

KETTLE FALLS CITY COUNCIL
BUDGET WORKSHOP
SEPTEMBER 13, 2011

CALL TO ORDER

Mayor Dorothy Slagle called the meeting to order at 6:42 p.m.

ROLL CALL

Ray Smith, Dorothy Slagle, Jesse Garrett, Krist Matthews and Debbie Gaskin.

STAFF/GUESTS

Staff - Joel Gassaway, John Ridlington, Scott Sterland and Raena Hallam.

Guests - Dave Hudson and Vicki Cianciotto.

ANNOUNCEMENTS AND MAIL RECEIVED

As there were no Announcements or Mail Received, City Council moved on to Public Comment.

PUBLIC COMMENT

As there was no Public Comment, City Council moved on to New Business.

NEW BUSINESS

2012 BUDGET PROPOSALS

POLICE DEPARTMENT: Police Chief Scott Sterland presented City Council with a power point presentation of his 2012 budget request.



Kettle Falls Police Department

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(509) 738-6700 • Fax (509) 738-2052

Chief Scott K. Sterland

August 31, 2011

To the Mayor and City Council:

Enclosed you will find the 2012 budget requests from the City of Kettle Falls Police Department.

As you read through this document, you will notice that we have separated our requests into three distinct categories. Those categories are:

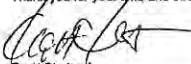
1. **Urgent:** Requests that are needed immediately due to either safety or liability concerns
2. **Needed:** Those requests that are needed to ensure smooth operation and a high level of customer service to the citizens in Kettle Falls, and
3. **Desired:** Those requests that would make the working environment in the police department more comfortable for the officers and staff and more inviting to our community members and professional affiliations

Since I've been working for the City of Kettle Falls, I've observed several areas in the budget that are in need of improvement. These observations are not only based on a desire to have a professional-looking and well equipped department, but are also based on my extensive experience of over two decades of professional law enforcement experience.

Whenever possible, I will provide you with documentation from expert sources outlining the need for a given request. In this manner, you will hopefully be able to better understand the request and the reasons behind it.

As always, if you have any questions regarding any of the requests in this document, please feel free to contact me and I will do my very best to answer them.

Thank you for your time and effort in reviewing this document.


Scott Sterland
Chief of Police

Budget Requests

Urgent

Request #1 - New Police Vehicles
(Account 001 000 000 584 10 80 00) - Approximate Cost: \$70,000



First and foremost, our department is in dire need of two new patrol vehicles. By the end of 2011, it is estimated that our Ford Explorer (pictured on the right, above) will have logged in excess of 150,000 miles and our unmarked Ford Crown Victoria (pictured on the left) will have logged in excess of 110,000.

For an average, privately owned vehicle, this would not be a concern. However, when we are talking about law enforcement, pursuit-capable vehicles, this becomes a great hazard.

The hazard comes from the demand that is placed on a pursuit-rated vehicle. The demands on a vehicle that is used for high-speed pursuits, responding to emergency calls for service and traffic enforcement must be capable of handling the stresses and demands of the driver. High speeds, and high speed cornering and evasive actions require a vehicle that is in top condition and is built to handle those demands.

It has been well documented and is considered common knowledge in law enforcement circles that any pursuit-rated law enforcement vehicle not be utilized in service over 80,000 to 100,000 miles¹. With the type of driving that is used in law enforcement, keeping a vehicle with higher miles is considered hazardous due to the increased potential of a catastrophic failure of one of the drive train or suspension components. A failure of this type can cause immediate loss of

¹ Ref: Illinois State Police <http://www.isp.state.il.us/media/pressreleases/0710-072>; City of Tallahassee, FL, <http://www.talgov.com/controls.asp?meeting=110525/08.html>

(Account 001 000 000 521 10 21 00 – Personnel Benefits) Approx. Cost: \$22,158.00
 (Account 001 000 000 521 10 12 00) – Overtime) – Approx. Cost: \$5,000.00
 (Account 001 000 000 521 10 23 00 – Uniform Allowance) – Cost \$1,300.00

Total Approximate Annual Cost: \$75,347 (without grant funding)

control of the vehicle thereby endangering the lives of the officer and community members, not to mention the possible property loss that could be involved and the likely subsequent legal action that would ensue.

