

THE BLUE LETTER



333 James E. Bohanan Drive • Vandalia, OH 45377 • (937) 898-5891

November 22, 2024

Mayor Herbst & City Councilmembers:

There will be a Special Council meeting Monday, November 25th, 2024, at 4:00 p.m. and Tuesday, November 26th, 2024, at 4:00 p.m., for the purpose of City Council to enter into Executive Session to consider the appointment, employment and compensation of a public official, to consider the resumes for a new City Manager and matters related thereto. These Special Council meetings will be an in-person meeting in the Large Conference Room at 333 James E. Bohanan Memorial Drive, Vandalia, OH 45377

Per U.S. Environmental Protection Agency (EPA) mandate, letters were sent out to 1,746 Vandalia residents and businesses notifying them their address has a "lead status unknown" service line. A "lead status unknown" service line is where the water service line material is not known to be a "lead," "galvanized requiring replacement," or "non-lead" service line, and there is no documented evidence supporting the material classification at this time. The City is in the process of installing new water meters across the City as part of the multi-year meter replacement project using the City's Public Works personnel. As part of this project, Public Works personnel are documenting the water service line material during the water meter replacements.

We have had several discussions with the developer regarding the proposed residential subdivision on S. Brown School Road. They are looking at different options for the development. The developers current rezoning request has been tabled at their request as they work with us to consider other options.

This is time of year the Division of Fire experiences and increase in CO related calls. The Fire Prevention Bureau would like to remind the community that CO alarms need to be checked. CO is a colorless, odorless, poisonous gas that can be fatal at high levels. The Division of Fire can be contacted to assist Vandalia Residents who may not have a working detector.

Tree Lighting Ceremony & Holiday Market: On Sunday, December 8, the Vandalia Tree Lighting Ceremony & Holiday Market will be held at the VRC. There will be numerous vendors at the Holiday Market in the gymnasium to give the community the opportunity to get a head start on some holiday



shopping. At the tree lighting, there will also be refreshments, music, activities, and the chance to tell Santa Claus your Christmas wish!

The Art Park Amphitheater work is well under way. The band shell structure is scheduled to arrive mid-December.

Please contact me directly with comments and questions.

Very Respectfully,

Mark Schwieterman
Interim City Manager

CC:

Board and Commission Members
All City Employees

Attachments:

1. Information Update - ACM Cron – November 22, 2024;
2. Information Update - Director Leiter – November 22, 2024;
3. Information Update - Chief Follick – November 22, 2024;
4. Information Update - HR Manager Hanf – November 22, 2024;
5. Information Update – Director Clark – November 22, 2024;
6. Information Update - Chief Althouse – November 22, 2024;
7. Information Update - Director Borton – November 22, 2024;





To: Mark Schwieterman, Interim City Manager
From: Rob Cron, Assistant City Manager
Date: November 21, 2024
Re: Information Update for November 9-23, 2024

- The first phase of street trees were planted this week along National Road. We will begin the removal of the trees in phase two as time permits after the holiday decorations are taken down. Kudos to the Public Works and Park & Recreation crews for their efforts in getting this work done prior to the holiday season so the new trees could be decorated.
- I attended the Business First Outreach Specialist meeting on November 13th. This month's meeting was held at the Aileron Campus.
- I attended an online training session through the Ohio Economic Development Association on the reporting requirements to the Ohio Department of Development for our active CRA and TIF properties.
- I attended the I-70/75 Association monthly meeting at Sinclair Community College. This month's speaker was Vanessa Glotfelter, the Executive Director of Montgomery County Transportation Improvement District. She spoke about the continued development and roadway improvement projects around the Dayton International Airport.
- We have begun discussions with the property owners of the Kroger complex about an agreement to access our property at 810 Northwoods Boulevard through their drive entrances and parking lot. We would need this access for a contractor to begin clearing the site of our proposed Public Works Facility. Access from Northwoods Boulevard is not possible prior to construction due to the creek that runs across the front of the property. To install the culvert and drive for access across the stream requires a permit from the Army Corp of Engineers due to the floodway in the area. This permit will be part of the architectural and engineering work for the site.
- We are currently obtaining proposals for the clearing and tree removal of the lot to potentially be done in the first quarter of 2025. Due to environmental requirements, this work can only be performed between November 1 and March 31.
- We have had several discussions with the developer regarding the proposed residential subdivision on S. Brown School Road. They are looking at different options for the development.
- The condemnation order was lifted at 142 Imperial Court.

