Apparatus Type	Current Dept.	Pump (gpm)	Tank (gal)	Replacement Year	Estimated Replacement Cost
Engine	TLFD	1,500	1,000	2040	$1,000,000.00
Quint 75-foot Aerial	TLFD	1,500	500	2035	$2,000,000.00
Heavy Rescue	TLFD	None	None	2028	$1,100,000.00
Tender	TLFD	500	5,000	2024	$500,000.00
Brush	TLFD	60	200	2039	$300,000.00
Squad/Personnel	TRFD	N/A	N/A	2028	$75,000.00
Ambulance	TLFD	N/A	N/A	2024	$500,000.00
Ambulance	TLFD	N/A	N/A	2031	$500,000.00
Ambulance	TLFD	N/A	N/A	2038	$500,000.00

Wheatland Station

Apparatus Type	Current Dept.	Pump (gpm)	Tank (gal)	Replacement Year	Estimated Replacement Cost
Engine/Rescue	TWFD	1,500	1,250	2028	$1,100,000.00
Mini Pumper	TWFD	500	300	2026	$600,000.00
Pumper/Tender	TWFD	1000	4,000	2036	$1,100,000.00
Brush	TRFD	300	300	2047	$300,000.00

In this recommendation, some of the apparatus from Randall is reassigned. When the Twin Lakes rescue apparatus is replaced we recommend it be replaced with a combination engine rescue. Eventually, both stations would have similar apparatuses and a dual use rescue/full-size backup engine apparatus. When the mini pumper is replaced, it is recommended to be replaced with a 1,500-gpm mini pumper that is fully NFPA engine compliant. PAA believes this apparatus is needed to better protect the lakeshore properties with challenging access and terrain, as well as to act as an additional reserve engine. The recommended fleet provides 5,000 GPM of pumping capacity, well above the ISOs maximum credit of 3,500 GPM.

7. Budget

In developing the budget for the joint department staff pay, benefits, current shared expenditures, and overall current expenditures and revenues were taken into consideration. This was in addition to funding the merged department as designed.

The budget line item constituting the greatest cost share is personnel. Full-time staff and benefits make up the majority, but since the Town of Randall and Town of Wheatland currently do not compensate their volunteers there is a necessary, substantial shift in this section. Full-time, in-station staff work a schedule of 24 hours on and 48 hours off and receive 13 Kelly days per year. Kelly days are 24-hour, paid time off days taken to reduce bi-weekly hours worked. This benefit is twofold; it reduces work hours to 192 per 27-day period and is an attractive work schedule for recruitment and retention. The Federal Fair Labor Standards Act (FLSA) sets the overtime threshold for firefighters at 212 hours in a 27-day period. This schedule does not have built-in overtime as a standard 24 hours on and 48 hours off schedule without Kelly days would. The full-time staff have vacation and sick leave in addition to Kelly days. On days they use these benefits, their positions need to be filled. These days are covered by a combination of other full-time staff filling them at overtime cost and part-time staff coverage. The full-time EMS supervisor chief works a 40-hour week Monday through Thursday.

Other benefits that the full-time staff receive are health insurance and participation in the Wisconsin Retirement System (WRS). PAA recommends that the joint department offer WRS retirement without social security. This provides a higher retirement benefit and though the employer cost is higher, it still provides a 19% savings over the WRS/FICA option. This option

is used by other departments across the state. The tables below outline the base cost for full-time employees and the part-time backfill cost for paid leave benefits.

Full-Time Wages and Benefit Cost

Wages	Holiday Pay	Overtime	Pension	Medicare	Health Insurance
$424,320.00	$23,100.00	$48,162.60	$86,831.91	$8,319.96	$176,176.00

Full-Time Paid Leave Coverage Cost

Wages	FICA	Medicare
$30,096.00	$2,242.15	$1,354.32

Backup ambulance coverage is provided by paid-on-call staff. PAA utilized the department's current pay structure for these positions but reduced the positions from four to two. These positions are filled in four-hour blocks, with six time-blocks per day for 24-hour coverage. The reasoning behind the reduction was that a minimum crew of two is needed to staff an ambulance, and a backup ambulance is necessary for the current call volume. The amount budgeted for the four positions by TLFRI is $175,000.00. If all four positions were filled 24/7 the cost would be $315,360 in wages alone. While some shifts were left unfilled, PAA's philosophy regarding response resources is that if a service is important one day, it should be considered important every day unless data clearly demonstrates otherwise. In this case, maintaining reliable backup ambulance coverage is important on a consistent daily basis, and the priority should be ensuring that the two necessary positions are adequately staffed. The cost associated with providing these positions is outlined in the following table.

POC Backup Ambulance Coverage

Wages	Soc. Sec.	Medicare
$157,680.00	$9,776.16	$2,286.36

Currently, TLRFI also has two firefighter/EMS positions staffed in the station on weekends, this is referred to as paid-on-premises (POP). PAA was told this was due to lack of staff availability on weekends. With the data provided, PAA cannot support or refute the need for these positions at this time. The cost for providing these additional positions is summarized in the table below. The cost is included in the budget PAA developed, but as a contingency. This contingency should be used if and when demand and staffing cannot be met with other paid and unpaid on-call staff.

Weekend In-Station Coverage POP

Wages	Soc. Sec.	Medicare
$109,824.00	$6,809.08	$1,592.44

There is a serious caveat to utilizing part-time staff to fill the POC, POP, and PTO backfill positions, as well as the other part-time positions. Any employees of a municipal department that work over 1,200 hours per year are subject to WRS contribution. This is not just for hours over the 1,200 threshold but includes all hours worked that year. Further, once this threshold is met in any year, all wages in subsequent years are subject to WRS contribution for that employee as well. The current employer cost of WRS without FICA is 18.5% (recommended option), and 14.5% plus FICA 7.65% under the current plan. Either of these represent a significant additional cost if hours are not monitored closely and limits set for individual employees. The estimated number of hours needed to be filled for the various categories is presented below.

Estimated Hours by Category

Category	Annual Hours
PTO Coverage	1,368

POC	17,520
POP Weekend	4,992
Total	**23,880**

If a decision is made to avoid having part-time employees reach WRS coverage, PAA would recommend a much lower threshold for the POC shift coverage of no greater than 900 hours per year for these positions. This would require that at least 19 personnel participate. Currently, TLFRI has 29 members with an EMS license that could fill these positions. This does not include any hours for fire/emergency incident response when not in a duty position, which would also count toward annual hours worked. This could easily add another 150 hours or more per year on average. The number of positions needed, assuming equal divisions and availability to fill the time slots, is listed in the table below.

Minimum Personnel Needed

Annual Hours	Positions Needed
@1200	19.9
@900	26.5

If these hours were to be subject to WRS participation/contribution, this would be $35,325.79, provided the WRS without Social Security is chosen. It is unlikely all employees would reach the threshold for WRS. Most likely, the number of employees/hours worked under WRS would be approximately 60%, which would provide a cost estimate of $21,195.00.

Another consideration in deciding which direction to take with part-time employees regarding WRS is this involvement is recruitment and retention.. Covering peak demand time for a backup ambulance and other calls with additional full-time staff will eventually decrease some of the part-time coverage. With the cost for just one full-time firefighter/EMT being in the $88,000 range with benefits, it becomes apparent the use of POC coverage is a much less costly alternative, provided demand and performance can be met with this model.

The Town of Randall and Town of Wheatland do not currently compensate their volunteer staff. It is recommended that all volunteers of the joint department follow at minimum the current Twin Lakes compensation model of $10 an hour for incident response and a $20 stipend for attendance at any training event (no time requirement or limit). The following table breaks the estimated calls into two categories, Emergency Medical First Response in the Wheatland district and all other fire calls for the joint district.

Call Type	Estimated Calls	Avg. Personnel Responding	Avg. Time on Call	Personnel Hours
Fire Calls	495	10	1.5	7,425
EMR	291	3	1	873
Total	**786**	**N/A**	**N/A**	**8,298**

The annual personnel cost estimate for additional emergency response is broken down in the following table.

Wages	Soc. Sec.	Medicare
$82,980.00	$5,144.76	$1,203.21

PAA calculated annual training cost assuming three regular training sessions per month with an average attendance of 35 members, and 20 members attending an additional three training events annually. This cost is broken out in the following table.

Stipends	Soc. Sec.	Medicare
$26,400.00	$1,636.80	$382.80

The final category of personnel expenses are officer stipends. To calculate the cost, the current stipend rate was applied to the positions identified for the merged department. This information is presented in the following table.

Officer Pay	Stipend	Soc. Sec.	Medicare
Deputy Chief	$5,000.00	$310.00	$72.50
Assistant Chief, Wheatland Station	$2,500.00	$155.00	$36.25

Assistant Chief, Twin Lakes Station	$2,500.00	$155.00	$36.25
EMS Division Chief	$2,000.00	$124.00	$29.00
Training Division Chief	$2,000.00	$124.00	$29.00
Captain, Twin Lakes Station	$1,000.00	$62.00	$14.50
Captain, Twin Lakes Station	$1,000.00	$62.00	$14.50.
Captain, Wheatland Station	$1,000.00	$62.00	$14.50
Lieutenant, Twin Lakes Station	$800.00	$49.60	$11.60
Lieutenant, Twin Lakes Station	$800.00	$49.60	$11.60
Lieutenant, Twin Lakes Station	$800.00	$49.60	$11.60
Lieutenant, Twin Lakes Station	$800.00	$49.60	$11.60
Lieutenant, Wheatland Station	$800.00	$49.60	$11.60
Lieutenant, Wheatland Station	$800.00	$49.60	$11.60
Lieutenant, Wheatland Station	$800.00	$49.60	$11.60
Total	**$22,600**	**$1,401.20**	**$313.20**

Proposed Estimated Total Personnel and Operating

Category	Proposed
Fire Chief Wages	$20,000.00
Full-Time Staff Wages	$432,640.00
Holiday Pay	$23,628.00
FT Overtime (PTO Coverage)	$48,162.60
PTO Backfill Part-Time Wages	$71,790.60
POC Backup Ambulance/Standby	$157,680.00
Part-time POP (Wage Contingency)	$119,953.20
Fire Call Pay Per Call	$82,980.00
Training Pay	$26,400.00
Retirement WRS	$77,091.30
Soc. Security	$28,569.84
Medicare	$17,092.17
Health Insurance	$176,176.00
Life Insurance, Long/Short Term Disability	$1,500.00
Flex Spending Account	$3,500.00
Certification Incentive	$8,000.00
Officer Pay	$22,600
LOSA-Fire	$6,500.00
Total Personnel	**$1,324,263.71**
EMS Vehicle Maintenance Account	$40,000.00
Fuel	$15,000.00

EMS Equipment Maintenance	$10,000.00
EMS New Equipment Purchases	$0.00
Service Contract on Equipment Stryker	$22,000.00
Fees to Billing Company	$42,000.00
EMS Supplies	$25,000.00
EMS New Equipment	$30,000.00
Electronics	$7,000.00
TV/Entertainment	$2,000.00
Soda/Water/Food	$8,000.00
Advertising/Social Media	$2,000.00
Annual Subscriptions/Dues	$2,200.00
I AM Responding/Image Trend	$6,200.00
Training	$12,000.00
Building repairs	$10,000.00
Exercise Equipment Maintenance/Purchase	$2,500.00
Fire-Citizen Programs	$2,000.00
Utilities	$25,000.00
Fire Training	$12,000.00
Medical Services	$6,000.00
Professional Services	$12,000.00
Fire New Equipment	$8,000.00
Fire Subscriptions	$2,000.00
Radios	$6,000.00
Fire Fuel/oil	$8,000.00
Fire Vehicle/Maintenance Repair	$30,000.00
Internet	$3,000.00
Small Equipment/Parts	$10,000.00
Miscellaneous	$7,000.00
Insurance-EMS	$27,792.00
Insurance-Fire	$66,000.00
Village Admin. Cost	$5,500.00
Legal (start-up)	$12,000.00
Total Operations	**$478,192.00**
Total Fire and EMS	**$1,802,455.71**

10-Year Capital

Year	Item	Estimated Cost
2027	Ambulance	$500,000.00
2028	Mini Pumper	$600,000.00
2029	Rescue Engine	$1,100,000.00
2030	Tender	$600,000.00
2031	SCBA	$120,000.00
2031	Ambulance	$500,000.00
2032	Aerial Quint	$2,000,000.00
Total		**$5,420,000.00**
Average 10 years		**$542,000.00**

Capital Cost Avoidance

Apparatus Type	Current Dept.	Year	Replacement Year	Service Life	Estimated Replacement Cost	Fleet Reduction Cost Avoidance
Engine	TRFD	1994	2024	20	$1,000,000.00	$1,000,000.00
Engine	TRFD	1994	2024	20	$1,000,000.00	$1,000,000.00
Quint 104-foot Aerial	TRFD	2004	2029	25	$2,000,000.00	$2,000,000.00
Quint 75-foot Aerial	TWFD	2008	2033	25	$2,000,000.00	$2,000,000.00
Tender	TRFD	1999	2029	30	$500,000	$500,0000
Brush	TWFD	2006	2036	30	$300,000.00	$300,000.00
Squad/Personnel	TLFD	2003	2023	15	$75,000.00	$75,000.00
Squad/Personnel	TRFD	2013	2028	15	$75,000.00	$75,000.00
					Total Cost Avoidance	**$6,950,000.00**

Without the merger and assuming current fire apparatus fleets would be maintained, the additional cost for the communities in the next 5 years would be: Town of Randall $4,509,075,000.00, Town of Wheatland $2,300,000.00, and Twin Lakes $75,000.00.

Estimated Fire Station Cost for Wheatland

These are estimates based on typical Midwestern fire station construction and renovation costs. Actual costs depend on site conditions, design choices, and market conditions. A new 2–3 bay modern fire station typically costs $4.5M to $8M.

Revenues and Current Budget Allocations

Current Revenues

Transport Revenue	$500,000.00
FAP EMS Grant	$52,000.00
2% Dues Twin Lakes	$48,864.23
2% Dues Wheatland	$22,568.64
2% Dues Randall	$28,045.37
Total	**$651,478.24**

The estimated net operating cost of the merged department after revenues is **$1,150,977.47**

Current Budget Allocations for Fire and EMS

Randall EMS Contract	$235,000.00
Wheatland EMS Contract	$235,000.00
Twin Lakes EMS Contract	$450,000.00
Twin Lakes Fire Budget	$133,033.00
Randall Fire Budget	$86,000.00
Wheatland Fire Budget	$93,000.00
Total	**$1,232,033.00**

The estimated net operating cost of $1,150,977.47 for the merged department is $81,055.53 less than current operating expenses. However, PAA recommends the participating municipalities continue the same budget allocations and keep the surplus in place for contingency in the first year. If in future years this amount holds true, it should be used for capital replacement funding.

Cost share model

Typical cost share models that PAA has assisted in developing involve three factors: equalized value of assessed property or improvements, population, and call volume. They can be equally weighted at one third or adjusted. Assuming total equalized value is one third of the factors, an example of the division of estimated cost is presented below.

Municipality	Total Assessed Value	Percentage of Total	Percentage of Calls	Population	Percentage of Population	Average %	Operating Share
Village of Twin Lakes	$1,545,959,800	50%	51%	6,309	49%	49.9%	$575,488.74
Town of Randall	$925,372,200	26%	24.5%	3,256	25%	26.6%	$299,254.14
Town of Wheatland	$611,226,300	24%	26.5%	3,394	26%	24.1%	$276,234.59
Total	**$3,082,558,300.00**			**12,959**			**$1,150,977.47**

KPIs for Additional Response Resources

Decisions on the necessity of additional response resources, primarily staff, should be based on the KPIs presented. In working with other municipalities, it is not uncommon for PAA to see staffing plans based on adding a certain number of full-time positions by a specific date. This strategy does not answer a significant question; what unmet demand is this resource going to fill? For example, the KPI of turnout time: four personnel responding within 6 minutes for 90% of incidents reported. When the outcome falls below 80% action should be taken, which would most likely be the addition of in-station staff. All KPIs presented should be reported to the commission regularly to monitor trends requiring additional resources. Another consideration for emergency response staff is that not all response problems require a 24-hour solution. Response time by time of day and days of week needs to monitored. If peak demand is on weekdays from 7:00am to 6:00pm, a unit staffed just for these hours may be warranted. The following staffing solutions and KPIs to demonstrate when additional resources are needed are presented below.