Given our current situation with the two vehicles mentioned above, we are now well beyond the recommendation to replace them.

The current draft budget has outlined \$50,000 for the purchase of two new vehicles. This amount is not sufficient for the outright purchase of the vehicles alone, and does not allow for needed equipment to outfit them.

New, replacement vehicles for 2012 will not be the same models as used in the past. Ford has updated its fleet and new models are now being offered to law enforcement. Therefore, the vast majority of equipment in each of the current vehicles will not fit in new Ford vehicles. Items such as prisoner partitions (cages), computer stands and radio consoles to hold all of the radio equipment and other switches will not fit in the new vehicles and will need to be purchased new. Some of the used equipment can be sold to recover some of these new costs, however.

It is also my recommendation that new light bars be purchased for these new vehicles. The current light bar on the Ford Explorer has the siren situated in between the flashing lights. This puts the siren very close to the drivers head and has caused documented hearing loss for officers in other departments in the past. This has also been noted by the U.S. Department of Transportation² and the Annals of Emergency Medicine³ to be a concern. Therefore, a newer, more efficient model is needed. In addition, the lighting on the unmarked Crown Victoria is insufficient and much of it will not fit properly in a new model vehicle. Therefore, most of the lighting for that replacement vehicle will have to be purchased new as well.

A more realistic estimate for the purchase of both new vehicles based on this reality is \$70,000. The police department plans on replacing the current Ford Explorer and Ford Crown Victoria with two Chevrolet Tahoe 4x4 vehicles. Given the nature of the weather in this region during the winter months, it makes more sense to have a fleet of all 4x4's as opposed to 2-wheel drive vehicles. Also, the purchase of each of these two new vehicles will be just over \$31,000, thereby, leaving only an additional \$8,000 – 9,000 for tax, delivery charges and the purchase and installation of the new equipment.

This request is a follow up to a grant that was applied for, with permission from the city council, to obtain a new patrol officer through a Community Oriented Policing Services (COPS) grant through the US Department of Justice. The grant pays for the officer 100% for three years and there is a required fourth year that this officer must be retained at the expense of the city.



Pictured left to right, Officer Courthene, Reserve Officer Jared McClagen, Officer James Holt, Officer Timothy Dallas, Chief Scott Sierland

At this point, it would be estimated that the cost of that position in year four of that grant would be around \$75,347.00. To reduce the strain on that fourth year, the police department recommends that if the grant is awarded and accepted by the city, a separate fund be set up in the budget to set aside money each year in the amount of \$25,116.00. In this way, the position would be paid for in 2015 with less impact on the city's general fund.

Our hope with this new position is to be able to increase our coverage and customer service to the citizens in the community and allow the department to have 24-hour per day coverage for 4 days per week.

Approximately 3% of our calls for service occur during the hours of 3:00 AM to 7:00 AM. This is not a large percentage of our total calls for service. However, most of these calls are of a serious nature and include, domestic violence,



I am currently working with Dave Keeley and the US Department of Agriculture to determine if a loan and/or grant can be obtained for the purchase of these new vehicles. If a grant is obtained, it will likely be for only \$15,000 thereby requiring that any funding, either through the general budget or through a USDA loan, be obtained to pay for the remainder.

In addition to our attempt at these funding sources, it is anticipated that two vehicles from our fleet will be sold at auction to off-set some of this expense. However, due to the age and condition of these two vehicles, I would not anticipate reaping more than \$4,000 - \$5,000 for the pair.