- Mike Hammes attended the quarterly meeting for the Coalition of Age-Friendly Communities of Ohio.
- We have received one Board of Zoning Appeals application for a variance at 750 West National Road. Fifth Third Bank wishes to install an ATM with a drive through in the front portion of the Imperial Shopping Center.
- We hosted the Code Enforcement Workshop on Friday November 22nd in the Community Room at the Justice Center. Kip Millikin has been hosting this event for several years now and code enforcement officials from all around the region attend. This year we have 30 officials attending from 16 different jurisdictions in Montgomery, Green and Miami Counties.
- Rich Hopkins taped our December episodes of Focus Vandalia this week. December's topics will be an update on the Art Park Amphitheater, crime prevention during the holiday seasons, the Fire Department's Community Risk Assessment and the Christmas Tree Lighting and Holiday Market at the Recreation Center.
- Rich Hopkins is also making the final edits to this year's Annual Report Calendar. The calendar should be off to the printers next week with delivery to all Vandalia households scheduled for Saturday December 21.

Memo



To: Mark Schwieterman, Interim City Manager

From: Bridgette Leiter, Director of Finance

Date: November 20, 2024

Re: Information Update - Period Ending November 22, 2024

1. I attended a council study session and meeting.
2. I attended the annual Veterans Day Service at the Veterans Memorial located at the Sports Complex.
3. Reminders –
 - All budget transfers and End of Year Clean-up Supplemental requests **must be** submitted to the Finance Director on or before 12:00 p.m. on Monday, December 9, 2024.
 - All invoices must be turned in and all Purchase Orders **must be** entered into the Incode system by 5:00 p.m. on Monday, December 16, 2024.
 - All remaining budgeted amounts included in the approved 2024 Budget that have not been encumbered, **must be** encumbered on or before 5:00 p.m. on Monday, December 16, 2024.
 - Deposits **must be** made for all revenue received on the last workday of the year.
 - Please contact Tiffany Barnes, Finance Clerk, with any Accounts Payable questions.
 - Please contact Nina McPherson, Finance Clerk, with any Accounts Receivable questions.



DIVISION OF FIRE INFORMATION UPDATE

TO: MARK SCHWIETERMAN, INTERIM CITY MANAGER
FROM: CHAD FOLLIICK, FIRE CHIEF
DATE: 11/21/2024
SUBJECT: INFORMATION UPDATE – PERIOD ENDING NOVEMBER 22, 2024

1. This is time of year the Division of Fire experiences and increase in CO related calls. The Fire Prevention Bureau would like to remind the community that CO alarms need to be checked. CO is a colorless, odorless, poisonous gas that can be fatal at high levels. The Division of Fire can be contacted to assist Vandalia Residents who may not have a working detector.
2. The Division of Fire was on site at the Rec Center on November 9th for the Pumpkin Smash event. Crews were available for the fun and as an EMS/Fire resource if there were to be a need.
3. The Vandalia Division of Fire was able to provide an escort through town for the Vandalia Butler Marching Aviators on November 9th. The Marching Aviators returned to Vandalia after performing at their championship competition in Kings Mills. This was fun and a great surprise for the students as they finished their season.
4. Training for crews for this reporting period was, building familiarization and walk through. Crews were able to get inside to the Fed Ex Building on Deer Run Rd. These walk throughs allow crews an idea of building layouts and potential hazards that they might be faced with during a response. Additionally, crews worked on SLICERS and Scene Size Up training. SLICERS is an acronym for firefighters that provides good tactical methods on the scene of a fire.



DIVISION OF FIRE INFORMATION UPDATE

5. The Division of Fire provides bi-annual physicals to Full -Time employees. Bio-Care, the company who oversees these physicals, has the ability to bring their mobile unit to Station One, making this event very convenient for our staff. Those employees who were eligible this year participated on Friday November 15th.
6. The Division of Fire was excited to Host Frank Blackley with AP Triton at Monday November 18th's Council Meeting. Mr. Blackley presented the findings from the CRA (Community Risk Assessment) that has been an ongoing 18-month project and funded partially by a grant awarded in 2023. AP Triton gathered numerous data from the Division of Fire, other neighboring departments, other city departments and the residents in the community. Mr. Blackley shared a lot of valuable information with Council, the Community, and the Division of Fire. There will be another presentation in early 2025 outlining the Division of Fire's plan for moving forward with the information provided to us.
7. On Wednesday November 20th, Captain Derek Copp participated in a Miami County LEPC Tabletop Exercise at the Miami County 911 Center.
8. On Wednesday November 20th, I attended a Montgomery County Fire Chief's Meeting.