Emergency Medical Calls

KPIs:

- Unit Hour Utilization (UHU) for the staffed ambulance ≤ 0.3.
- <5% reliance on mutual aid for initial EMS response
- On-call positions filled >95% of the time

Step 1 Option

Add a daytime staffed ambulance at the Wheatland Station, recommended four personnel working two 12-hour shifts on, two 12-hour shifts off. Estimated cost could be $360,000.00 to $436,000.00.

Step 2 Option

Add six full-time personnel, staff a second ambulance in the Wheatland Station 24 hours a day, 7 days a week. Estimated cost could be $550,000.00 to $650,000.00 annually. This is when it would be recommended to two additional full-time staff to cover paid leave for full-time personnel to reduce pressure on part-time staffing. Estimated cost could be $190,000.00 to $220,000.00.

Fire Calls

As previously stated, most fire calls such as fire alarms, CO calls, service calls, EMS assist, etc. can be handled by a single engine company to meet initial response and lower the demand and pressure on volunteer on-call staff.

KPIs

- Travel time performance:
  - < 8 minutes in densely populated areas (80% of incidents).
  - < 13 minutes in rural areas (80% of incidents).
- Turnout time: four personnel responding within 6 minutes (90% of incidents).
- Effective response force: 15 personnel on scene for structure fires (90% of incidents).
- Minimum staffing benchmarks:
  - 6 personnel on scene within 10 minutes in villages (80%).
  - 6 personnel on scene within 14 minutes in rural areas (80%).

Steps 1 and 2 Options

Steps one and two provide varying means of cross staffing an engine and ambulance in each station. The concept involves personnel staffing either the engine or ambulance depending on what type of call comes in. This concept is used in many departments and stations with lower call volumes.

Step 3, Option 1

Add a daytime fire position to each station, this would be a fire apparatus driver/operator or officer. Utilize current volunteer/on-call staff to fill as paid-on-call positions. This would be 12-hour daytime coverage and could cost $75,000 to $94,500.

Step 3, Option 2

Add a fire position to each station, this would be a fire apparatus driver/operator or officer. One at each station, 24 hours per day could cost $159,000.00 to $189,000.00.

Step 4, Option 1

Add one full-time daytime fire position to each station, this would be a fire apparatus driver/operator or officer. Recommended two personnel working two 12-hour shifts on, two 12-hour shifts off. Estimated cost could be $180,000.00 to $215,500.00.

Step 4, Option 2

Add one full-time position for each station, 24 hours per day. This option requires adding six full-time personnel and staffing the second ambulance in the Wheatland Station 24 hours a day, 7 days a week. Estimated cost could be $550,000.00 to $650,000.00 annually. It would also be recommended to add one additional full-time staff to cover paid leave of full-time personnel to reduce pressure on part-time staffing. The estimated cost could be $95,000,000.00 to $110,000.00.

We also recommend that when Step 3 is implemented the position of fire chief becomes full-time position due the increasing complexity of the department, and the administrative and supervisory needs that accompany this growth. This would be an additional cost in the $120,000.00 to $140,000.00 range. The implementation of these options should provide the necessary staffing for the next 15 to 25 years, unless there is a major unplanned surge in development.

Implementation Steps

1. Negotiate an intergovernmental agreement between the Village of Twin Lakes, Town of Randall, and Town of Wheatland to form a joint municipal fire department according section 60.55(1)(a)2 of the Wisconsin Statutes.
    a. Negotiate with TLVFRI disposition of assets and building agreement.
2. Each municipality will need to develop municipal ordinances:
    a. Recognizing the joint department as the municipality's authorized fire and EMS department.
    b. Authorize authority and police powers of the fire chief.
    c. Fire prevention, code reference, inspection frequency, etc.

3. Establish a Joint Fire Commission between the Village of Twin Lakes, Town of Randall, and Town of Wheatland according WI Statute 61.65 (2) (b) 2.
    a. Develop board policies as needed.
    b. Establish key performance goals for the new joint department.
4. Appoint a fire chief for the newly formed department.
5. Establish a budget for the newly formed department to include an implementation budget and an operations and capital budget with a start date goal for the transfer of services.
6. Direct the fire chief to establish Policy and Standard Operations Guideline (SOG) manuals meeting at least the minimum requirements outlined in Wisconsin Administrative rule SPS 330. Consider subscribing with Lexipol (policy risk management services for development).
7. Direct the fire chief to develop an organizational chart for the department.
8. Develop and approve job descriptions for all positions outlined in the chart.
9. Establish and approve and employment manual, including a pay and benefits plan for all positions outlined.
10. Based on the approved policy manual, the fire chief shall fill all authorized positions of the joint department.
11. Establish a response guideline to include initial single company response area for each station, apparatus response by incident type, mutual aid, and MABAS response.
12. In conjunction with the Kenosha County 911 dispatch center, establish dispatch programming to reflect response guidelines developed.
13. Develop a training plan to train all members on the new operational SOG's and Critical Policies. Training shall include apparatus and equipment familiarization.
14. Deliver training plan, which should be completed before responding as the new joint department.
15. Direct the fire chief to arrange for all necessary professional service contracts for the new joint department be developed and approved by the joint commission.
16. Set final date for transfer of response service for new joint department.
17. Implement transfer of service from current four departments to new joint department.
18. TLVFRI should consider reorganizing as a non-profit support organization for the new joint department.
19. Dispose of assets and apparatus no longer needed by the new joint department.

Future Monitoring for Performance

The key performance indicators previously outlined should be used for the ongoing monitoring of the department's performance. The fire chief should be directed to report on most of these KPIs on a monthly basis in a formal written report to the joint commission. This data can then be used for decision making on operational and budget adjustments as needed to meet the established performance level.

Advantages/Disadvantages

The primary benefit of this merger plan is efficiency. Several resources are currently unnecessarily duplicated and the scarce on-call/volunteer personnel pool diluted between the departments. This plan establishes a properly-sized department for the area and service demand, and sets a plan for a more efficient blend of paid and on-call resources into the future. The main disadvantages will no doubt involve the loss of local identity, cultural clashes, and political hurdles. A particular challenge will be for the members of TLVFRI making the full transition to a municipal department and the transparent budgeting and financial reporting responsibilities that entails.

Advantages

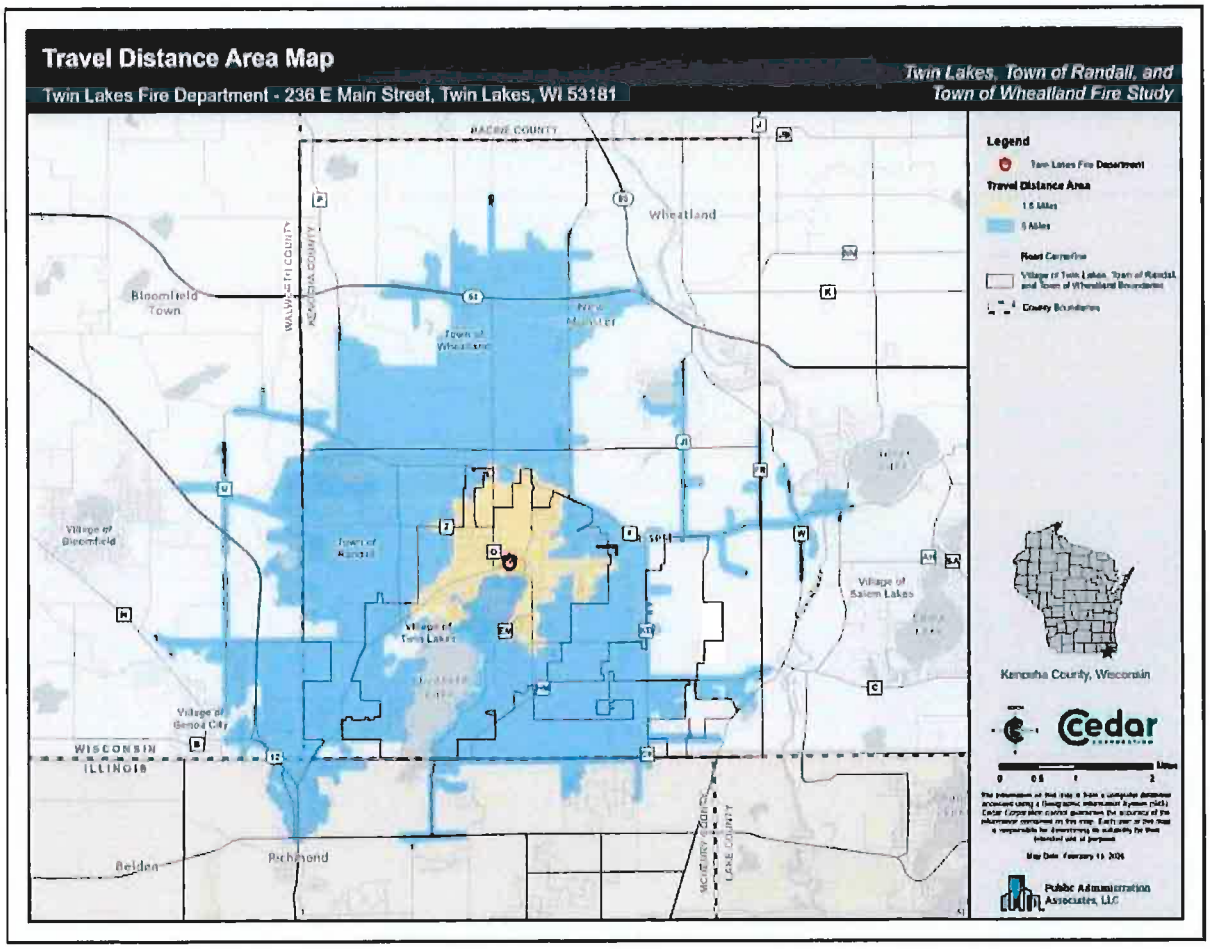
- Continued improved service and response times.
- Cost efficiency and reduced redundancy. Cost avoidance in sharing expensive fire apparatus is the most significant improvement with this plan. With the need to hire full-time personnel and likely more in the future, efficiently utilizing this staff will prove to be another major financial advantage to a joint department.
- The complexity of the department with the addition of full-time personnel has grown beyond the ability of the TLVFRI to provide the administrative support resources needed. In addition, with cost increasing the municipal partners demand and deserve full financial transparency and input in the use of financial resources.
- Standardized training and operations. This is already underway but will only continue to be improve. This guides the training program, improving safety and effectiveness on the fireground.
- More efficient use of the personnel pool. This larger pool of paid-on-call members and a more efficient response model to utilize available staff ensures a more consistent and effective response.
- Access to better funding. A larger, consolidated department may be more competitive for state or federal grants.

Disadvantages

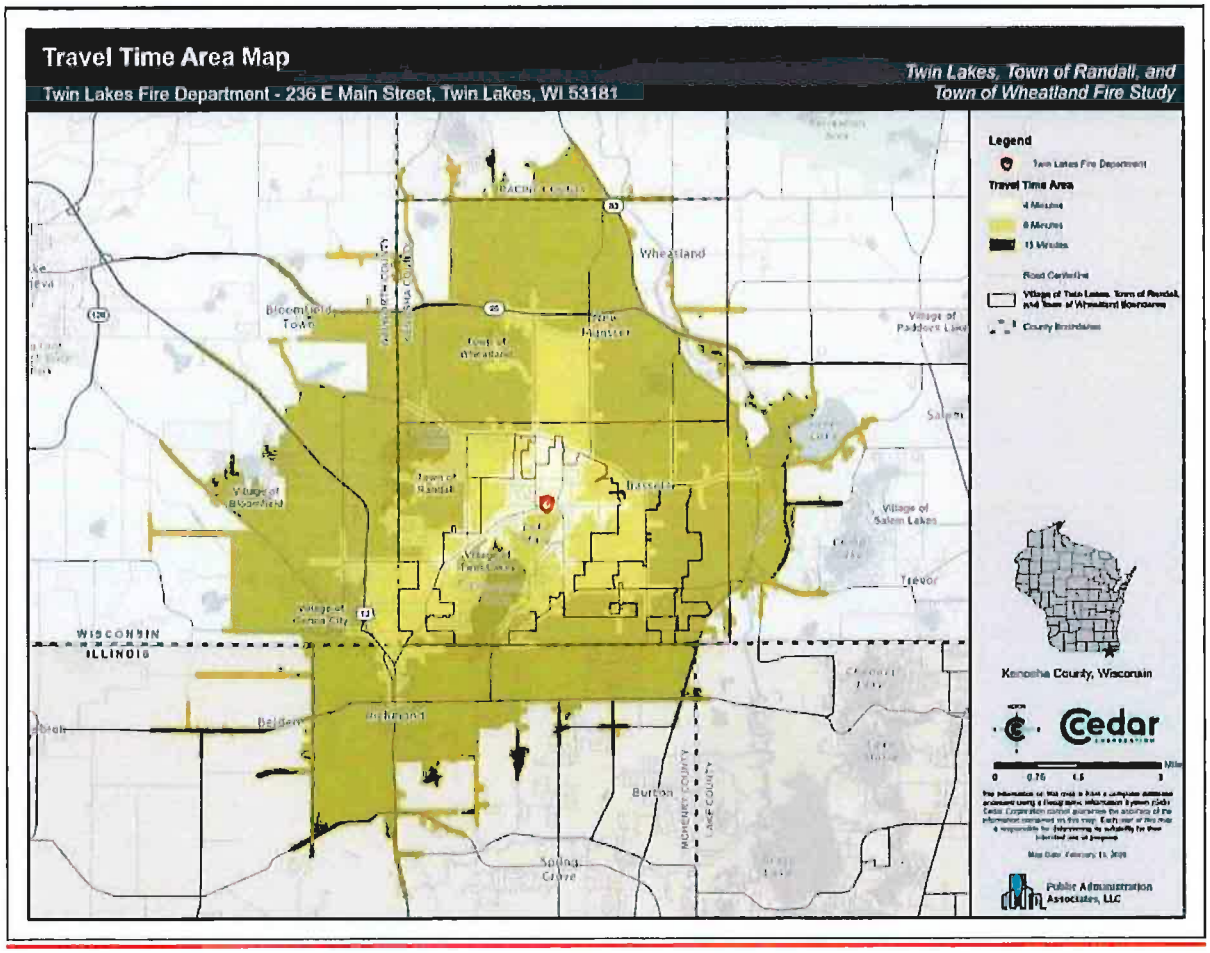
- Cultural clashes and morale issues. Merging often causes animosity or resistance if not managed well. Firefighters may struggle to blend different traditions, uniforms, and cultures. The staff of the departments has been jointly responding already and needs to keep the focus on improving emergency response.
- Loss of local identity/control. Mergers not only affect the department but the community. Some may view this as losing part of their community identity. Political battles over the loss of autonomy and control can also come into play. Fortunately, the communities involved have already worked together with joint ambulance service and throughout this study.
- Initial financial/transition costs. While long-term savings are common, short-term costs for the transition (uniforms, re-lettering trucks, IT integration) can be higher.
- Potential for staff turnover. Some personnel may leave due to the changes. Some personnel near retirement may now feel more comfortable proceeding, knowing a plan is in place to assure coverage.

Successful mergers require honest communication that focuses on long-term benefits and ensuring adequate fire and EMS response for all communities. Communication should also be prioritized in the community and the départements in every step of the process. The process is most successful when it respects the traditions of the departments while creating a new, combined identity. PAA believes this can and could be a very successful merger that will truly benefit all communities involved.