Another concern with our aging fleet is the cost to maintain it in working order for the type of demands that are place on a typical law enforcement service vehicle. Our repair costs alone for the first half of 2011 on the two vehicles needing replacement are \$2,166.00⁴. This number is expected to increase before the end of the year as these aging vehicles continue to show more and more wear. This number also accounts for nearly half of the current line item for maintenance and repair which also includes computer repairs and any other repairs to office equipment, etc. These vehicles are beginning to cost more than they are worth in value to the department.

The new Chevrolet Tahoe's will be under a 3-year bumper-to-bumper warrantee with and 5-year warrantee on the drive train. The Tahoe also gets about 35% better gas mileage than the Ford Expedition (Ford's equivalent vehicle). Since there is a Chevrolet dealership in CoVille, any warrantee work can be done locally without the need to travel to Spokane to get any work done. This will reduce the amount of overtime hours (for travel) and fuel needed to have our vehicles properly maintained.

Urgent

Request #2 – New Patrol Officer
 (Account 001 000 000 521 10 11 00 – Salaries and Wages) – Approximate Cost: \$46,889.00

burglaries, vehicle prowling and suspicious person calls. It is probably no surprise that the majority of those calls occurred during the weekend and holidays. In addition to this, many other calls for service are made during that period of time. However, since these other calls are not considered to be either in-progress or of an emergency nature, they are held until the day shift vehicle comes into service. I have noted that when this occurs, it causes a great deal of frustration for the caller to have to wait sometimes 3-4 hours for an officer to respond to their call. This is poor customer service on the part of the police department and would be greatly alleviated by adding this position.

Since I've been the chief of police in Kettle Falls, I've noticed a great number of reports of missing/stolen items that occurred during the late evening and early morning hours of the night. But, the loss of those items was not realized until the following morning. Our belief is that having a law enforcement presence 24 hours a day during the weekends in particular will help to curb some of this behavior and further protect the lives and property of this community.

Needed

Request #1 – Overtime Budget
 (Account 001 000 000 521 10 12 – Overtime) – Approximate Cost: \$25,000

Currently, in the police department budget, there is no amount entered into the overtime budget. The police department believes this to be counterproductive.

I have been monitoring the overtime expenditures of the police department since my date of hire in the first week of January. Since we have only four officers working in the city, each and every time one of the officers is absent, an officer is needed to backfill that vacancy. To do otherwise would leave the city wide-open with no protection whatsoever.

There are several drivers of overtime. Those include:

- Vacation usage
- Sick time usage
- Compensatory time usage
- Holiday pay
- Training
- Court appearances
- Meetings after work hours

Anytime an officer is not at work during their scheduled work day due to vacation, comp time, sick or training, overtime is paid to cover their absence. In addition, if training or court is scheduled on one of their days off, they are then paid overtime for their attendance. These situations, coupled with other instances (i.e. overtime required for an in-progress investigation or for meetings with the prosecutor or a

social services professional) all place a burden on the overtime budget for the police department.

After watching this line item it is the police department's belief that an amount of \$25,000 per year is reasonable to achieve all of the above listed occurrences. This only represents 5% of the total police budget and is not excessive.

Since serving as chief of police, I have observed some past practices that not only would have been a violation of the police officer's contract, but were a violation of federal labor law. These instances cannot be allowed to occur as the potential negative impact on the city through litigation or fines could be extreme.

Also, in the past, there has been an assumption that the overtime for this police department would be \$15,000 per year. This number is one that was decided on over a decade ago and neither reflects the reality of the current overtime burden, nor is it a number that is even remotely attainable. If the officers in this department took only their allotted vacation time every year, \$15,000 would still not be enough to cover their absences. Not to mention overtime for court appearances, sick time, comp. time or training hours.

Therefore, after reviewing the current year's spending with respect to following the union contract and existing relevant labor laws, I believe the request for \$25,000 to be a reasonable allotment for this line item.