Memo



To: Mark Schwieterman, Interim City Manager

From: Leann Hanf, Human Resources Manager

Date: November 20, 2024

Re: Information Update – Period Ending November 22, 2024

1. **Open Enrollment is Officially done!** This week I have been working diligently with Navia (HSA Custodian) and The Standard (Life Insurance) to make sure all of our changes are in ready to go live 1/1/2025.
2. **Dependent Documentation: What's the point?** Did you know that Human Resources has to be able to verify on your behalf that the dependents listed on your insurance plans are legally your dependents? Whenever we have a new hire, or an existing employee makes changes to insurance, I will ask for the following documentation if we don't already have it on file:

Spouse (both documents required):

- Marriage Certificate that has been filed through the courts and
- Most recent Tax 1040 (front page of your federal return) showing how you filed

Child (only need one of the following):

- Birth Certificate naming your or your spouse as parent of the child
- Adoption Paperwork filed through the courts naming you/your spouse as legal parent/guardian

The good news is, once HR has a birth or marriage certificate on file for you, it shouldn't be necessary again until a Dependent Audit takes place. What is a dependent audit? It's a process that HR needs to follow every 3-5 years to ensure they have the most up to date documentation for all listed dependents. Tax 1040s may be required each time you enroll your spouse in a new line of coverage, as those can change from year to year.

3. **Happy Thanksgiving! Tis the season to practice gratitude!** United Healthcare wants to share with you some of the benefits of practicing gratitude:

Did you know that people who regularly show and feel gratitude tend to be more optimistic and satisfied in life, have higher self-esteem and sleep better? They also tend to have stronger relationships and communities. And they may even have improved physical health. Why? Because people who show more gratitude are more likely to have fewer trips to the doctor and exercise more often.

What does gratitude mean? By actively focusing on the positive things in your life, you can reduce negative thoughts and feelings. When you show and feel gratitude, it helps you think of the goodness in your life, and the sources of this goodness. This can help you keep perspective and bounce back more quickly after stressful and difficult times. Gratitude also can bring “pay it forward” benefits to others. It helps you — and those you share your gratitude with — get a boost of positive reinforcement, so they may feel more inspired to express thanks as well.

Ideas to help you get started with practicing gratitude

There are easy ways to practice gratitude and to make it a regular part of life. Here are some get-started ideas:

1. **Keep a journal.** Writing down what you’re thankful for causes you to really think about the positive parts of your life. This can help keep stress and challenges in perspective. It also gives you a record of positive memories to revisit and enjoy.
2. **Send a thank-you letter.** Take the time to write to someone, telling them how much you appreciate them. Recognizing people who make a difference in your life can give you a “happiness boost” and give them a boost, too.
3. **Focus on the positive.** When good things happen, take time to think about and savor them. Give yourself the time to enjoy positive emotions and experiences, and permission to celebrate your own success.
4. **Make a mental note.** Each day think about the good things in your life and take a mental picture. This can help you reinforce the positive memories.
5. **Share the joy.** Make sharing what you’re grateful for a regular part of your routine. For example, take time during family dinners or outings with friends to share three things you’re thankful for.

Ready to start your gratitude practice?

As you get started, you may see firsthand how gratitude can go a long way in helping you instill short- and long-term positive feelings. It may also help you be better equipped to bounce back from hard times.