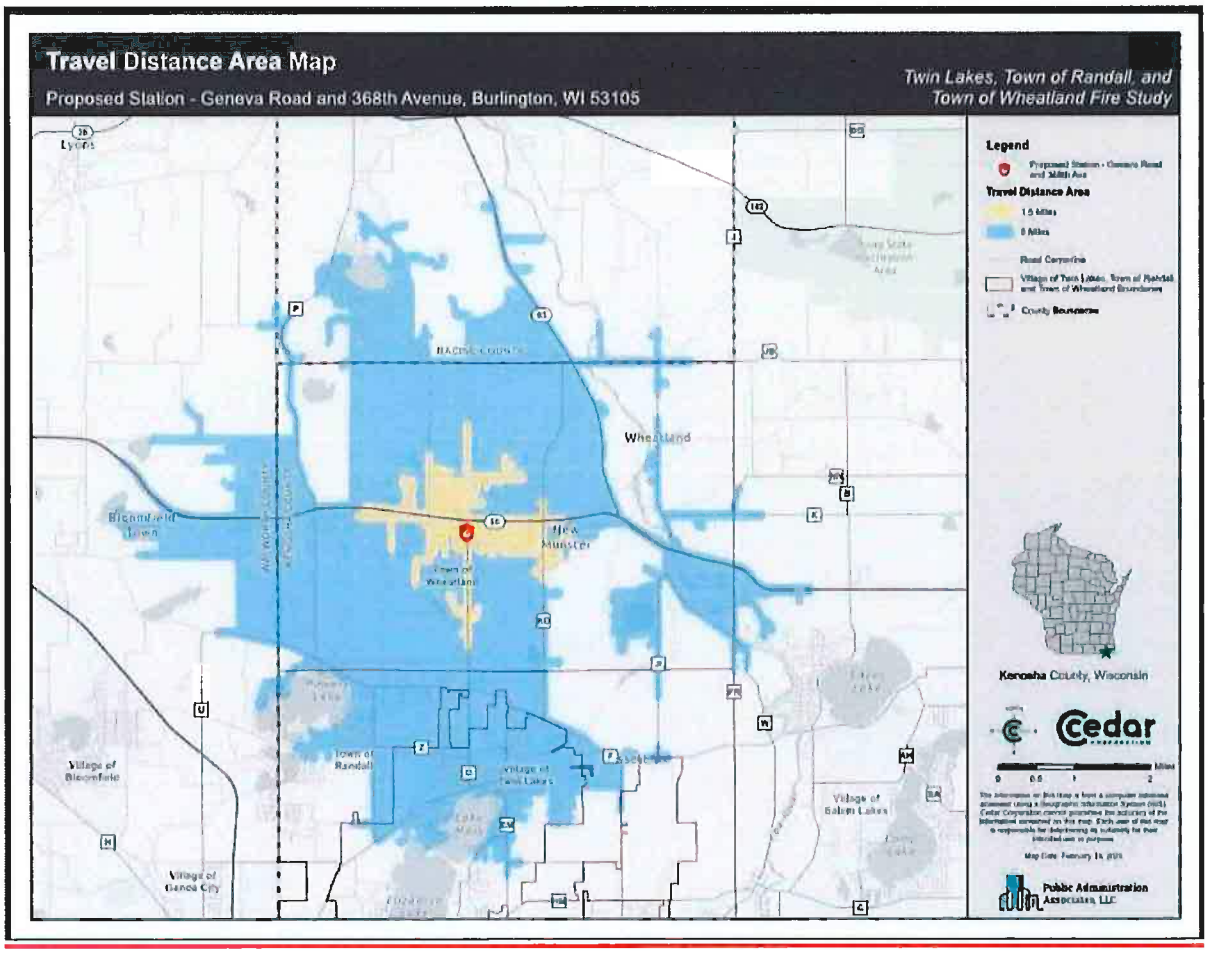
APPENDIX A


Travel Distance Area Map
Twin Lakes Fire Department - 236 E Main Street, Twin Lakes, WI 53181
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Distance Area
Road Centerline
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC
Wheatland
Bloomfield Town
Village of Bloomfield
Village of Salem Lakes
Village of Genoa City
WISCONSIN
ILLINOIS
Belden
Richmond

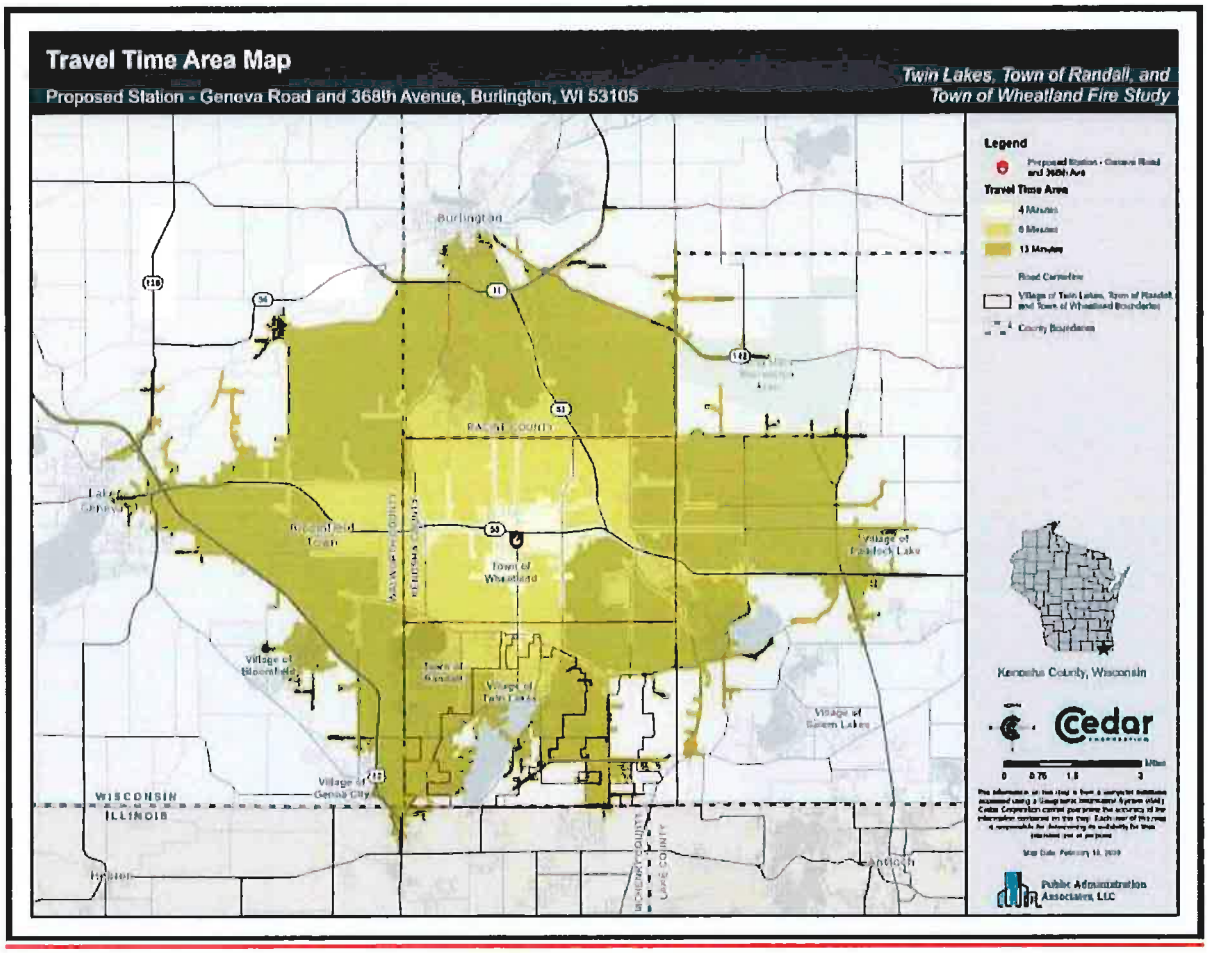
APPENDIX B


Travel Time Area Map
Twin Lakes Fire Department - 236 E Main Street, Twin Lakes, WI 53181
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Time Area
Wheatland
Bloomfield Town
Village of Paddock Lake
Salem
Village of Salem Lakes
Trevor
WISCONSIN
ILLINOIS
Bristol
Bureau
Spring Grove
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC

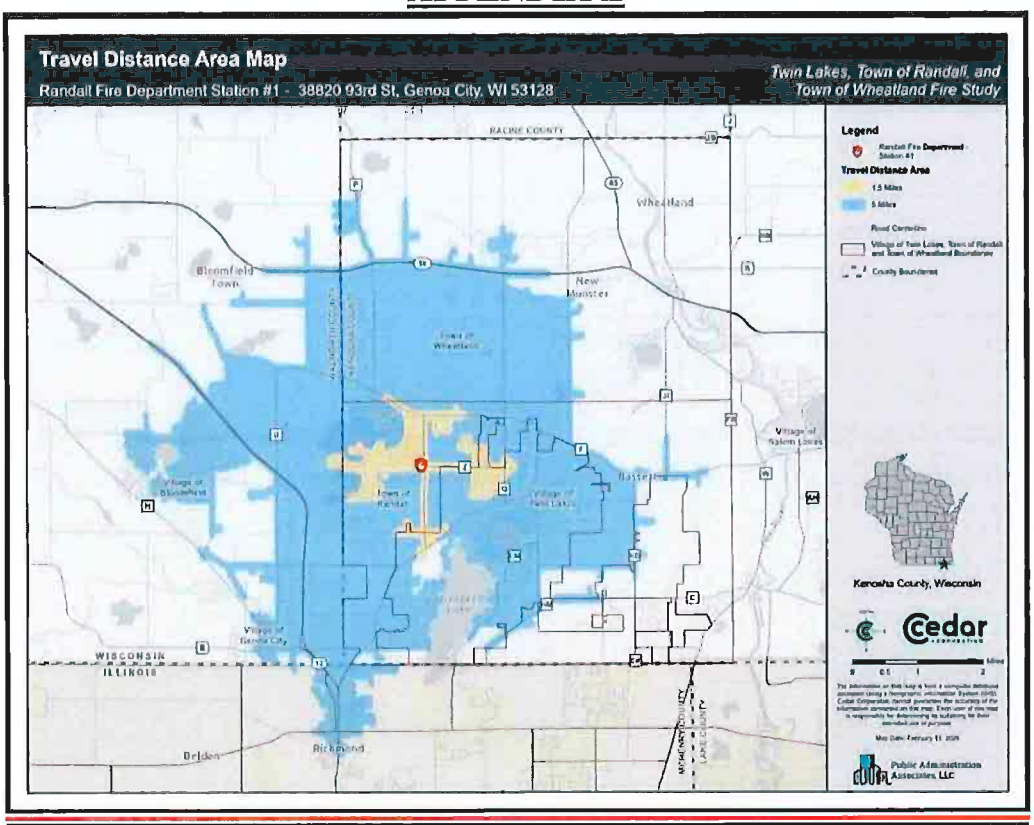
APPENDIX C

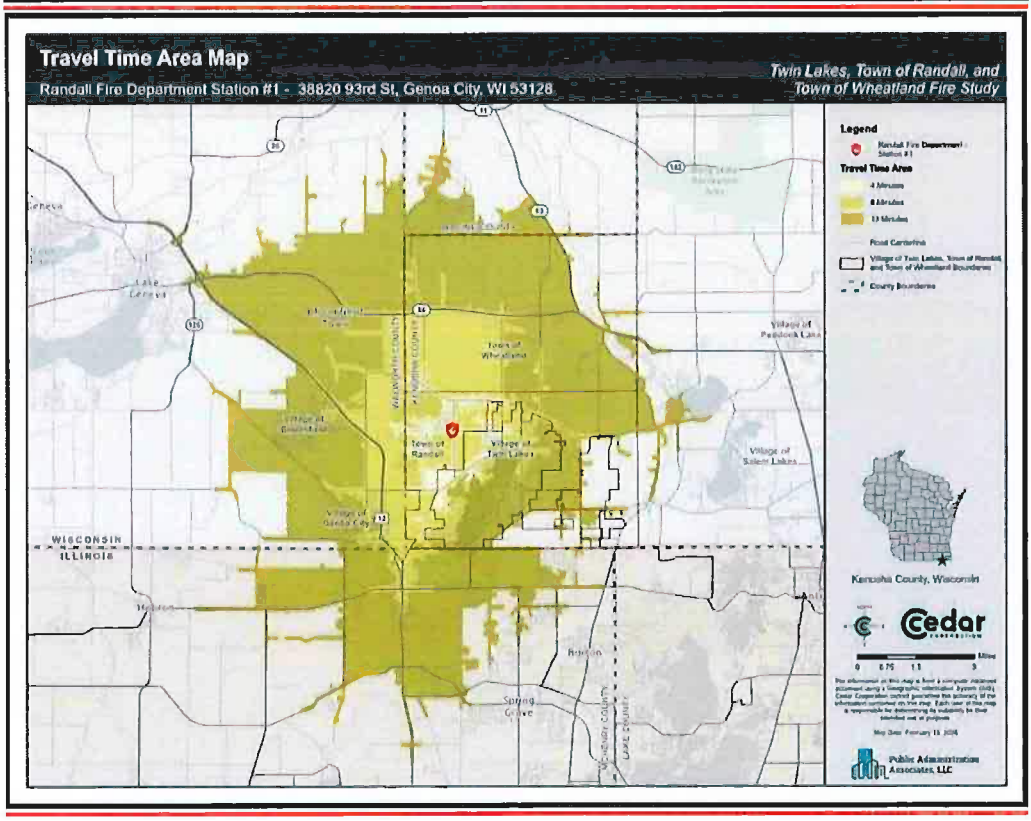

Travel Distance Area Map
Proposed Station - Geneva Road and 368th Avenue, Burlington, WI 53105
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Distance Area
Road Centerline
Kenosha County, Wisconsin
Cedar Corporation
Public Administration Associates, LLC
Wheatland
Village of Bloomfield
Village of Genoa City
Village of Twin Lakes
Village of Salem Lakes
Town of Randall

APPENDIX D

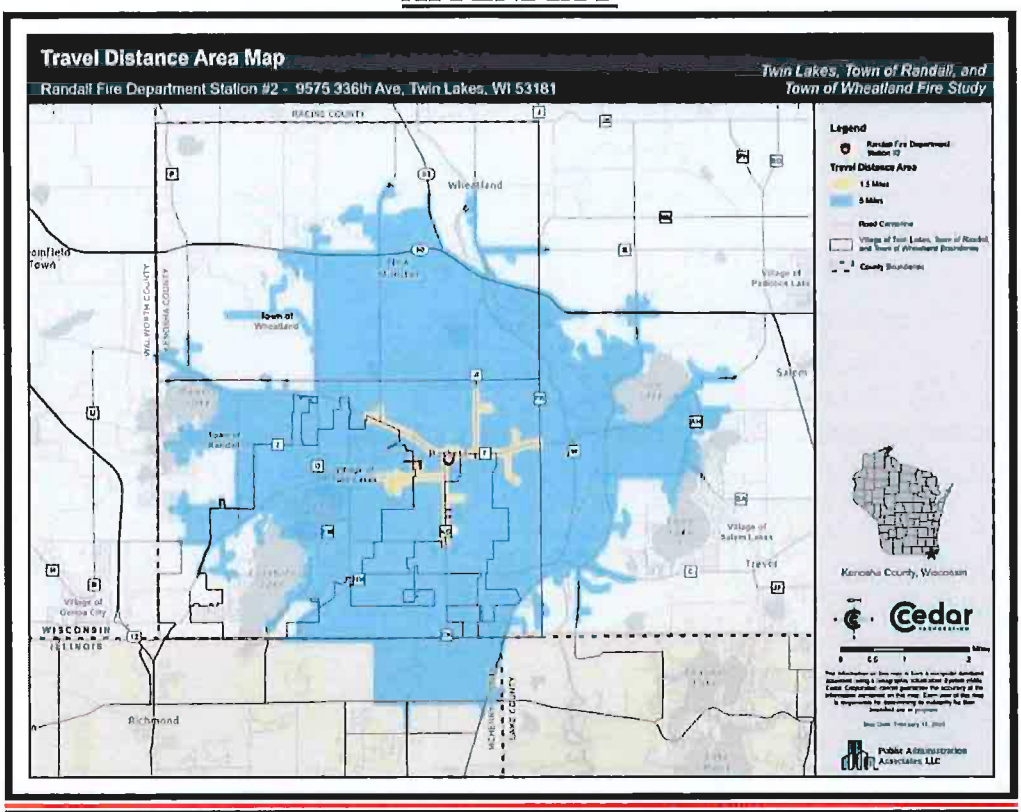

Travel Time Area Map
Proposed Station - Geneva Road and 368th Avenue, Burlington, WI 53105
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Time Area
Road Centerline
County Boundaries
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC
WISCONSIN
ILLINOIS
Burlington
Town of Wheatland
Village of Paddock Lake
Village of Bloomfield
Village of Twin Lakes
Village of Salem Lakes
Village of Genoa City
Antioch