I have worked responsibly with the current budget and have adjusted my own shift on several occasions to help reduce this overtime burden. But, this is not enough to allow the department to come within its overtime budget alone.

Request #2 – Two desktop computers
(Account 001 000 000 594 21 60 00 – Law Enforcement Capital Outlay) – Approximate Cost: \$4,500

A minimum of three desktop computers need replacement in our office. With the increased computer memory demands for our modern programming, our computers are having trouble keeping up. The County-wide Spillman reporting system used in this region creates a large demand on our systems and these computers will occasionally crash and need repair. The computer repair technicians we use have advised us that it is an issue of out-dated equipment that needs replacement. Our monitors and other accessories are functioning well, however the computer towers are what is in need of replacement at this time.

Our cost of repairs to try to keep these computer desktops running so far in 2011 has been \$630.00.

If we add another officer to our department, this request will increase by one additional computer tower (\$8,000). Currently, our reserve officer is required to

use one of the other officer's desktops to complete his reporting of incidents as the computer assigned to him will not handle the load of these programs at all.

Request #3 – Two Laptop Computers
(Account 001 000 000 594 10 60 00 – Law Enforcement Capital Outlay) – Approximate Cost: \$4,000

Our laptop computers are beginning to show their age. A request was made to replace two of them in the 2011 budget, but this was denied. As of August 15, 2011, we have spent over \$800.00 in the repair of our department laptops.

If we add another officer to our department, this request will increase by one additional laptop (\$6,000). Currently, our reserve officer is required to use one of the other officer's desktops to complete his reporting of incidents and/or to have with him to receive up to date information on current calls for service and run names and plates.

Desired

Request #1 – Increase in Training and Travel Budget
(Account 001 000 000 521 10 43 – Travel) Approximate Increase: \$3,000

This line item was reduced by \$2,800.00 beginning in 2011. I am requesting that this be restored to its previous level and increased by \$200.00. The on-going training and education of the officers working in your city is paramount. This education allows the officers to keep up to date on all the legal changes in Washington State and Federal law as well as hone their skills in the area of search and seizure and firearms proficiency.

Training of the officers in your department is an insurance policy against future liability to the city in that if an officer is properly trained, the city is less likely to be sued for officer misconduct or potential frivolous law suits designed to attack the city for failure to train. "Failure to train" is one of the biggest reasons police departments are sued. If a department cannot show that an officer was properly trained in the use of weapons and knowledge of the law, the city could stand to lose horribly in any future litigation.

Request #2 – Security Improvements to the Police Station
(Account 001 000 000 594 10 60 00 – Law Enforcement Capital Outlay) Approximate Cost: \$5,000.00



Security concerns are present for all police departments regardless of size or location. Our police department has a few concerns with respect to the security of the building that need to be addressed.

The first of these is the parking situation in front of the building and the lack of safety for those inside the building if an individual were to run into the front of the building. In the picture above, you can see the front of the building and the parking "stops" that have been put in place. However there should also be protective pillars (or bollards) in front of these parking spaces to prevent an out of control vehicle or driver with intent from crashing through the front of the building.

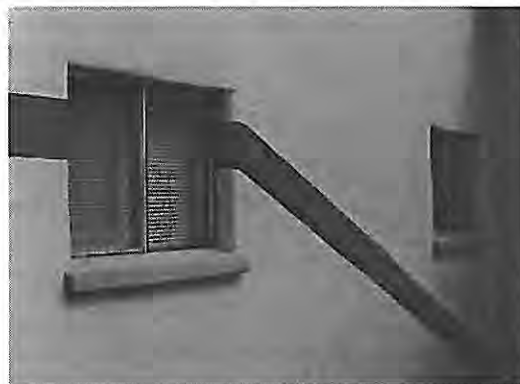
Next is our concern over the general security of the offices. We are not a 24-hour per day police department. And, even with the addition of one officer, we will still not cover 24-hours per day for the entire 7 day work week. As you can see in the picture below, part of the building is secure with bars on the windows. This portion of the building secures the evidence room and some of the windows in the officer's squad area.