To: Mark Schwieterman, Interim City Manager
From: Steve Clark, Director of Parks & Recreation
Date: 11/21/2024
Re: Information Update – Period ending November 21, 2024

RECREATION CENTER

- Facility Manager Aaron Messenger met with the Director of the Darke County Board of Developmental Disabilities to tour their Sensory Room on November 18. Aaron plans to take the things learned from this meeting and implement them into our planned mobile sensory tent for special events.
- Universal Changing Station in VRC – Staff have met multiple times to go over options for a universal changing station in restroom 1 in the family locker room at the VRC. We are also researching funding options for the project.
- Pokémon Playtime: This program was run by VRC Recreation Leaders. 16 participants registered for this program, held on November 18. Participants brought their gaming devices and cards to battle and trade with each other. They also built Lego Pokémon and participated in other Pokémon related activities (coloring pages, word searches, etc.) A few prizes were raffled off and participants enjoyed snacks and drinks throughout the program.
- Sharon Hamby and Sara Moyer attended the OPRA Leadership Summit Nov 12/13 in Columbus. Sharon will be attending an OPRA event in December on customer service being held in West Chester.
- Recreation Superintendent Alicia McCracken is working with Vandalia-Butler School District to offer a Christmas Giving Tree Program at the VRC. School Guidance counselors are collaborating with parents to complete a form for each child listing their gender, age, and gift ideas. Students must be on free/reduced lunch to qualify for this program. VRC staff will create a tag of gift ideas and details about each student and place the tags on a Christmas Tree in the VRC lobby. Who can select tags from the trees? Anyone and everyone who wants to help. People and organizations all over the area get involved and make a huge difference for the kids in our community. After selecting a tag, the Givers shop for the child listed on the tag and returns the tag and unwrapped gifts to the Vandalia Recreation Center. Parks and Rec volunteers will sort the gifts and package them by family. They are then delivered back to the schools, so that the parents can pick them up from the guidance counselor. This allows a parent to wrap the gift and enhances their pride and ownership in giving it.

RECREATION / ATHLETICS DIVISION / SPECIAL EVENTS

- Pumpkin Smash: This event had several pumpkin-smash activities for attendees to test (catapult, pumpkin bowling, pumpkin scavenger hunt, coloring contest, nerf target practice,

and pumpkin smashing). The fire department also assisted with this event. They dropped several pumpkins from the top of the ladder. Approximately 200 people attended this event held on November 9 at the Sports Complex.

- The 39th Annual Basketball Turkey Shoot took place on November 9 in the gymnasium at the VRC with 39 family teams participating. This program allows family members to shoot fouls shots as a team for a chance to win a Thanksgiving Turkey.
- Tree Lighting Ceremony & Holiday Market: On Sunday, December 8, the Vandalia Tree Lighting Ceremony & Holiday Market will be held at the VRC. There will be numerous vendors at the Holiday Market in the gymnasium to give the community the opportunity to get a head start on some holiday shopping. At the tree lighting, there will also be refreshments, music, activities, and the chance to tell Santa Claus your Christmas wish!

SENIOR CENTER

- Members of the Senior Center were disappointed to learn that Project Read has dissolved and been sold to Goodwill. The seniors have been donating books and puzzles to them for at least six years. They would take large quantities and would come to pick them up. After doing some research, Toni Williams found the only place that will pick up items currently is the Vietnam Veterans. Many senior volunteers helped box up books and puzzles and on the morning of November 7, they placed the 48 boxes along our front driveway for pick up.



CASSEL HILLS GOLF COURSE

- The golf course continues to be busy well into November with over 1,000 players this month thus far and over \$25,000 in greens fees and cart fees collected.
- Golf Superintendent Marty Szturm and Assistant Superintendent Tim Bailey have started the process of winterizing the irrigation system. They are also aerating the roughs currently.
- Several Christmas parties have been booked for the Clubhouse during the month of December.

FACILITY MAINTENANCE DIVISION

- Removal of the 30-year-old playground unit at Robinette Park is complete. Underground drainage has been installed and we are ready for the new playground installation. We anticipate the installers to begin work shortly after Thanksgiving.
- Sports Complex ball field fence project work continues with new fencing on field 9 and 10 being complete. This included new concrete for the first base team bench area on diamond 10. The work on diamond 8 is underway with new concrete for the third base team bench already complete.