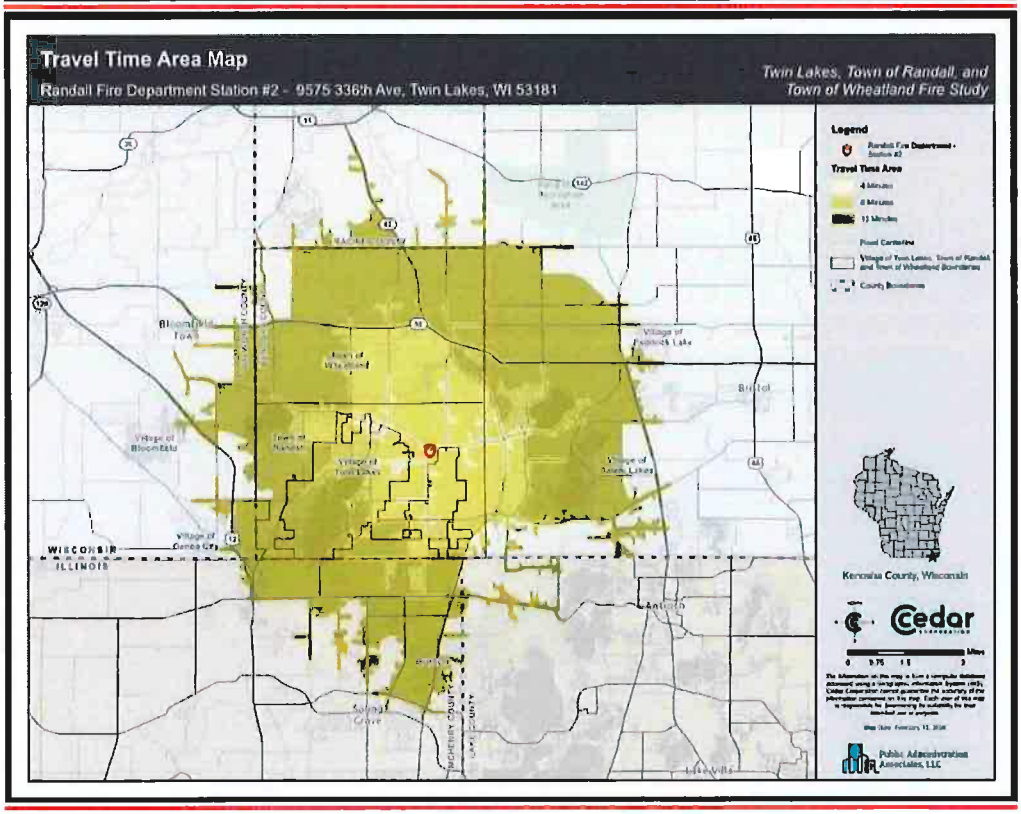
APPENDIX E


Travel Distance Area Map
Randall Fire Department Station #1 - 38820 93rd St, Genoa City, WI 53128
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Distance Area
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC

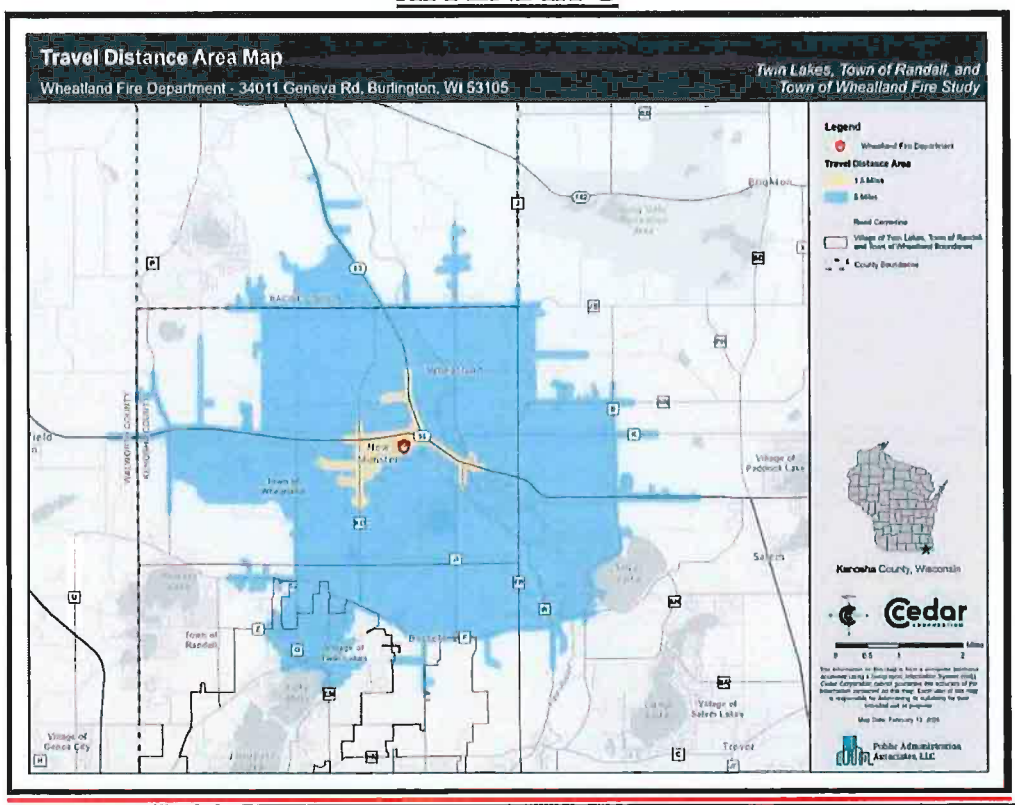

Travel Time Area Map
Randall Fire Department Station #1 - 38820 93rd St, Genoa City, WI 53128
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Time Area
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC

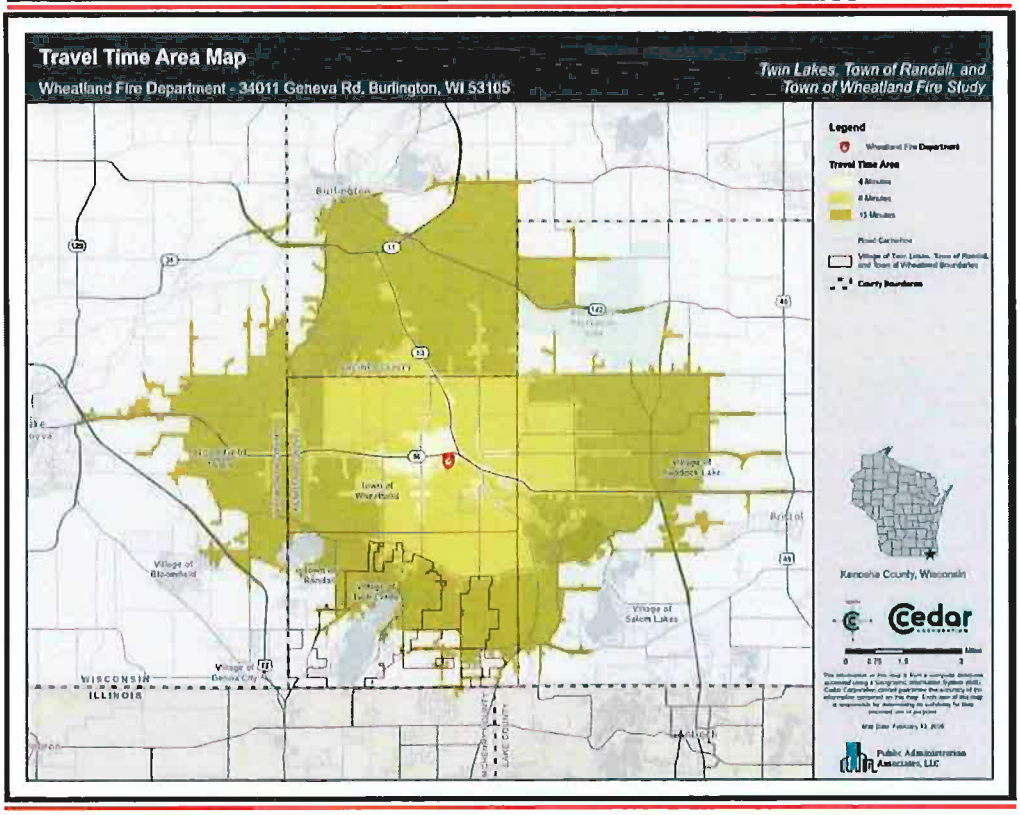
APPENDIX F


Travel Distance Area Map
Randall Fire Department Station #2 - 9575 336th Ave, Twin Lakes, WI 53181
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Distance Area
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC


Travel Time Area Map
Randall Fire Department Station #2 - 9575 336th Ave, Twin Lakes, WI 53181
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Time Area
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC

APPENDIX G


Travel Distance Area Map
Wheatland Fire Department - 34011 Geneva Rd, Burlington, WI 53105
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Distance Area
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC


Travel Time Area Map
Wheatland Fire Department - 34011 Geneva Rd, Burlington, WI 53105
Twin Lakes, Town of Randall, and Town of Wheatland Fire Study
Legend
Travel Time Area
Kenosha County, Wisconsin
Cedar
Public Administration Associates, LLC

APPENDIX H

Expenditures

Acct Number	Acct Description	2024 Actual	2025 Budget	2026 YTD	2025 Estimate	2026 Proposed
PUBLIC SAFETY						
FIRE DEPARTMENT						
100-33-52200-50110-000	FULL-TIME WAGES	$0	$0	$68,477	$171,193	$424,682
100-33-52200-50111-000	PART-TIME WAGES	$6,784	$5,000	$20,864	$24,000	$26,500
100-33-52200-50120-000	RETIREMENT	$0	$0	$13,083	$29,437	$66,002
100-33-52200-50122-000	FICA	$0	$0	$5,404	$13,510	$27,649
100-33-52200-50123-000	MEDICARE	$0	$0	$1,264	$3,160	$6,466
100-33-52200-50130-000	HEALTH INS	$0	$0	$9,386	$23,465	$176,176
100-33-52200-50134-000	LIFE INS	$0	$0	$153	$550	$1,500
100-33-52200-50204-000	CITIZEN PROGRAMS	$1,222	$1,000	$1,751	$1,751	$1,000
100-33-52200-50207-000	UTILITIES	$12,674	$14,000	$11,061	$13,800	$14,000
100-33-52200-50208-000	EDUCATION/TRAINING	$1,214	$5,000	$3,999	$5,000	$6,000
100-33-52200-50213-000	MEDICAL/HOSPITAL	$1,050	$4,000	$3,170	$3,170	$4,000
100-33-52200-50217-000	OTHER PROFESSIONAL SERVICES	$1,250	$2,000	$1,101	$1,900	$7,000
100-33-52200-50218-000	FD – NEW EQUIPMENT	$3,873	$6,000	$6,465	$6,465	$5,000
100-33-52200-50220-000	SUBSCRIPTION/DUES	$2,000	$2,000	$2,000	$2,000	$2,000
100-33-52200-50221-000	RADIO EQUIP/PAGERS	$4,120	$4,000	$3,589	$3,589	$4,000
100-33-52200-50223-000	FUEL/OIL/PUMPS	$4,067	$0	$4,801	$5,500	$5,500
100-33-52200-50224-000	VEHICLE/BOAT MAINT/RPR	$15,000	$15,000	$19,053	$19,053	$15,000
100-33-52200-50225-000	INTERNET	$1,280	$1,700	$1,170	$1,650	$1,700
100-33-52200-50243-000	SMALL EQUIPMENT/PARTS	$2,850	$6,000	$5,122	$5,122	$6,000
100-33-52200-50250-000	MISCELLANEOUS	$1,944	$500	$924	$924	$3,500
100-33-52200-50259-000	SALARY COMPENSATION	$44,580	$45,000	$25,000	$45,000	$45,000
100-33-52200-50284-000	LENGTH OF SVC PROG	$4,000	$0	$8,000	$8,000	$4,000
100-33-52200-50501-000	INSURANCE	$42,795	$0	$38,476	$38,476	$44,000
100-33-52200-50218-000	FD – NEW EQUIPMENT	$1,489	$0	$0	$0	$0
100-33-52200-50258-000	CAPITAL OUTLAY	$4,112	$0	$0	$0	$0
	TOTAL FIRE DEPARTMENT	**$156,304**	**$111,200**	**$254,311**	**$426,714**	**$896,675**
RESCUE SQUAD						
100-34-52300-50223-000	FUEL/OIL/PUMPS	$10,448	$0	$7,541	$11,000	$12,000
100-34-52300-50235-000	RETAINER FEE	$85,000	$450,000	$337,500	$450,000	$0
100-34-52300-50250-000	MISCELLANEOUS	$2,500	$0	$396	$396	$0
100-34-52300-50501-000	INSURANCE	$24,802	$0	$22,903	$22,903	$53,000
	TOTAL RESCUE SQUAD	**$122,750**	**$450,000**	**$368,339**	**$484,299**	**$65,000**

VILLAGE COST ESTIMATES RELATING TO EMS SERVICE

Fire Department – Personnel & Benefit Costs (costs since 8/25 hires)			Annualized Estimate	
• Full-Time Wages: **$187,657.70**			**$500,420.53***	
• Retirement: **$31,696.91**			**$84,525.09***	
• FICA: **$13,174.99**			**$35,133.31***	
• Medicare: **$3,081.25**			**$8,216.67***	
• Certification Incentive: **$1,500.00**			**$1,500 ($750/$10,500 poss.)**	
• Health Insurance: **$46,957.61**			**$125,220.29***	
• Life Insurance: **$291.09**			**$776.24***	
• Flex Spending: **$1,104.11**			**$3,500.00 ($500/emp/year)**	
• Short and Long-Term Disability			**$3,360 ($40/emp/mo.)**	
Subtotal – Fire Personnel & Benefits: $285,463.66				**$762,652.13***
Rescue Department Costs				
• Fuel/Oil/Pumps: **$9,295.97**			**$9,295.97**	
• Liability Insurance: **$22,902.78**			**$22,902.78**	
Subtotal – Rescue Department: $32,198.75				**$32,198.75**
Administrative & Support Costs (Added)				
Legal Services (estimated): **$200.00** Payroll Processing Support			**$533.33***	
o 5 months × 2 hours/month × $55/hour				
o **$550.00**			**$1,466.67***	
• Village Administrative Time**			**$4,000.00**	
Subtotal – Administrative Support: $750.00				**$6,000.00***

Estimated Incremental Costs – EMS Brought In-House
(Based on 7 additional employees and calculated from approximately $430,000 in added payroll; excludes MPIC Property Policy; actual amount will vary.)
LWMMI (Municipal Insurance): **$6,134.00**
Workers Compensation: **$21,290.00**
Crime Insurance: **$212.00**
Accident & Health Insurance: **$156.00**
Subtotal – Estimated Additional Insurance Costs: $27,792.00
$27,792.00

SUMMARY – Partial-Year Total (Aug 19–Dec 31):			**Annualized:**
Fire Department Personnel & Benefits: **$285,463.66**			
		$762,652.13	
Rescue Department Costs:	**$32,198.75**		
		$32,198.75	
Administrative & Support Costs:	**$750.00**		
		$6,000.00	
Est. In-House EMS Insurance Costs:	**$27,792.00**		
		$27,792.00	
Total Partial-Year Cost:	**$346,204.41**		

Total Annualized Cost Estimate: $828,642.88

***Annualized Cost Estimate:** Amounts indicated by * are extrapolated from approximately 4.5 months of the village's actual costs since the EMS employees were hired August 19–December 31. Annualized cost estimate was calculated by dividing the village's actual costs during this 4.5-month period by .375 (4.5 months is 37.5% of a 12-month calendar year).

****Village Administrative Time.** Equates to 1 hour per week of Village Administrator time handling paperwork, phone calls, coordination, benefit processing, etc. related to fire/rescue and EMS employees.