However, when you walk around to the front of the building, you can see that the remainder of the officer's area is not secure (see picture above right and below).

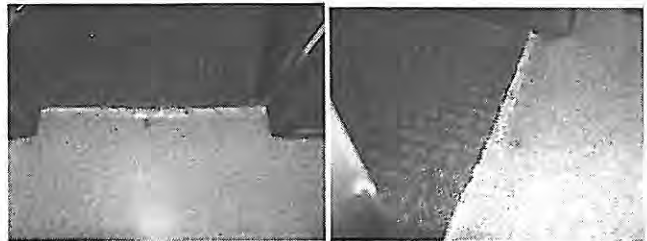


And the police chief's office is left completely unsecured as well (see below).



Another area of concern is that of the connecting wall between the police department and the utilities department. As one can clearly see in the photographs below, there is an approximate 18 inch gap between the offices. This is a concern in that if any unauthorized individual gained access through the Utilities Department, they could easily enter the police department by just climbing over the door frame.

This is a concern both for the integrity of our criminal investigations and the liability the city might incur due to the ease of access to confidential and sensitive materials located in the police department's offices and computers.



Request #3 – Cosmetic Improvements to the Police Station

(Account 001 000 000 594 10 60 00 – Law Enforcement Capital Outlay)
Approximate Cost: \$1,500.00

First and foremost is my concern of the image of the police department when citizens come to our department. The first image they have is of a torn and tattered awning. The awning itself appears to be in good shape. But, the printing on the image is coming apart and looks terrible (see picture below). I would like to have this repaired.

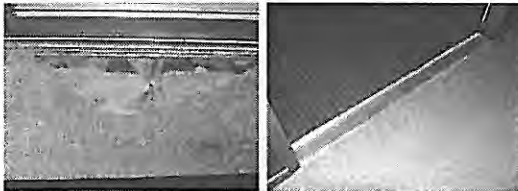
Conclusion

This concludes the budget requests for the police department for FY 2012. I hope this document has been helpful in assisting you to understand our needs and the reasons for our requests. As was mentioned previously, if you have any questions regarding this document or need more clarification regarding any of the requests, please do not hesitate to call me at 738.2122 or on my personal cell phone at 680.4775.

Thank you and I wish you all luck in creating the budget for our city in 2012.



Next, is the concern I have over the state of some of the flooring in the police department; in particular, the linoleum flooring. In several areas, the flooring is torn or pulling up and needs to be replaced.



This is not only an eye sore, it is also a potential workplace safety issue in that someone could easily trip on it creating a liability for the City if an injury were to occur.

The pictures both above and below show the stated of some of the flooring from the front entrance to the police department and continuing down the hall into the Utilities Department.

FIRE DEPARTMENT:

Fire Chief John Ridlington briefly reviewed the proposed 2012 Budget. The budget is anticipated to equal 2011.