- The Art Park Amphitheater work is well under way. The band shell structure is scheduled to arrive mid- December.
- Sandy's Towing moved this year's Christmas tree into place on Tuesday morning. Sandy's donates their services for this project each year. Maintenance staff have begun the decorating process.
- Garrett Danner and Jared Cain attended a four-day training event hosted by Stanley/ Best. They gained a lot of useful/ critical knowledge in door lock mechanisms, door function and operation, door hardware, keying, coring etc. Our building maintenance staff plays a key role in maintaining door functionality citywide.
- Maintenance staff assisted Public works in removing twenty-eight street trees along National and Dixie. Tree roots had begun causing potential safety issues with raised sidewalks, steel tree grates and pavers. Twenty-four Everclear Lacebark Elm and four Princeton Sentry Ginkgo trees have been planted.
- Twenty-two trees were planted in the tree lawn in the vicinity of Victory Park. Eleven Princeton Sentry Ginkgo and eleven Crimson Sunset Maple were planted on Cyril, Clyde, and Attica streets.
- A new landscape plan was developed for the Recreation Center front and side foundation beds. The installation is being performed by Park Maintenance staff and is nearly complete. Plant selection for landscape installation always strives for choices that are pollinator friendly.
- We have seven trees to plant yet this fall, two of which are commemorative trees – a Magyar Ginkgo and Ivory Silk Tree Lilac at Seger Park. Two Autumn Splendor Horse chestnut and three Norway Spruce will be planted at the Sports Complex.

Information Update



To: Mark Schwieterman
Interim City Manager

From: Kurt E. Althouse
Chief of Police

Date: November 21, 2024

Subject: Information Update Ending November 22, 2024

1. During the past three weeks, VPD officers made five traffic stops on commercial motor vehicles for traffic violations. These stops resulted in four written warnings and one verbal warning while working eight additional enforcement hours.
2. Lieutenant Walker attended the final 2024 virtual meeting with the Criminal Justice Branch of the Community Overdose Action Team (COAT). COAT is a collaboration of community resources that seeks to reduce the number of people dying from drug overdoses and drug abuse. Lieutenant Walker is our representative in the local Criminal Justice Branch of the local COAT.
3. On November 11th, Lieutenant Sucher and I met with our new Flock Safety representative regarding our Flock program.
4. On November 11th, Lieutenant Sucher and I attended the Veterans' Day ceremony at the Sports Complex with other city representatives. It was a nice ceremony to honor those who have served in the military to protect our country and our freedom. We also honored our veterans who work at VPD with a Facebook post recognizing their military service. These members include Sergeant Andrew Wehner (U.S. Navy), Detective Damien Clemmons (U.S. Army), Officer Phillip Shafer (U.S. Marine Corps), Officer Lucas Kaltenbach (U.S. Army), Officer Dustin Landis (U.S. Army National Guard), and Officer Zachary Landis (U.S. Army). We thank these employees for their dedicated military service.
5. On November 12th, Officer Sommer attended the monthly OVI task force meeting. We are waiting for the contracts to be distributed. Once all the agencies' grant contracts are signed, funds will be distributed.
6. Lieutenant Walker and SSM Deborah Wright attended the annual Dayton Metropolitan Medical Response System (MMRS) meeting & training on November 12th. The meeting was held in the Berry Woman's Center at Miami Valley Hospital. Topics included a review of the Highland Park mass shooting and lessons learned, briefing on the upcoming NATO meeting in Dayton, Homeland Threat Assessment, and many other topics.
7. Lieutenants Walker and Sucher attended a law enforcement leadership meeting on November 13th with representatives from other agencies in the area. This group provides valuable networking to support each other with challenges as well as successes.