APPENDIX I

Draft Twin Lakes Vol Fire Department and Rescue Squad Inc Budget 2026

Full-Time Wages	$450,420.00
Retirement	$84,525.00
FICA	$35,135.00
Medicare	$85,000.00
Health Insurance	$125,500.00
Life Insurance, Long/Short-Term Disability	$4,500.00
Flex Spending Account	$3,500.00
Certification Incentive	$8,000.00
Part-Time In-Station/Backfill Wages	$100,000.00
POC Budgeted 4 Spots	$175,000.00
Weekend In-Station Extra Manning	$74,880.00
Accountant	$15,000.00
Payroll Tax	$35,000.00
Officer Pay	$16,500.00
Ambulance Purchase Account	$50,000.00
Vehicle Maintenance Account	$40,000.00
Fuel	$15,000.00
Equipment Maintenance	$10,000.00
New Equipment Purchases	$20,000.00
Service Contract on Equipment Stryker	$22,000.00
Fees to Billing Company	$42,000.00
EMS Supplies	$25,000.00
EMS New Equipment	$25,000.00
Paramedic Program	$20,000.00
Electronics	$7,000.00
TV/Entertainment	$2,000.00
Soda/Water/Food	$5,000.00
Advertising/Social Media	$2,000.00
Annual Subscriptions/Dues	$2,200.00
I AM Responding/Image Trend	$6,200.00
Training	$9,000.00
Building Repairs	$7,000.00
Building Upgrades	$10,000.00
Bunk Room/In-Station Alerting	$35,000.00
Work Out Equipment Maintenance/Purchase	$2,500.00
Total	**$1,592,360.00**

Data presented by Chief Redlin

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Colleen – Deputy Clerk

Department (if applicable): Clerk's Office

Date Submitted: 6/26/2026

Meeting Requested : COW/Board

2. SUMMARY OF ISSUE

Provide a clear written summary of the matter for discussion or action:

As part of the Village's review and revision of the Pier, Raft, and Buoy Permit Program, staff evaluated the permitting process to identify opportunities to improve efficiency and better serve both residents and Village operations. During discussions with the Police Department regarding the revised process, an officer identified one of the greatest challenges they encounter: locating permitted piers and lakefront properties from the water. The discussion also highlighted the impact this has on emergency response, as law enforcement, fire, and EMS personnel may have difficulty identifying the correct property during incidents on the lake. While properties are identified from the roadway through the Village's Universal Address Sign (UAS) program, many lakefront properties have no visible identification from the lake.

This issue was also discussed with the Twin Lakes Lake District. During those discussions, the Lake District expressed support for establishing a unique numbering system for lakefront piers. To better understand how that approach functions in practice, staff contacted the City of Lake Geneva, which utilizes a separate pier numbering system. Following that discussion, Lake Geneva's Fire Chief advised against implementing a separate numbering system and instead recommended using existing street addresses because emergency responders and dispatch rely on property addresses during emergency response. Twin Lakes Fire Chief has provided the same recommendation. A copy of the Fire Chief's letter is included for the Board's review.

The Village's current Water Way Permit Information Packet encourages property owners to display their street address on their pier, but this is currently voluntary. The proposed ordinance would make waterfront address identification a requirement.

Discussion

The Board is asked to provide direction on the following policy questions:

- Should Universal Address Signs be required on lakefront piers or other lake structures?
- If required, should all piers display an address or only those meeting certain criteria, such as length or permit requirements?
- Should the existing street address be used, or should the Village establish a separate numbering system for waterfront structures?
- Should the address sign also serve as the Village's pier permit, with updated permit decal issued during each three-year renewal cycle?

Requested Direction

Staff requests Board direction regarding the preferred approach so that a final ordinance can be prepared for future consideration.

3. REQUESTED OUTCOME

☒ Discussion Only
☐ Direction from Committee of the Whole
☐ Action (following COW discussion)

Describe the recommended action or requested Board direction:

4. FISCAL IMPACT (If Applicable)

☒ No Fiscal Impact

☐ Fiscal Impact: $

Budgeted: ☐ Yes ☐ No

Account Line: _____

Funding Source (i.e grant, donation): TIF Fund

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☐ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits
☒ Staff Report / Background Materials
☐ Other: _____

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete
☐ Returned for Additional Information
☐ Deferred

Administrator: _____ Date: _____

Village of Twin Lakes
105 E Main St, PO Box 1024 • Twin Lakes WI 53181 • 262-877-2858

Village Board Members,

There have been multiple emergencies on the lakes that the caller did not know where they were. They could tell us they were on Lake Elizabeth or Lake Marie, but they did not know North, South, East, West or anything else. We had to send units to multiple different locations around the lake instead of concentrating our resources on 1 location to help the individuals. With the topography of our lake fronts it is not as easy as starting at one address and just walking the lake front to find any victims. Some of the hills and inclines make just walking the lake front unsafe for first responders.

I recommend using the same size address signs that are used for roadside Village addresses. The reflective address is very helpful with effective operations during emergency situations. This sign could be one sided and just face the lake. This would help the aesthetics for the home owner as they could mount this sign so they don't see the back side at all and have no reflectiveness facing their residence.

The residents need to understand during an emergency every second counts to have an effective outcome. When someone calls 911, they get the Kenosha County 911 center located in downtown Kenosha. If the call does not require Emergency Medical Dispatch instructions, so the caller is not next to the actual patient or the patient cannot be given medical aide at the time, then the 911 center transfers this call to the Twin Lakes Police Department Dispatcher. This dispatcher has to speak with the caller, getting all of their information, the location of the emergency, and then dispatch the appropriate first responders. These responders could be police, fire, rescue, or all 3. While attempting to dispatch all entities required as quickly as possible the dispatcher is still speaking with the original 911 caller to gather more information or they may be answering more 911 transfer calls from the Kenosha County 911 center. While the dispatcher is activity answering the telephone lines in an attempt to gather in updated pertinent information they also still are answering the 2 or 3 different radio channels for police, fire, or rescue.

There is even more to the complexity of the radio channels, but to believe the dispatcher has any more time above this to look into some pre-organized spread sheet for a pier numbering system instead of just having the street address on a pier, is misbelief.

Ron Redlin
Fire Chief
Village of Twin Lakes
262-877-2373 Station

(6.) F.) 1.

(Rev. 6/3/26)

Community Library Joint Operating Agreement

Pursuant to the provisions of Section 43.53 and Section 43.54 of the Wisconsin Statutes, this Agreement is made and entered into by and between the Village of Paddock Lake, the Village of Salem Lakes, and the Village of Twin Lakes, all in Kenosha County, Wisconsin.

Recitation

On February 20, 1980, the Village Board of the Village of Paddock Lake unanimously passed Resolution No. 49 to cooperate in an agreement for establishment, maintenance and upkeep of a joint municipal library to provide library services to the community.

On April 1, 1980, residents of the Town of Salem responded affirmatively to a referendum favoring the establishment of a joint municipal library.

On June 8, 1992, the Village Board of Twin Lakes unanimously passed Resolution No. RI 992-6-2 expressing the intention of the Village of Twin Lakes to join the Community Library System and enter into this joint operating agreement.

On June 11, 1992, the Town of Randall passed a resolution to join the Community Library System.

The Boards of the Village of Paddock Lake, Town of Salem, and Village of Silver Lake have all subsequently adopted Resolutions authorizing the participation of the Village of Twin Lakes and the Town of Randall in said joint library system.

The Town of Salem and the Village of Silver Lake have entered into a cooperative agreement pursuant to section 66.0307, Wis. Stats. which resulted in the consolidation of the two municipalities as the Village of Salem Lakes on February 14, 2017.

On February 9, 2024, The Town of Randal gave notice to leave the Joint Library Agreement ending December 31, 2025.

A. This Agreement is entered into between the Village of Paddock Lake, the Village of Salem Lakes, and the Village of Twin Lakes for the purpose of recreating and re-establishing a joint Library Board to operate a public library at 24615-89th Street Salem, Wisconsin and 110 S. Lake Street Twin Lakes, Wisconsin and/or such other location or locations as the Joint Library Board may hereinafter determine.

B. The Joint Library Board shall have all the powers provided in Section 43.58, Wis. Stats. and any other applicable Wisconsin Statutes relating to libraries. Joint Library Board members shall be appointed by the Village President of each municipality, with the advice and consent of their respective Village Boards, as follows:

Five (5) members appointed by the Village of Salem Lakes commencing in May of 2026. Two (2) appointments for two (2) year terms ending April 30, 2028, two (2) appointments for three (3) year terms ending April 30, 2029 and one (1) appointment for a four (4) year term ending April 30, 2030.

Two (2) members appointed by the Village of Twin Lakes commencing in May of 2026. One (1) appointment for a three (3) year term ending April 30, 2029 and one (1) appointment for a four (4) year term ending April 30, 2030.

One (1) member appointed by the Village of Paddock Lake commencing in May of 2026. One (1) appointment for a two (2) year term ending April 30, 2028.

One (1) member by the Village of Salem Lakes, which member shall be an administrator, or the administrator's designee, of one of the public school districts serving the participating municipalities, commencing in May of 2026. One (1) appointment for a four (4) year term ending April 30, 2030. The public school district administrators shall nominate one of their number to the Salem Lakes Village President for selection to be the public school district representative on the Joint Library Board.

The composition of the Joint Library Board shall be reviewed every ten years, as soon as practicable following publication of the latest federal decennial census, and, if applicable, be adjusted so that the composition, in terms of the number of seats appointed by each of the municipality members, reflects the percentage of their respective populations shown by the most recent census. Any required adjustment shall take effect on the expiration of the then-current term(s) of the Joint Library Board seat(s) impacted by the change.

C. After the initial appointments for the terms listed in Section B., above, each regular appointment by a municipality shall be made for a term of three (3) years and shall expire May 1 of that year.

D. No board member shall be an employee or independent contractor of the Community Library.

E. Vacancies on the Board shall be filled within sixty (60) days by appointment of any unexpired term by the appointing authority in the same manner as original appointments are made pursuant to paragraph B and C, above.

F. As soon as practicable after the recreation of the nine (9) member Joint Library Board, its members shall organize and elect from their members a President and such other officers as they deem necessary, which may include a Vice President, Secretary, Treasurer. It is recommended that the term of each officer elected shall be for one (1)

year and shall run from June 1 thru May 31 of the following year. The Vice President should succeed the President in the following year.

G. All meetings of the Joint Library Board or any of its subcommittees shall be audio recorded. Such recordings shall be marked with the date, time and type of meeting and shall be kept for a period of not less than that required by state law at the Salem branch of the Community Library or at another branch as approved by the participating communities. Such recordings and documents shall be available to the public in accordance with Wisconsin open records laws, Section 19.35, Wis. Stats. Such recordings and documents shall be available to the public during all regular hours of library operations.

H. The Library Board shall be subject to the Open Meetings Laws and Open Records Laws, Chapter 19, Wis. Stats.

I. The fiscal agent shall be compensated by the Community Library for all costs incurred as fiscal agent, via the municipality member deducting its fiscal agent costs from its quarterly payment to the Community Library. The fiscal agent's responsibilities shall include, but not be limited to, overseeing payroll, benefit administration, insurance, financial recordkeeping, and auditing matters.

1. The Village of Twin Lakes shall be designated as the initial fiscal agent.

2. The fiscal agent shall maintain Errors and Omission insurance General Liability insurance coverage at a level established jointly by the participating municipalities.

3. Annual auditing shall be performed by a third-party accounting firm.

4. The fiscal agent may be changed by a majority vote of the parties.

J. The treasurer (or President, if there is no treasurer) of the Joint Library Board shall continue to keep accurate records of all Community Library receipts and expenditures. Staff shall prepare a detailed list of all payables which shall be presented to the Joint Library Board for approval. This list shall be accompanied by all invoices, vouchers, etc. as required by the Joint Library Board. The Library Board shall provide all information to the fiscal agent as provided for in Section 43.58, Wis. Stats.

K. The Community Library shall be funded by the participating municipalities via the formula set forth in Wis. Stat. § 43.64 (2), or via such minimum funding as is required by future changes in law. Payment of tax funds collected by each municipality for the Community Library by each municipality shall be paid to the Community Library quarterly beginning January of each year.

L. This Agreement shall be in effect from the date of execution by each municipality for a period ending December 31, 2026 and shall continue thereafter from year to year on a calendar basis unless any party gives written notice to the other parties not less than eighteen (18) months prior to the end of the municipality's final calendar year of membership. If termination of this Agreement results in the closing of the library, the assets thereof excluding the land and building at the Salem Lakes location, which shall be divided proportionate to the ownership interests of the Villages of Salem Lakes and Paddock Lake, or their successors, respectively, shall be divided among the participating municipalities with the ratio of expense sharing in existence in the year of termination, and in compliance with current agreements relative to land and buildings. In the event of a dispute with respect to the distribution, all assets (exclusive of land and buildings at the Salem Lakes location) shall be sold with the proceeds thereof distributed on the same basis.

This Agreement approved and accepted:

VILLAGE OF PADDOCK LAKE

Date: _____

By: _____
Alex Attiah, Village Board President

Attest: _____
Michelle Shramek, Clerk/Treasurer

VILLAGE OF SALEM LAKES

Date: _____

By: _____
Rita Burcur, Village Board President

Attest: _____
Sara Spencer, Clerk

VILLAGE OF TWIN LAKES

Date: _____

By: _____
Howard Skinner, Village Board President

Attest: _____
Sabrina Waswo, Clerk

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): Greg Richter, Head Sewer Operator

Department (if applicable): Sewer

Date Submitted: 5-29-26

Meeting Requested (COW Date): July 7, 2026

2. SUMMARY OF ISSUE

Provide a clear written summary of the matter for discussion or action:

Request for a new drilled well at the wastewater treatment plant. Silt/clay has been present in the water from the existing well for over a year. The "dirty" water is causing problems at different locations, and causing operational issues. A sink hole alongside the well casing has emerged throughout this time. Leading to the most likely cause for the problem to be a cracked well casing. Drilling a new well is the most costly plan of action. Various corrective actions have been taken to rule out other issues than a cracked well casing. All of those actions have been unsuccessful. Therefore, a new drilled well is recommended. The existing well pump and pressure tank will be able to used with the new well.

3. REQUESTED OUTCOME

☐ Discussion Only
☐ Direction from Committee of the Whole
☒ Action (following COW discussion)

Describe the recommended action or requested Board direction:

A new drilled well is recommended.

4. FISCAL IMPACT (If Applicable)

☐ No Fiscal Impact

☒ Fiscal Impact: $ 11,450.00

Budgeted: ☐ Yes ☒ No

Account Line: _200-60-53610-50271 (Repairs to Plant)_____

Funding Source (i.e grant, donation): _____

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☒ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits
☐ Staff Report / Background Materials
☐ Other: _____

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete
☐ Returned for Additional Information
☐ Deferred

Administrator: _____ Date: _____

Proposal

GOHLKE

Well Drilling and Complete Water Systems

Well Drilling · Pressure Tanks · Repair Lines · Well Inspections · Pumps

24 HOUR EMERGENCY SERVICE

5338 Hwy. 50
Burlington, WI 53105

262-857-2728 262-539-3000 Toll Free: 1-877-GOHLKELLP

To: Village of Twin Lakes
901 Gatewood DR
WWTP

JOB LOCATION: _____

Greg 847 845 3117

WELL CONSTRUCTION: 100' min on well

Install 100 well at $ 46.00 ft. estimated 5" . Depth is obtained from the best available geology, however, tolerances of -/+ 30% are anticipated without conciliation. If tolerances must be exceeded the quoted price $ 46.00 ft. will be charged. If consolidated formation are encountered that require 6" casing, the amount of $ 68.00 ft. will be charged. 5 well cap $ 100.00

WELL SCREEN INSTALLED:

Should geologic conditions require a well screen the amount of $ 1210.00 will be charged for a 5' well screen installed.

10' screen 2.100.00

WATER SYSTEM:

½ h.p. 230V submersible pump with all components and controls $ 5.600.00 estimated. An additional charge will be added for disconnection of an old water system or the installation of additional water or electric lines. Upon approval of client the installation of additional drop pipe and wire beyond 120' will be added. Upon approval a larger horse-power pump will be installed. Any trenching beyond 20' will have an additional charge of

$ 35.00 /ft. with pipe and wire included. Customer will provide proper electrical service to pressure switch for the water system. There is a 5 year guarantee on the water system from the date of installation. An additional fee in the amount of $ 450.00 for water testing - set up - administration will be charged.

Prices quoted will be valid for 60 days from proposal date. Otherwise, call for revisions. The entire amount of contract to be paid on completion unless special authorization is obtained prior to doing work. Any alteration or deviation from the specifications involving extra cost of material or labor will only be executed upon orders for same and will become an extra charge over the sum mentioned in this proposal.