	2012 DRAFT BUDGET	Joint Budget	City Share	District Share
001.522.10.10	SALARIES			
	Fire Chief Salary	\$6,500.00	\$1,950.00	\$4,550.00
	TOTAL SALARIES	\$6,500.00	\$1,950.00	\$4,550.00
001.522.10.20	BENEFITS			
	Fire Chief Benefits	\$650.00	\$195.00	\$455.00
	TOTAL BENEFITS	\$650.00	\$195.00	\$455.00
001.522.10.30	SUPPLIES			
	Batteries/Water/Misc.	\$1,500.00	\$450.00	\$1,050.00
	TOTAL SUPPLIES	\$1,500.00	\$450.00	\$1,050.00
001.522.10.32	GAS/OIL/FUEL			
	Fuel & Oil	\$4,000.00	\$1,200.00	\$2,800.00
	TOTAL GAS/OIL/FUEL	\$4,000.00	\$1,200.00	\$2,800.00
001.522.10.35	SM. TOOLS/MINOR EQUIP.			
	Helmets 6 @ \$200	\$1,000.00	\$300.00	\$700.00
	Gloves/Miscellaneous	\$3,000.00	\$900.00	\$2,100.00
	TOTAL SMALL TOOLS	\$4,000.00	\$1,200.00	\$2,800.00
001.522.10.43	TRAINING			
	Training	\$4,000.00	\$1,200.00	\$2,800.00
	Educational Materials – Kids	\$500.00	\$150.00	\$350.00
	Firemen Reimbursement	\$20,500.00	\$6,150.00	\$14,350.00
	Physicals (10 @ \$100 each)	\$1,000.00	\$300.00	\$700.00
	20 Hepatitis Shots	\$1,522.92	\$456.88	\$1,066.04
	TOTAL TRAINING	\$27,522.92	\$8,256.88	\$19,266.04
001.522.10.48	REPAIRS/MAINTENANCE			
		\$1,750.00	\$525.00	\$1,225.00
	TOTAL REPAIRS & MAINT.	\$1,750.00	\$525.00	\$1,225.00
001.522.10.49	MISCELLANEOUS			
	Annual Dinner /Hose Test	\$1,200.00	\$360.00	\$840.00
	Coats/Hats/Miscellaneous	\$500.00	\$150.00	\$350.00
	TOTAL MISCELLANEOUS	\$1,700.00	\$510.00	\$1,190.00
001.522.10.55	DISPATCH			
	Stevens County 911	\$1,000.00	\$300.00	\$700.00
	TOTAL DISPATCH	\$1,000.00	\$300.00	\$700.00
001.594.22.60	FIRE CAPITAL OUTLAY			
	Turnout Gear 5 @ \$2000	\$10,000.00	\$3,000.00	\$7,000.00
	Pagers 15 - 20	\$10,000.00	\$3,000.00	\$7,000.00
	Tax/Shipping/Miscellaneous	\$1,850.00	\$555.00	\$1,295.00
	TOTAL CAPITAL OUTLAY	\$21,850.00	\$6,555.00	\$15,295.00
001.597.34.00	HYDRANTS			
	Transfer to Water Dept.	\$1,550.00	\$465.00	\$1,085.00
	TOTAL HYDRANTS	\$1,550.00	\$465.00	\$1,085.00
	GRAND TOTAL	\$72,022.92	\$21,606.88	\$50,416.04

City Council took a break at 7:35 p.m. and returned to the regular City Council meeting at 7:57 p.m.

PUBLIC WORKS DEPARTMENT:


City Superintendent Joel Gassaway reviewed his Budget request for 2012.