8. Lieutenant Sucher attended the 2024 Fall CALEA Conference. This conference hosted workshops and training on accreditation best practices and new updates. Representatives from the United States, Mexico, and Barbados were in attendance.
9. On November 14th & 15th, Officer Sommer Presented three *Run, Hide, Fight*, presentations to G.E. Aerospace employees on responding to an active threat.
10. Officer Lucas Kaltenbach resigned from VPD on November 16th to pursue career interests in the military. We wish Lucas the best of success in his assignment.
11. We held public safety specialists interviews last Friday and two candidates were selected to move to the second round of interviews which will be held soon.
12. On November 20th, Lieutenant Walker, Lieutenant Sucher, and I attended the Montgomery County Police Chiefs' monthly meeting at Sinclair Community College. County Commissioner Debbie Lieberman spoke about the County's Animal Resource Center and addressed ongoing concerns about the lack of and poor response to various community concerns.
13. SSM Wright completed 40 hours of training and, on November 18th, received her certification to be the Emergency Medical Dispatching Instructor for VPD.
14. On November 20th, PSS Mary Beth Dyke completed training courses through APCO to become the newest civilian training officer in VPD's Communications Center.
15. Lieutenant Walker attended a virtual meeting with our new sales representative from Flock on November 21st. They reviewed new technology and features offered by Flock. VPD currently has 12 Flock license plate reader cameras around the City. These LPRs have been crucial in intercepting stolen vehicles and wanted persons, as well as follow-up investigations where no other lead was available. The Flock system also gives us access to other agencies' LPRs around the country.
16. Detectives charged a 14-year-old male juvenile from Butler Township with Breaking and Entering for entering a concession stand at the Vandalia Sports Complex and stealing items.
17. VPD officers are participating in a voluntary initiative to raise funds for the Vandalia-Butler Food Pantry. Employees are donating to participate in "No Shave November & December" or use colorful nail polish. All funds raised will be presented to the Food Pantry at the annual Division Meeting on December 5th at the Senior Citizen Center. All monies donated will be doubled by a generous match from Abbey Credit Union. VPD employees have donated approximately \$7,000 to the food pantry in the past three years. We encourage and challenge our community to support the Food Pantry during this giving season.
18. We wish Council, city employees, and the community a Happy Thanksgiving. We encourage everyone to be safe and remain alert while travelling over the upcoming holidays.



Public Service Information Update

To: Mark Schwieterman, Interim City Manager
From: Ben Borton, Director of Public Service
Date: November 21, 2024
Subject: **Information Update for November 9 – 22, 2024**

Development & Engineering Services (DES)

Dog Leg Water and Sanitary Extension Phase 2 project: Outdoor Enterprise has completed all of the pipe work. Outdoor is now working on the asphalt repair and setting up the rest of lift station equipment & fencing.

Bikeway Connector project: Brumbaugh Construction has removed and replaced all of the new concrete driveway approaches and adjacent bikeway concrete sections (in driveways). Brumbaugh has excavated and began placing the stone base for the bikeway path. Various utility relocation work continues to facilitate this bikeway project.

Per U.S. Environmental Protection Agency (EPA) mandate, letters were sent out to 1,746 Vandalia residents and businesses notifying them their address has a “lead status unknown” service line. A “lead status unknown” service line is where the water service line material is not known to be a “lead”, “galvanized requiring replacement”, or “non-lead” service line, and there is no documented evidence supporting the material classification at this time. The City is in the process of installing new water meters across the City as part of the multi-year meter replacement project using City’s Public Works personnel. As part of this project, Public Works personnel are documenting the water service line material during the water meter replacements.

More Information:

- Water meter replacement project: <https://www.vandaliaohio.org/506/Water-Meter-Replacement>
- Water service line inventory: <https://www.vandaliaohio.org/528/Water-Service-Line-Inventory>

The following sites have received approved permits and begun construction:

- New two-family residence at 681/685 Waldsmith Way

The court-ordered blight abatement demolition of 4581 Poplar Creek Rd started this week and plans to be completed this Friday.

The annual Hotel/Motel Registration packets for 2025 operating status were sent out to the current hotel/motels in operation within the City, per Ordinance 21-23.

I attended the TCA technical committee meeting on November 13th and Miami Valley Regional Planning Commission (MVRPC) Technical Advisory Committee (TAC) meeting on November 21st.

Public Works (PW)

Crews continued installing water meters, leaf collection, and street sweeping throughout the City.



Crews wrapped downtown streetscape trees with Christmas lights and the streetlights with garland.

Crews installed conduit and electric for the 28 new downtown street trees.

Crews performed the monthly water shut-offs of delinquent water accounts for the Water Division of the Finance Department.

Crews replaced a water service curb stop on Tionda. Crews also raised two (2) water service curb stop lids and one (1) water meter pit lid that will be in the bikeway pavement.

Crews began installing V-boxes and plows on trucks to ready vehicles for snow & ice operations.

Crews performed 73 utility locates this period for Ohio 811.

The mechanics made repairs to the trackless machine (used for leaf collection), installed trailer brake controller on the new single axle 5-yard dump truck #5502, serviced single axle 5-yard dump truck #23, and began servicing all snow plow trucks in preparation for the coming snow & ice season.

The mechanics also repaired an air leak on Fire division's Medic 2, an oil leak on Engine 2, and a coolant leak on Ladder 3.