WELL		4600.00	
WELL SCREEN	10'	2.100.00	
WELL CAP		100.00	
WATER SYSTEM		3.500.00	No tank - No pump
EXTRAS		450.00	Grouting
ADMINISTRATION COSTS		450.00	Permit + water test
ITEMIZED STATEMENT	TOTAL	11.200.00	
		fuel surcharge 250.00	

ALL WORK TO BE COMPLETED IN A SUBSTANTIAL AND WORKMANLIKE MANNER FOR THE ESTIMATED SUM OF

APPROXIMATELY $ 11.450.00

Signed: _____ Signed: [signature]

Date: _____ Date: 01/28/26

PLEASE SIGN ONE COPY AND RETURN. THANK YOU!

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): _____Greg Richter, Head Sewer Operator_____

Department (if applicable): _____Sewer_____

Date Submitted: ____6-4-26_____

Meeting Requested (COW Date): _____6-15-26_____

2. SUMMARY OF ISSUE

Provide a clear written summary of the matter for discussion or action:

Lift station #9 pump repair by Sabel Mechanical: repair one rotating assembly, replace rotating assemblies in both pumps (1 repaired, 1 spare at the plant), spare pump parts for inventory, replace belts and sheaves.
Mechanical seal failure in the Gorman-Rupp Super T series pumps has been reoccurring every 1.5-2 years.
Head Sewer Operator, Greg Richter, has been working with Sabel Mechanical and Town & Country Engineer, Greg Droessler, to identify the cause for the reoccurring failures. Through the collection of pump and motor speed, dynamic head, sheave size, etc. information it has been determined that the pumps do not fit properly into the pump operating curve. This creates additional turbulence and cavitation in the pumps causing the mechanical seals to prematurely fail. Different size sheaves will reduce the pump speed allowing for the pumps to operate in the proper range within their pump curve. The two failed rotating assemblies currently in the pumps will be evaluated with anticipation to be repaired to have as spares. A quote for repairs to those rotating assemblies will be sent once they have been inspected.

3. REQUESTED OUTCOME

☐ Discussion Only
☐ Direction from Committee of the Whole
☒ Action (following COW discussion)

Describe the recommended action or requested Board direction:

Approval of the quote for pump repairs is requested. Water was found in the oil reservoirs in both pumps in February, 2026. The process to determine the cause of the mechanical seal failures started at

this time. Due diligence has been done by the sewer department to identify the cause for the re-occurring damage and to propose a proper repair to eliminate excessive wear on the pump causing failures.

4. FISCAL IMPACT (If Applicable)

☐ No Fiscal Impact

☒ Fiscal Impact: $ ____7,849.34_____

Budgeted: ☒ Yes ☐ No

Account Line: _____

Funding Source (i.e grant, donation): _____

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☒ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits
☐ Staff Report / Background Materials
☐ Other: _____

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete
☐ Returned for Additional Information
☐ Deferred

Administrator: _____ Date: _____

Quote No. Q12267 Version 2
Date: Jun 3, 2026

W 3150 Co Rd H, Fond du Lac, WI 54937
920-581-5810
www.sabelmechanical.com
Sabel Contact: Dan Crouch
Email: danc@sabelmechanical.com

Sabel Mechanical LLC

Customer Billing Information	Job Site Information	Contact and Other Information
Village of Twin Lakes 901 Gatewood Dr, Twin Lakes, WI 53181	Twin Lakes L.S. #9 xxx street name, Twin Lakes, Wi 53181	Contact: Greg Richter Phone: (262)877-3404 Email: sewer@twinlakeswi.gov

Sabel Mechanical is pleased to submit this proposal for:

Scope of Work

T&M not to exceed: Rebuild 1 and install 2 rotating assemblies in Super T-4's. $6,107.90

Rebuild 1 super T-4 rotating assembly. When returning that unit, install that in pump, also change out another rotating assembly they have there.

Customer responsible to get rotating assembly to us, if we have to pick up, it will be an adder.

Bring back the 2 rotating assemblies for rebuild that were removed. Quotes to be sent, once disassembled.

Excludes: shipping on parts

Quote for spare parts for Super T-4 $642.53

quote is for parts only.
1) impeller
1) wear plate
1) o-ring rotating assy.
2) o-ring seal plate

Excludes: shipping

New Belts and Sheaves for 1850 RPM Pump Speed $1,098.91

To supply and install two new sheaves and belts to reduce pump speed to 1850 RPM per engineers recommendation.

Quote Total: $7,849.34
Estimate valid until: Jul 3, 2026
Terms of Payment: 30 days

Customer Signature: _____ Date _____

Customer Name (Print) _____

P.O. #: _____

Due to the fluctuating material pricing and availability, quote is valid thru end of today's business day, Pricing may have to be adjusted at time of purchase and will be reflected when project is invoiced

6.) F.) 4.

VILLAGE OF TWIN LAKES
VILLAGE BOARD AGENDA REQUEST FORM
(Required pursuant to A-4 Village Board Agenda Item Submission and Scheduling Policy)

1. GENERAL INFORMATION

Requesting Party (Name & Title): ____Greg Richter, Head Sewer Operator_____

Department (if applicable): _____Sewer_____

Date Submitted: ____6-2-26_____

Meeting Requested (COW Date): _____6-15-26_____

2. SUMMARY OF ISSUE

Provide a clear written summary of the matter for discussion or action:

Sewer main repairs. Included is a break down of quotes from four companies for the following options:
1) Grouting joints
2) Grouting joints and MH 8-8 to 8-9 full length CIPP
3) Grouting joints and MH 8-8 to 8-9 sectional CIPP

Options 1 or 2 are recommended. MH 8-8 to 8-9 contains various longitudinal (lengthwise) fractures with mineral deposits present. A full length CIPP liner would cover all of these fractures opposed to 4 different sectional liners. Included is a spreadsheet listing the proposed cost from four different companies.

3. REQUESTED OUTCOME

☐ Discussion Only
☒ Direction from Committee of the Whole
☒ Action (following COW discussion)

Describe the recommended action or requested Board direction:

Included in the spreadsheet listing the proposed cost is a breakdown of the Repairs to Lines/Lifts account expended expenditures for 2026 and the remaining balance to that account.

4. FISCAL IMPACT (If Applicable)

☐ No Fiscal Impact

☑ Fiscal Impact: $ _____

Budgeted: ☑ Yes ☐ No

Account Line: _____

Funding Source (i.e grant, donation): _____

5. SUPPORTING DOCUMENTATION

Check all that are attached:

☐ Contracts / Agreements
☑ Quotes / Proposals
☐ Ordinance / Resolution Draft
☐ Maps / Exhibits
☒ Staff Report / Background Materials
☐ Other: _____

Submission Reminder

Agenda materials for Committee of the Whole meetings must be submitted to the Village Administrator no later than **9:00 a.m. on the Tuesday preceding the meeting**, in accordance with Village policy.

Administrative Review (For Office Use Only)

☐ Complete
☐ Returned for Additional Information
☐ Deferred

Administrator: _____ Date: _____

2026 Twin Lakes Sewer Main Repairs (based on 2025 Televising)

					Defect/Repair		
Setup	Street	Size	Material	From MH to MH	Fracture/Liner	Cut in Lateral Re-Entry	Infiltration/Grout
142	Kriwiel Dr	8"	AC	8-8 to 8-9	72'-82'(10')		
					85'-91' (4')		
					94'-104' (10')		
					112'-122' (10')		
142 Alternate					MH to MH (273')	27', 60', 83', 126', 190', 203'	
155	Easement west of LS	8"	AC	8-1 to 8-2			3', 32', 108', 120'
161	Grandview Ln	8"	AC	8-26 to 8-26A			117'
186	West Spring Dr	8"	AC	3-54 to 3-53			207.5', 210.2'
192	Mt. Moriah Dr	8"	VCP	3-9- to 3-8	17.7'		
199	West Park Dr	8"	CI	3-2 to 3-1			79.2'
212	East Lakeshore Dr	8"	AC	4-25 to 4-24			394.6', 397.5'
221	Richmond Park Dr	8"	AC	4-19 to 4-18			182.8'
222	Richmond Park Dr	8"	AC	4-18 to 4-19			43.6', 52.8', 59.1', 154.3'
236	East Lakeshore Dr	8"	AC	4-10 to 4-9			18.2'

Twin Lakes 2026 Sewer Main Repair Quoted Pricing

Company	Grouting Joints	* Grouting Joints & MH 8-8 to 8-9 Full Length (273') CIPP	Grouting Joints & MH 8-8 to 8-9 Sectional CIPP Liners
Hoerr Construction	$61,334	$85,046	$85,626
Nat'l Power Rodding	$47,500	$94,500	$78,500
Visu-Sewer	$21,200	$38,603.75	$40,625
Great Lakes TV/Seal	$20,795	GL TV/Seal Full CIPP Not Available	$40,690

All pricing includes mobilization charges.
CIPP = Cured in Place Pipe
*Grouting & full length MH to MH CIPP is recommended.

Repairs to Lines/Lifts (LS) Acct: 200 60 53610 50270

2026 Future Expenses	Project Cost	Balance
		(Balance 6-2-26) 72,716
LS #3 Pump Repair (Seal fail, motor, etc.)	$13,663	$59,053
LS Cleaning (PATS)	Approx: $3675	$55,378
LS Generator Maintenance (LionHeart)	$8,536	$46,842
LS #9 Pumps Repair/Parts	$7,849.34	$38,992.66
LS Radio Repairs/Programming	?	

Great Lakes TV SEAL INC.

3600 Kewaunee Road
Green Bay, WI 54311
Phone: (920)863-3663
Fax: (920)863-3662

Quotation

Quote Number: 28272

Quote Date: May 23, 2026

Quoted to:

VILLAGE OF TWIN LAKES
901 Gatewood Dr
Twin Lakes, WI 53181

Quote Good Thru	Payment Terms	Sales Rep
6/22/26	Net 30 Days	

Description	Unit of Measure	Quantity	Unit Price	Extension
REVISED 2026 TWIN LAKES SANITARY REHAB BASED ON 2025 TELEVISING	.			
MOBILIZATION/DEMOBILIZATION - GROUT UNIT AND CREW	EACH	1.00	1,325.000	1,325.00
MOBILIZATION/DEMOBILIZATION - JET VAC AND CREW	EACH	1.00	1,325.000	1,325.00
MOBILIZATION/DEMOBILIZATION - ROBOTIC CUTTER AND CREW	L SUM	1.00	1,175.000	1,175.00
MOBILIZATION/DEMOBILIZATION - LINING EQUIPMENT, AND CREW	L SUM	1.00	1,175.000	1,175.00
SETUP 142 / KRIWIEL DR / 8" AC SEWER / MH 8-8 TO 8-9	.			
REMOVE MINERAL DEPOSITS AT 80.2'	EACH	1.00	395.000	395.00
CLEAN SANITARY SEWER (REMOVE GREASE)	L SUM	1.00	150.000	150.00
8"X10' CIPP POINT REPAIR (72'-82' / 94' - 104' & 112'-122')	EACH	3.00	5,600.000	16,800.00
8"X4' CIPP POINT REPAIR (85'-91')	EACH	1.00	2,550.000	2,550.00
SETUP 154 / EASMENT KRIWIEL TO LS 8 / 10" AC SEWER / MH 8-1 TO 8-2	.			
REMOVE DEPOSITS AT 3', 32', 35', 108', &	EACH	5.00	395.000	1,975.00

Please notify Great Lakes within 30 days if the quotation is accepted and the above prices will be honored.
This acknowledgment will enable us to schedule your work more efficiently.

If prevailing wages apply - this quote will be adjusted accordingly. Bond fee and/or additional insurance requirements are not included in the quoted amount. If applicable, add the amount(s) to this quote.

Subtotal	Continued
Sales Tax	Continued
Total	Continued

Great Lakes TV SEAL INC.

3600 Kewaunee Road
Green Bay, WI 54311
Phone: (920)863-3663
Fax: (920)863-3662

Quotation

Quote Number: 28272

Quote Date: May 23, 2026

Quoted to:

VILLAGE OF TWIN LAKES
901 Gatewood Dr
Twin Lakes, WI 53181

Quote Good Thru	Payment Terms	Sales Rep
6/22/26	Net 30 Days	

Description	Unit of Measure	Quantity	Unit Price	Extension
120'				
CLEAN SANITARY SEWER	L SUM	1.00	150.000	150.00
GROUT UNIT SET UP	EACH	1.00	750.000	750.00
SEAL JOINT(S) 3', 32', 35' 108' & 120'	EACH	5.00	200.000	1,000.00
ALL WORK WILL HAVE TO BE DONE FROM DOWNSTREAM MANHOLE - SOMEONE LINED OVER MINERAL DEPOSITS	.			
SETUP 164 / GRANDVIEW EASEMENT / 8" AC SEWER / MH 8-26 TO 8-26A	.			
GROUT UNIT SET UP	EACH	1.00	525.000	525.00
SEAL CIRCULAR CRACKAT 117'	EACH	1.00	200.000	200.00
SETUP 186 / WEST SPRING DR / 8" AC SEWER / MH 3-54 TO 3-53	.			
GROUT UNIT SET UP	EACH	1.00	525.000	525.00
SEAL JOINT(S) 207.5' ANS 210.2'	EACH	2.00	200.000	400.00
SETUP 192 / MT MORIAH DR / 8" VCP / MH 3-9 TO 3-8	.			
8"X4' CIPP POINT REPAIR PLACED AT 17.7'	EACH	1.00	2,550.000	2,550.00
SETUP 199 / WEST PARK DR / 8"CAST / MH 3-2 TO 3-1	.			

Please notify Great Lakes within 30 days if the quotation is accepted and the above prices will be honored.
This acknowledgment will enable us to schedule your work more efficiently.

If prevailing wages apply - this quote will be adjusted accordingly. Bond fee and/or additional insurance requirements are not included in the quoted amount. If applicable, add the amount(s) to this quote.

Subtotal	Continued
Sales Tax	Continued
Total	Continued

Great Lakes TV SEAL INC.

3600 Kewaunee Road
Green Bay, WI 54311
Phone: (920)863-3663
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Quotation

Quote Number: 28272

Quote Date: May 23, 2026

Quoted to:

VILLAGE OF TWIN LAKES
901 Gatewood Dr
Twin Lakes, WI 53181

Quote Good Thru	Payment Terms	Sales Rep
6/22/26	Net 30 Days	

Description	Unit of Measure	Quantity	Unit Price	Extension
GROUT UNIT SET UP	EACH	1.00	525.000	525.00
SEAL JOINT(S) AT 79.2'	EACH	1.00	200.000	200.00
SETUP 212 / EAST LAKESHORE DR / 8" AC / MH 4-25 TO 4-24	.			
REMOVE DEPOSITS AT 394'	EACH	1.00	395.000	395.00
CLEAN SANITARY SEWER	L SUM	1.00	150.000	150.00
GROUT UNIT SET UP	EACH	1.00	525.000	525.00
SEAL JOINT(S) AT 394.6'AND 397.5'	EACH	2.00	200.000	400.00
SETUP 221 / RICHMOND PARK DRIVE / 8" AC / MH 4-19 TO 4-18	.			
REMOVE MINERAL DEPOSITS AT 182.8'	EACH	1.00	395.000	395.00
GROUT UNIT SET UP	EACH	1.00	525.000	525.00
SEAL JOINT(S) AT 182.8'	EACH	1.00	200.000	200.00
REVERSE SETUP TO SETUP 221	.			
SETUP 222/ RICHMOND PARK DRIVE / 8"AC / MH 4-18 TO 4-19	.			
REMOVE MINERAL DEPOSITS AT 43.6', 52,8' AND 59.1' (DEPOSITS AT 154.3' ARE THE SAME AS DEPOSITS IN REVERSE SETUP).	EACH	3.00	395.000	1,185.00
CLEAN SANITARY SEWER	L SUM	1.00	150.000	150.00

Please notify Great Lakes within 30 days if the quotation is accepted and the above prices will be honored.
This acknowledgment will enable us to schedule your work more efficiently.

If prevailing wages apply - this quote will be adjusted accordingly. Bond fee and/or additional insurance requirements are not included in the quoted amount. If applicable, add the amount(s) to this quote.

Subtotal	Continued
Sales Tax	Continued
Total	Continued

Great Lakes TV SEAL INC.