UTILITY DEPARTMENTS BUDGET PROPOSAL 2012.xls	Page 1	UTILITY DEPARTMENTS BUDGET PROPOSAL 2012.xls	Page 2
<p>WATER DEPT</p> <p>CAPITAL OUTLAY (In order of Priority)</p> <p>Water System Plan Update \$25,000</p> <p>Falls Pump upgrade, Replace section of 10 inch pipe, new stairway, electrical upgrades \$150,000 <i>In 2011 Budget, hope to complete in 2011</i></p> <p>Reservoir Maintenance \$5,000</p> <p>6 inch Water Line & Hydrants Sandy/CPC \$20,000 <i>Still in planning stage, no complete cost estimate</i></p> <p>Well 6 (New Well) Pumping Station \$120,000</p> <p>8 inch Water Line Replacement - Lakewood Dr. \$120,000</p> <p>TOTAL Water Capital Outlay \$440,000</p>		<p>STREET DEPT</p> <p>CAPITAL OUTLAY</p> <p>Evergreen Drive Paving/Drainage \$60,000 (Local Funds)</p> <p>Street Overlay Projects \$60,000 (Local Funds)</p> <p>TOTAL Street Projects \$120,000</p> <p>STORM DRAINAGE \$1,000 <i>We need to designate funds for this line-item, which only has \$100 in it for 2011. Maintenance of the grass swales on the new 395 sidewalks- mowing, irrigation cleaning, spraying is all for storm drainage. This is in addition to Meyers St. drains & catch-basins, various drywells, and localized drainage issues which normally get charged to Roadway Maint. In the future I think line items for salaries, supplies, tools, capital outlay, etc. will be needed under Storm Drainage</i></p>	
<p>SEWER DEPT.</p> <p>Wastewater Treatment Plant Operation 2012</p> <p><i>It is possible that the City will assume operation of the new treatment plant in late 2012. I used the projected 2013 operating budget provided by Eaveitt Engineering to anticipate some of the added personnel, office, and laboratory operating costs incurred. These figures represent 25% of the 2013 projected budget.</i></p> <p>PW Supervisor/Office manager/Clerical \$8,750</p> <p>Class II Operator \$12,250</p> <p>Class I Operator/Lab Technician \$11,500</p> <p>Personnel Benefits \$14,750 45% ???</p> <p>Power \$7,250</p> <p>Water and Garbage \$250</p> <p>Treatment Supplies and Maintenance \$12,500</p> <p>Building and Grounds Maintenance \$5,000</p> <p>Laboratory Supplies \$5,750</p> <p>Vehicles \$1,000</p> <p>Professional Services \$3,000</p> <p>Office Supplies and Small Tools \$1,250</p> <p>Telephone/Internet/Postage \$1,500</p> <p>Training and Publications \$500</p> <p>Insurance \$4,250</p> <p>Permits/Fees/Taxes \$4,000</p> <p>TOTAL WWTP Operation 2012 \$93,500</p> <p>Wastewater Treatment Plant Construction - Owner Furnished Equipment/Materials 2012</p> <p>Hypochlorite Feed System \$5,000</p> <p>Irrigation Pump and Pipe \$15,000</p> <p>PW/Lab Ops Building Furniture \$40,000</p> <p>SCADA Software \$40,000</p> <p>Lab Glassware and Materials \$65,000</p> <p>John Deere Gator T4 GX4 Gas \$15,000</p> <p>Influent Pump Station Bypass Trash Pump \$50,000</p> <p>TOTAL WWTP Construction 2012 (City Funds) \$330,000</p>		<p>GARBAGE DEPT.</p> <p>Canister Replacement \$5,000</p> <p>New Garbage Truck \$85,000 <i>We have been looking at buying a used dump truck and setting up our current 1 Ton dump truck as a garbage truck for backup. No luck in finding cheap used truck yet.</i></p> <p>TOTAL Garbage Dept. \$90,000</p> <p>POOL</p> <p>CAPITAL OUTLAY (In order of Priority)</p> <p>Replace Valves in Filter System \$500</p> <p>Replace/Repair 2 sections of Concrete Deck \$8,000</p> <p>New Dutch Doors on East Side of Bath House \$1,750</p> <p>Walkway for Elderly / Disabled (Deck Mat & Railing) \$3,500 <i>ADA Grant?</i></p> <p>TOTAL Pool Capital Outlay \$13,750 <i>Diane has identified a number of maintenance projects involving some of the aging plumbing fixtures, pool covers, paint, and other equipment.</i></p> <p>PARK No Projects Assigned, Need New Bathrooms Happy Dell Park</p> <p>MULTI-DEPARTMENTAL (Water/Sewer/Street)</p> <p>New Pickup \$22,000</p> <p>Misc. Tools \$3,000</p> <p>TOTAL Multi-departmental \$25,000</p> <p>SALARIES & BENEFITS</p> <p>Cost of Living Increase</p>	

ADJOURNMENT


Mayor Dorothy Slagle adjourned the meeting at 8:53 p.m.

Approved:



 Mayor Dorothy Slagle

Attest:



 Raena L. Hallam, Clerk/Treasurer