3600 Kewaunee Road
Green Bay, WI 54311
Phone: (920)863-3663
Fax: (920)863-3662

Quotation

Quote Number: 28272

Quote Date: May 23, 2026

Quoted to:

VILLAGE OF TWIN LAKES
901 Gatewood Dr
Twin Lakes, WI 53181

Quote Good Thru	Payment Terms	Sales Rep
6/22/26	Net 30 Days	

Description	Unit of Measure	Quantity	Unit Price	Extension
SEAL JOINT(S) - AT 43.6' AND 59.1'	EACH	2.00	200.000	400.00
AT 52.8' THE LATERAL IS FULL OF DEPOSITS - ONLY WAY TO SEAL JOINT IS TO ALSO ABANDON LATERAL ***TWIN LAKES WILL HAVE TO PROVIDE PERMISSION**	EACH	1.00	1,550.000	1,550.00
SETUP 236 / EAST LAKESHORE DR / 8" AC / MH 4-10 TO 4-9	.			
REMOVE DEPOSITS AT 18.2'	EACH	1.00	395.000	395.00
GROUT UNIT SET UP	EACH	1.00	525.000	525.00
SEAL JOINT(S) - AT 18.2'	EACH	1.00	200.000	200.00
QUANTITIES ARE ESTIMATED, ACTUAL QUANTITIES WILL BE INVOICED	.			
OUR WORK LOAD IS OVER CAPACITY. WE WILL DO OUR BEST TO MEET DEADLINES AND COMPLETE WORK	<Each>			

Please notify Great Lakes within 30 days if the quotation is accepted and the above prices will be honored.
This acknowledgment will enable us to schedule your work more efficiently.

If prevailing wages apply - this quote will be adjusted accordingly. Bond fee and/or additional insurance requirements are not included in the quoted amount. If applicable, add the amount(s) to this quote.

Subtotal	40,690.00
Sales Tax	
Total	40,690.00

Hoerr Construction, Inc.
1416 County Road 200 N
P.O. Box 65
Goodfield, IL 61742

Office: (309) 691-6653
Fax: (309) 508-7990

PROJECT PROPOSAL & CONTRACT

Description of Work: 2026 Twin Lakes Sewer Main Repairs
Project Address: Various locations around Elizabeth Lake in Twin Lakes, WI

Quote #: 260320-1

Engineer: Unknown

5/28/2026

Owner: Village of Twin Lakes

Customer:
Greg Richter
Village of Twin Lakes Sewer Dept.
105 E. Main St.
Twin Lakes, WI 53181
sewer@twinlakeswi.gov
262-877-3404

HOERR CONSTRUCTION, INC. to Provide:

- Grouting of mainline joints as listed on table provided by Owner
  - All necessary equipment and labor for mainline grouting
  - Passing of notices to residents and property owners
  - Post-grouting televising with digital video report for segments grouted only
- Cured in Place Pipe (CIPP) Spot Liners for 8" Sanitary Sewer
  - Cleaning and televising of pipe prior to lining
  - All necessary equipment and labor for liner installation & cure per ASTM F1216
  - Reinstatement of service connections
    - Laterals that can be positively identified by sewer camera as plugged or capped will not be reinstated. All other laterals will be opened unless otherwise directed in writing by the owner
- Alternate Bid: Cured in Place Pipe (CIPP) for 8" Sanitary Sewer (MH to MH)
  - Cleaning and televising of pipe prior to lining
  - All necessary equipment and labor for liner inversion & cure per ASTM F1216
  - Reinstatement of service connections
    - Laterals that can be positively identified by sewer camera as plugged or capped will not be reinstated. All other laterals will be opened unless otherwise directed in writing by the owner
  - Post-lining televising with digital video report
- Bypassing of normal sewer flows, dry weather work only

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- Work to be completed during normal work week, M-F daytime operations
- Certificate of insurance with Hoerr Construction's standard coverages
- Certified payrolls, if required or requested

Village of Twin Lakes to Provide:

- Water for pipe cleaning operations, hydrant fill
- Dump site for debris removed from pipe (should be minimal)
- Access to pipe being lined to include but not limited to the following:
    - All traffic control beyond flashing yellow lights and cones that are normally carried on Hoerr trucks
    - Access for truck-sized equipment to all manhole lids associated with lining
    - Excavation point repairs needed due to collapsed pipe, lodged equipment, or obstructions unable to be removed with conventional sewer cleaning equipment and methods
- Notices to residents and property owners in the cleaning area to be passed at least one day prior to cleaning and lining by the owner
    - Notices need to state the nature of the work and protective measures that the home and business owners should take to protect their property from potential damage due to sewer jetting. A sample can be faxed or emailed.
- Any necessary bonds, permits, fees, licenses, taxes, association dues, special insurance coverage & conditions (Kotecki waivers will not be accepted), surface restoration, erosion control, deflection testing, air testing, or staking
    - Standard performance and payment bond can be provided at 2% of total quote

Total Project Price: See table of pricing on following page

Hoerr Construction, Inc.
1416 County Road 200 N
P.O. Box 65
Goodfield, IL 61742

Office: (309) 691-6653
Fax: (309) 508-7990

Setup	Description	Quantity	Unit	Unit Price	Total Price
N/A	Mobilization (for entire awarded project)	1	LS	$11,750.00	$11,750.00
142	Spot Liners	4	EA	$ 5,800.00	$23,200.00
	Clean & TV	273	LF	$ 4.00	$ 1,092.00
					$24,292.00
142 (Alt)	8" CIPP	273	LF	$ 84.00	$22,932.00
	Lateral Reinstatements	6	EA	$ 130.00	$ 780.00
					$23,712.00
155	Grout Joints	4	EA	$ 2,000.00	$ 8,000.00
	Clean & TV	205	LF	$ 4.00	$ 820.00
					$ 8,820.00
161	Grout Joints	1	EA	$ 3,000.00	$ 3,000.00
	Clean & TV	121	LF	$ 4.00	$ 484.00
					$ 3,484.00
186	Grout Joints	2	EA	$ 2,000.00	$ 4,000.00
	Clean & TV (assumed footage - MSA on video)	400	LF	$ 4.00	$ 1,600.00
					$ 5,600.00
192	Spot Liners	1	EA	$ 9,600.00	$ 9,600.00
	Clean & TV	95	LF	$ 4.00	$ 380.00
					$ 9,980.00
199	Grout Joints	1	EA	$ 3,000.00	$ 3,000.00
	Clean & TV	86	LF	$ 4.00	$ 344.00
					$ 3,344.00
212	Grout Joints	2	EA	$ 2,000.00	$ 4,000.00
	Clean & TV	399	LF	$ 4.00	$ 1,596.00
					$ 5,596.00
221/222	Grout Joints	4	EA	$ 2,000.00	$ 8,000.00
	Clean & TV	340	LF	$ 4.00	$ 1,360.00
					$ 9,360.00
236	Grout Joints	1	EA	$ 3,000.00	$ 3,000.00
	Clean & TV	100	LF	$ 4.00	$ 400.00
					$ 3,400.00

Hoerr Construction, Inc.
1416 County Road 200 N
P.O. Box 65
Goodfield, IL 61742

Office: (309) 691-6653
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Thank you for the opportunity to quote this grouting & pipe lining project. If this proposal is accepted, regular payments to be made to Hoerr Construction, Inc. monthly as the work progresses, as billed, for the units that were installed. If a separate contract format is used, this document shall be included as an exhibit. This proposal may be retracted if not accepted within 30 days. If you have any questions, please call me at (309) 691-6653.

David Steffen, Estimator
Hoerr Construction, Inc.

Acceptance of Proposal
The pricing, specifications, and conditions noted above and on the following pages of this proposal are agreeable and are accepted in full. By signing below, you have our authorization to complete the work as specified.

Customer Authorized Signature	*Customer Printed Name*
Acceptance Date	*Customer Company Name*

Hoerr Construction, Inc.
1416 County Road 200 N
P.O. Box 65
Goodfield, IL 61742

Office: (309) 691-6653
Fax: (309) 508-7990

GENERAL CONDITIONS

THESE GENERAL CONDITIONS ("General Conditions") are incorporated by reference into Contractor's Proposal (being the front page of this document). The services and work defined to be performed by Contractor in the attached proposal (the "Services") shall be governed by these General Conditions.

Section 1. CONTRACT DOCUMENTS.
To the extent of any conflict between or among the contract documents, the documents shall be interpreted in the following order: (1) Contractor's Proposal, (2) these General Conditions, and (3) any other document.

Section 2. LIENS AND LIEN WAIVERS.
a. Any lien waivers required of Contractor and/or its subcontractors/suppliers may be conditional lien waivers, effective only upon the receipt of the funds identified in the lien waiver and after the check has been properly endorsed and paid by the bank upon which it is drawn.
b. Customer shall promptly furnish to Contractor, at the request of Contractor, information necessary and relevant for Contractor to evaluate and perfect its lien rights, including, but not limited to, the legal description(s) of the site, the name address of the record owner of each parcel of the site and Customer's interest in each identified parcel.

Section 3. DELAYS.
Contractor shall not be responsible for any delay or failure to perform if such delay or failure is caused by an occurrence beyond Contractor's reasonable control, including, but not limited to, site conditions, hazardous wastes, Customer's breach of a term of this Agreement, including, but not limited to, failure to timely pay invoices in full, acts or omissions of Customer or anyone for whose acts or omissions Customer may be responsible, including, but not limited to, other Customer contractors, government or other regulatory orders, rules or decisions, changes in applicable law, war, terrorism, sabotage, riots or theft, labor shortages, material shortages, lockouts, embargoes or strikes, fire or explosion or flood, wind, rain, weather or other act of God. The time to complete the work shall be extended for a period of time at least equal to the delay caused by a foregoing event. Customer shall be liable to Contractor for any and all costs, expenses and damages incurred by Contractor that arise from or in any way relate to a foregoing event giving rise to the delay.

Section 4. CUSTOMER'S RESPONSIBILITIES.
a. If requested, Customer shall furnish surveys describing physical characteristics, legal limitations and utility locations for the site of the project , and a written legal description of the site. The surveys and legal information shall include, as applicable, grades and lines of streets, alleys, pavements, and adjoining property and structures; adjacent drainage; rights-of-way, restrictions, easements, encroachments, zoning, deed restrictions, boundaries and contours of the site; locations, dimensions and necessary data pertaining to existing buildings, other improvements and trees; and information concerning available utility services and lines, both public and private, above and below grade, including inverts and depths. All the information on the survey shall be referenced to a project benchmark.
b. Customer assumes full responsibility to ascertain that the site is properly zoned for the construction of the project and its intended use.
c. Customer shall disclose, to the extent known to Customer, the results and reports of prior tests, inspections or investigations conducted for the Services or relating to the site. Customer shall give prompt notice to Contractor whenever it becomes aware of any development, event or condition that materially or adversely affects the site or scope, timing or cost of the work.
d. Those services, information, surveys, reports and other information provided by Customer under this Section are of the essence of the Services and these General Conditions and Contractor shall be entitled to rely upon the accuracy and completeness thereof.
e. In the event Customer provides labor for Contractor in the performance of the Services, Customer will indemnify and hold harmless Contractor against any and all actual, threatened or alleged claims, citations, fines, forfeitures, penalties, liens, causes of actions, suits, demands, damages, liabilities, losses, costs and expenses, including, but not limited to, attorneys' fees arising out of any damages or injuries related to the work performed by such laborers provided by Customer. Customer shall maintain insurance relating to the Customer's performance of any Services by Customer and shall also waive all rights of subrogation against Contractor arising out of the work under Contractor's Proposal and these General Conditions.
f. Both Contractor and Customer shall comply with all federal, state and local permits, laws, codes, ordinances, rules, decisions and regulations applicable to the Services or this agreement, including, but not limited to, such codes, ordinances, rules, decisions and regulations relating to labor, employment, prevailing wage, permit restrictions, job site safety and the environment. Both parties shall also comply with all specific safety requirements promulgated by any governmental authority, including, without limitation, the requirements of the Occupational Safety Health Act of 1970, inclusive, and all successors and amendments thereto, and all standards and regulations that have been or shall be promulgated by the parties hereunder or agencies which administer such safety acts.
g. Operation and control of Customer's equipment shall be Customer's responsibility.

Section 5. INDEMNIFICATION.
a. Customer shall indemnify, defend and hold Contractor and its directors, officers, employees, agents, successors and assigns harmless from and against any and all loss, damage, injury, claim, liability, demand, cost or expense, including, but not limited to attorneys' fees, attributable to personal injury, bodily injury or property damage, including loss of use thereof, arising out of or relating to this Agreement, the site, the Services or the work, but only to the extent caused in whole or in part by Customer's breach of this Agreement or the negligence or willful acts or omissions of Customer or anyone for whose acts or omissions Customer may be liable, including, but not limited to, Customer's architect, engineer or any other contractor on the project.
b. Contractor shall indemnify, defend and hold Customer and its directors, officers, employees, agents, successors and assigns harmless from and against any and all loss, damage, injury, claim, liability, demand, cost or expense, including, but not limited to attorneys' fees, attributable to personal injury, bodily injury or property damage, including loss of use thereof, arising out of or relating to the work, but only to the extent caused by the negligent or willful acts or omissions of Contractor or anyone for whose acts or omissions Contractor may be liable.

Section 6. SITE CONDITIONS.
a. Contractor is not responsible for subsurface or concealed physical conditions at or around the site. If subsurface or physical conditions are encountered at the site that differ from those expressly indicated in the contract documents or are of an unusual nature that differ from those ordinarily found to exist and generally recognized as inherent in construction activities of the character provided for in the contract documents, then notice by the observing party shall be given to the other party of such conditions. If such conditions increase the time to perform the work, then the time to complete the work will be equitably adjusted in a duration at least equal to the delay caused by such condition(s). If such conditions increase the cost to perform the work, then the contract price shall be equitably adjusted in an amount at least equal to the costs and expenses arising out of or relating to such condition(s).
b. Contractor is not responsible for any liability loss, or expense, including but not limited to damage caused by any pre-existing condition of the property, where the condition existed prior to the start of Contractor's Services. Customer shall be responsible for loss of equipment, caused by the pre-existing conditions of the job site.

Section 7. HAZARDOUS MATERIALS.
Any and all debris is represented by Customer to be non-hazardous and to require no manifesting or special permitting. Contractor is not responsible for hazardous wastes or material (as such terms are defined under federal law) that may exist at the site. Contractor assumes no possession or control for hazardous waste that may be present at the site. Customer acknowledges that Contractor has played no part in and assumes no responsibility for generation or creation of any hazardous waste that may exist at the site. Nothing in this Agreement shall be construed or interpreted as requiring Contractor to assume the status of, and Customer acknowledges that Contractor does not act in the capacity nor assume responsibilities of Customer or others, as an owner, handler, generator, operator, transporter or arranger in the treatment, storage, disposal or transportation of any hazardous waste. Contractor shall have no responsibility for the transportation, storage, treatment or disposition of contaminated or potentially contaminated hazardous waste, whether directly or indirectly generated from Contractor's performance of the work. Customer shall be responsible for the disposal of any such waste materials and shall be the named party on any such waste manifests. Notwithstanding anything to the contrary in this Agreement, Customer shall defend, indemnify and hold Contractor and its officers, directors, employees, agents, consultants, contractors, successors and assigns harmless from any and all claims arising out of or relating to the presence of hazardous wastes at the site or the treatment, storage, transportation or disposition of the same.

Section 8. WAIVER OF CONSEQUENTIAL DAMAGES.
Customer and Contractor mutually waive against the other party any and all indirect, consequential and incidental damages arising out of or relating to the work or this Agreement, including a breach thereof.

Section 9. INSURANCE.
During the construction of any said project, Contractor and Customer agree to maintain insurance coverage covering the work for the Services and activity of each party.

VisuSewer
Inspect. Maintain. Rehabilitate.

Proposal

To: Greg Richter
Village of Twin Lakes
901 Gatewood Drive
Twin Lakes, WI 53181
262-877-3404

From: Mike Olsen
Visu Sewer, LLC.
W230 N4855 Betker Dr.
Pewaukee, WI 53072
262-695-2340

Date: 5/28/2026

Project: 2026 Test & Seal Sewer Joint Grouting

Visu-Sewer is pleased to provide the following quotation for Test & Seal Sewer Joint Grouting:

Test and Seal grouting of sixteen (16) joints in eight (8) separate 8" sanitary sewer pipe sections for the Village of Twin Lakes. Project pricing includes deposit removal prior to grouting. Price assumes that the grout packer can traverse each pipe section. If pipe condition or configuration prevents equipment access and/or sealing of the specified joints, mobilization and/or set-up time will be charged at a T&M rate of $350.00 per hour for street accessible lines and $455.00 per hour for easement lines. Visu-Sewer will provide all labor, equipment, and material to complete this project. The price to complete this work is as follows:

Price – $1,325.00 per joint
(Based on a minimum of 16 joints)

NOTES: Bypass pumping is not included. Price includes up to 32 gallons of AV-100 grout. If needed, additional gallons will be billed at $15.00 per gallon. If needed and approved by the Village of Twin Lakes, additional joints in the same pipe section can be sealed at time and material. Visu-Sewer will exercise caution when working in easement areas, but will not be held liable for any landscape restoration associated with this project.

The Village of Twin Lakes shall provide drivable equipment access to all manholes, water from nearby hydrants (without charge), a dump site for captured debris, and traffic control beyond cones and signs. Thank you for the opportunity to quote on this project. If you have any questions, please do not hesitate to call us at 800-876-8478.

All material is guaranteed to be as specified. All work to be completed in a substantial workmanlike manner according to specifications submitted, per standard practices. Any alteration or deviation from the above specifications involving extra costs will be executed only upon written orders and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents, or delays beyond our control. The owner to carry fire, tornado, and other necessary insurance. Our workers are fully covered by Workmen's Compensation Insurance. This proposal may be withdrawn if not accepted within 30 days of issue. Time and material rates are charged "port to port". Terms - Net 30 days.

Acceptance of Proposal

The above prices, specifications and conditions are satisfactory and are hereby accepted. Visu-Sewer, LLC. is authorized to do the work as specified.

Date: _____ Signature: _____

VisuSewer
Inspect. Maintain. Rehabilitate.

Proposal

To: Greg Richter
Village of Twin Lakes
901 Gatewood Drive
Twin Lakes, WI 53181
262-877-3404

From: Mike Olsen
Visu Sewer, LLC.
W230 N4855 Betker Dr.
Pewaukee, WI 53072
262-695-2340

Date: 5/28/2026

Project: 2026 Sectional Sewer CIPP Installation

Visu-Sewer is pleased to provide the following quotation for Sectional Sewer CIPP Installation:

Pipe Section 3-9 to 3-8:

Install one (1) 8" x 4' sectional liner in one (1) sanitary sewer line. Project pricing includes cleaning pipe prior to liner installation and pre & post televising. If needed, grouting of active leaks will be quoted separately. The price to complete this work is as follows:

Pipe Section 3-9 to 3-8 Price – Lump sum of $5,150.00

Pipe Section 8-8 to 8-9:

Install four (4) 8" x 4' sectional liners and three (3) 8" x 8' sectional liners in one (1) sanitary sewer line. Project pricing includes cleaning pipe prior to liner installation and pre & post televising. If needed, grouting of active leaks will be quoted separately. The price to complete this work is as follows:

Pipe Section 8-8 to 8-9 Price – Lump sum of $19,425.00

The above prices assume the pipe sections can be lined in their current condition. If it is determined that the damaged pipe cannot be lined, mobilization and/ or setup time will be charged at a T&M rate of $405.00 per hour. Bypass pumping and lateral reinstatement are not included.

Village of Twin Lakes shall provide drivable access to all manholes, water from nearby hydrants without charge, a dump site for captured debris and traffic control beyond cones and signs. If you have any questions, please do not hesitate to call us at 800-876-8478.

All material is guaranteed to be as specified. All work to be completed in a substantial workmanlike manner according to specifications submitted, per standard practices. Any alteration or deviation from the above specifications involving extra costs will be executed only upon written orders and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents, or delays beyond our control. The owner to carry fire, tornado, and other necessary insurance. Our workers are fully covered by Workmen's Compensation Insurance. This proposal may be withdrawn if not accepted within 30 days of issue. Time and material rates are charged "port to port". Terms - Net 30 days. Note: If there is a collapse of the host pipe during installation of the CIPP, Visu-Sewer, LLC. will not be held liable for any costs associated with sewer excavation and replacement.

Acceptance of Proposal

The above prices / conditions are satisfactory and are hereby accepted. Visu-Sewer, LLC. is authorized to do the work as specified.

Date: _____ Signature: _____

VisuSewer
Inspect. Maintain. Rehabilitate.

Proposal

To: Greg Richter
Village of Twin Lakes
901 Gatewood Drive
Twin Lakes, WI 53181
262-877-3404

From: Mike Olsen
Visu Sewer, LLC.
W230 N4855 Betker Dr.
Pewaukee, WI 53072
262-695-2340

Date: 5/28/2026

Project: 8-8 to 8-9 Manhole to Manhole CIPP Installation

Visu-Sewer is pleased to provide the following quotation for CIPP installation:

Install 273 linear feet of 8" National Liner @ $63.75.00 per linear foot $17,403.75

The above listed price is based on a video inspection dated 10/30/2025 and assumes the current pipe condition is suitable for CIPP installation. Pricing includes:

- Labor, material, and equipment.
- Mobilization and Traffic Control
- Cleaning and televising of sewers prior to installation.
- Bypass pumping of existing flow.
- Installation of National Liner per manufacturer's instructions, ASTM 1216.
- Reinstatement of six (6) active service connections
- Televising sewers after installation.

NOTE: Due to volatility in material pricing and availability this proposal is valid for 30 days from the date of origination. If a signed proposal has not been received within 30 days price(s) may be adjusted upon mutual agreement, or the proposal may be withdrawn by either party.

The Village of Twin Lakes shall provide: drivable equipment access to all manholes, water from nearby hydrants (without charge), a dump site for captured debris, and traffic control beyond cones and signs. If needed, grouting of active leaks, and heavy cleaning with vacuum extraction will be quoted separately. Mobilization and/ or time on site will be billed at a T&M rate of $395.00 per hour if the pipe section is not suitable for CIPP installation. Thank you for the opportunity to quote on this project. Please do not hesitate to call if you have any questions.

All material is guaranteed to be as specified. All work to be completed in a substantial workmanlike manner according to standard practices or specifications submitted. Any alteration or deviation from the above specifications involving extra costs will be executed only upon written orders and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents, or delays beyond our control. The owner to carry fire, tornado, and other necessary insurance. If a collapse of the original pipe results during the lining process, Visu-Sewer, LLC. will not be held liable for costs associated with excavation, repairs, or restoration. Our workers are fully covered by Workmen's Compensation Insurance. Time and material rates are charged "port to port". This proposal may be withdrawn if not accepted within 30 days of issue. Terms - Net 30 days.

Acceptance of Proposal

The above prices / conditions are satisfactory and are hereby accepted. Visu-Sewer, LLC. is authorized to do the work as specified.

Date: _____ Signature: _____

Proposal 26-76

NATIONAL POWER RODDING
A Caylon Company

2500 West Arthington Street
Chicago, IL 60612
p: (312) 666-7700
f: (312) 666-0748
www.nationalpowerrodding.com

Date: 1/21/2026
Owner: Village of Twin Lakes
Project: 2026 Sewer Main Repairs

National Power Rodding Corp. is pleased to provide you with estimated pricing for this project. For this project, we propose to provide the necessary labor, equipment, material, and supervision to perform the following scope of work on the above referenced project. Estimated pricing for this work is as follows:

SETUP NO.	PAY ITEM DESCRIPTION	UNIT	EST QTY	ITEM UNIT PRICE	ESTIMATED TOTAL
~~142~~	~~Chemical Joint Grouting for Infiltration (Kriwiet Dr.)~~	~~LS~~	~~1~~	~~$ 2,500.00~~	~~$ 2,500.00~~
155	Chemical Joint Grouting for Infiltration (Easement west of LS #8)	LS	1	$ 3,000.00	$ 3,000.00
161	Chemical Joint Grouting for Infiltration (Grandview Ln.)	LS	1	$ 1,500.00	$ 1,500.00
186	Chemical Joint Grouting for Infiltration (West Spring Dr.)	LS	1	$ 2,500.00	$ 2,500.00
192	CIPP Spot Repair (Mt. Moriah Dr.)- 4 ft. Repair	LS	1	$ 7,500.00	$ 7,500.00
199	Chemical Joint Grouting for Infiltration (West Park Dr.)	LS	1	$ 1,500.00	$ 1,500.00
212	Chemical Joint Grouting for Infiltration (East Lakeshore Dr.)	LS	1	$ 2,500.00	$ 2,500.00
221	Chemical Joint Grouting for Infiltration (Richmond Park Dr.)	LS	1	$ 1,500.00	$ 1,500.00
222	Chemical Joint Grouting for Infiltration (Richmond Park Dr.)	LS	1	$ 7,500.00	$ 7,500.00
236	Chemical Joint Grouting for Infiltration (East Lakeshore Dr.)	LS	1	$ 2,000.00	$ 2,000.00
	Mobilization	LS	1	$ 18,000.00	$ 18,000.00
				ESTIMATED TOTAL:	~~$ 50,000.00~~

General Contactors shall furnish the following:

1.) *Any special permits or fees*
2.) *Accessibility to all manholes, catch basins, etc.*

$47,500.00

Thank you for the opportunity to work with you on this project.

Respectfully Submitted,
National Power Rodding Corp.

Reid W. Ruprecht, Vice President

Accepted
Name: _____
Company: _____
Signature: _____
Date: _____
AP Contact _____
AP Email: _____

GENERAL TERMS AND CONDITIONS

General Conditions: These general conditions are incorporated by reference into the proposal and are part of the Agreement under which services are to be performed by the Contractor for the Customer. Contractor will follow Customer's instructions both verbal and written at all times.

Customer Provided Labor: Where the Customer provides labor for the Contractor, the Customer will indemnify the Contractor for liability, loss or expense for work related injuries to those laborers not provided by the Contractor. The Customer agrees to waive all rights of subrogation against the Contractor arising out of the work in this Agreement. The Customer agrees to comply with all local, state and federal regulations, including regulations governing issues pertaining to the environment, employee safety and health, public safety, and vehicular safety, such as those regulations enforced by the United States Occupational Safety and Health Administration, Environmental Protection Agency, Mine Safety and Health Administration and Department of Transportation. This includes all training of customer's employees and provision of suitable and safe equipment, as required by the applicable governmental regulations.

Customers Responsibilities: Customer will provide mechanical services. Operation and control of Customer's equipment is the Customer's responsibility. If Contractor cannot continue its work due to circumstance caused or allowed by Customer and of which Contractor was not apprised prior to starting the work, an hourly fee will be charged.

Non-Solicitation of National Power Rodding (NPR) Personnel: At no time while this Agreement is in effect nor within one (1) year immediately following completion of the Work shall Customer solicit directly or indirectly any employee or former employee of NPR who performed or supervised the Work, provided that Customer shall not be prevented from soliciting such employees through general advertisements not targeted at such employees.

Damage Limitations: Under no circumstances will the Contractor be responsible for indirect, incidental or consequential damages. The Contractor also is not responsible for the rendering of or failure to render architectural, engineering or surveying professional services.

Pre-existing Conditions: The Contractor will not be responsible for liability, loss or expense (including damage caused by the backup of basement sewers) where the primary cause of the claim or damage is pre-existing conditions including faulty, inadequate or defective design, construction, maintenance or repair of property or contamination of the subsurface where the condition existed prior to the start of the Contractor's work. Customer is responsible for loss of service equipment caused by the pre-existing conditions at the job site.

Environmental Conditions: The debris is represented to Contractor to be non-hazardous, requiring no manifesting or special permitting. The Customer will be responsible for any additional costs or claims associated with the treatment, storage, disposal of the removed debris, or breach of the above representation, at any time during or after the completion of this project.

Indemnification: The Customer and the Contractor will each indemnify the other in proportion to relative fault for liability, loss and expense incurred by the other party resulting from a negligent act or omission in performance of work under this Agreement. The Customer also will indemnify Contractor for liability, loss and expense resulting from Contractor's services if the Contractor is acting at the direction or instruction of the Customer, or where the primary cause of any damages is due to information provided by the Customer.

Credit Policy: Regular Terms are Net 30 Days. If any invoice is not paid in accordance with its terms, the customer agrees that there shall be added thereto, and the customer agrees to pay to contractor, a late charge at the rate of 1.5% per month on the unpaid balance, plus all costs, including reasonable attorney fees, incurred by the contractor in collection of any invoice not paid in accordance with its terms.

Entire Agreement: This proposal together with any written documents which may be incorporated by specific reference herein constitutes the entire agreement between the parties and supersedes all previous communications between them, either oral or written. The waiver by Contractor of any term, condition or provision herein stated shall not be construed to be a waiver of any other term, condition or provision hereof.

Initial:_____ Date:_____

Proposal: 26-207

NATIONAL POWER RODDING
A Caylon Company

2500 West Arthington Street
Chicago, IL 60612
P: (312) 666-7700
F: (312) 666-0748
www.nationalpowerrodding.com

Date: 5/22/2026
Owner: Village of Twin Lakes
Project: 2026 Sewer Main Repairs

National Power Rodding Corp. is pleased to provide you with estimated pricing for this project. For this project, we propose to provide the necessary labor, equipment, material, and supervision to perform the following scope of work on the above referenced project. Estimated pricing for this work is as follows:

PAY ITEM NO.	PAY ITEM DESCRIPTION	UNIT	EST QTY	ITEM UNIT PRICE	ESTIMATED TOTAL
	CIPP Spot Repairs- Kriwiel Dr				
	72'-82' (10')	LS	1	$ 8,000.00	$ 8,000.00
	85'-91' (4')	LS	1	$ 7,000.00	$ 7,000.00
	94'-104' (10')	LS	1	$ 8,000.00	$ 8,000.00
	112'-122' (10')	LS	1	$ 8,000.00	$ 8,000.00
				CIPP Spot Repairs Total:	**$ 31,000.00**
	CIPP MH-MH				
	National Power Rodding to install 6 mm- 8" Sanitary MH to MH CIPP Liner-- Include Pre/Post CCTV, Mobilization, all active services to be reinstated	LS	1	$ 47,000.00	$ 47,000.00
				CIPP MH-MH Total:	**$ 47,000.00**

General Contactors shall furnish the following:

1.) *Water from hydrant*
2.) *Any special permits or fees*
3.) *Accessibility to all manholes, catch basins, etc.*

Hourly rates are portal-to-portal from our Chicago office. This pricing is submitted under the assumption that the job will be completed in whole. We reserve the right to modify this proposal if the jobsite conditions vary widely. Subject to the attached Terms & Conditions on Page 2. Pricing is good for 30 days from the date of this proposal. If this proposal is satisfactory, please sign below, initial second page and return.

Thank you for the opportunity to work with you on this project.

Respectfully Submitted,
National Power Rodding Corp.

Reid W. Ruprecht, Vice Presidnet

Accepted
Name: _____
Company: _____
Signature: _____
Date: _____
AP Contact _____
AP Email: _____

If you wish to pay via ACH, please check this box and we will provide remittance info. ☐

GENERAL TERMS AND CONDITIONS

General Conditions: These general conditions are incorporated by reference into the proposal and are part of the Agreement under which services are to be performed by the Contractor for the Customer. Contractor will follow Customer's instructions both verbal and written at all times.

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Environmental Conditions: The debris is represented to Contractor to be non-hazardous, requiring no manifesting or special permitting. The Customer will be responsible for any additional costs or claims associated with the treatment, storage, disposal of the removed debris, or breach of the above representation, at any time during or after the completion of this project.

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Initial:_____ Date:_____

Proposal: 26-207

NATIONAL POWER RODDING
A Carylon Company

2500 West Arthington Street
Chicago, IL 60612
p: (312) 666-7700
f: (312) 666-0748
www.nationalpowerrodding.com

Date: 5/22/2026
Owner: Village of Twin Lakes
Project: 2026 Sewer Main Repairs

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Respectfully Submitted,
National Power Rodding Corp.

Reid W. Ruprecht, Vice Presidnet

Accepted
Name: _____
Company: _____
Signature: _____
Date: _____
AP Contact _____
AP Email: _____

If you wish to pay via ACH, please check this box and we will provide remittance info. ☐

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Initial:_____ Date:_____