



**Southern Ozaukee Fire &
EMS Board
AGENDA**

Date:
Wednesday, November 12, 2025

LOCATION: 250 Elm Street, Thiensville, WI

Time: 5:30 PM

I. CALL TO ORDER

II. ROLL CALL

Mequon

Mayor Andrew Nerbun

Administrator Will Jones

Alderman Gregg Bach

Alderman William Gebhardt

Citizen Lynn Streeter

Thiensville

President John Rosing

Trustee Kristina Eckert

Administrator Colleen Landisch-Hansen

Citizen Doug Chimenti (Excused)

Alternate Trustee David Lange

III. APPROVAL OF MINUTES

A. September 10, 2025 (att)

IV. PERSONAL APPEARANCES AND PUBLIC COMMENT

A. Personal Appearances and Public Comment: Citizens wishing to address the SOFD Board on any matter not on the agenda may do so at this time. If you desire to be heard on agenda items, you may be heard when that item is considered on the agenda. The time limit is FIVE minutes.

V. FINANCE

A. Review and Discussion of 3rd Quarter Financial Report (att)

VI. CAPITAL

- A. Discussion Regarding Ladder Truck Sale Update (att)
- B. Review and Action Regarding a Replacement Ambulance Purchase (att)
- C. Discussion Regarding Financial Software Change

VII. OPERATIONS

- A. Review and Action Regarding Revisions to the Southern Ozaukee Fire & EMS Department Employee Manual (att)
- B. Discussion Regarding Lexipol Implementation
- C. Review and Action Regarding the Intergovernmental Cooperation Agreement for Fire Service Mutual Aid in Ozaukee County (att)
- D. Review and Action Regarding the 2026 Meeting Schedule (att)
- E. Bi-Monthly Update

VIII. GOVERNANCE

- A. 2025 Workplan Update and Action Items (att)
- B. Review and Action Regarding the 2026 Workplan (att)

IX. MOTION TO ADJOURN TO CLOSED SESSION

A. Review Personnel Evaluation of the Fire Chief: The Board may convene into closed session pursuant to Wis. Stat. § 19.85(1)(c), considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility and then may reconvene into open session to take such action as deemed appropriate.

X. MOTION TO RECONVENE IN OPEN SESSION

XI. NEXT MEETING

- A. January 14, 2026

XII. ADJOURNMENT

Colleen Landisch-Hansen, Village Clerk

November 7, 2025

Please advise the Thiensville Municipal Hall, 250 Elm Street (262-242-3720) at least 24 hours prior to the start of this meeting if you have disabilities and desire special accommodations.



Southern Ozaukee Fire & EMS Board
MINUTES
DATE: Wednesday, September 10, 2025
LOCATION: 250 Elm Street, Thiensville,
WI
TIME: 5:30 PM

I. CALL TO ORDER

Mayor Nerbun called the meeting to order at 5:30 PM.

II. ROLL CALL

Mequon

Mayor Andrew Nerbun

Administrator Will Jones

Alderman Gregg Bach

Alderman William Gebhardt (Excused)

Citizen Lynn Streeter

Thiensville

President John Rosing

Trustee Kristina Eckert

Administrator Colleen Landisch-Hansen

Citizen Doug Chimenti

Alternate Trustee David Lange

III. APPROVAL OF MINUTES

A. July 9, 2025 (att)

Citizen Streeter noted a correction to the end of the minutes. Paramedic and paramedicine should be swapped.

MOTION to approve with amendment by Trustee Rosing **SECONDED** by Trustee Streeter. **MOTION CARRIED UNANIMOUSLY.**

Aye:

No:

Abstain:

IV. PERSONAL APPEARANCES AND PUBLIC COMMENT

A. Personal Appearances and Public Comment: Citizens wishing to address the SOFD Board on any matter not on the agenda may do so at this time. If you desire to be heard on agenda items, you may be heard when that item is considered on the agenda. The time limit is FIVE minutes.

None.

V. FINANCE

A. Review and Action Regarding the Ambulance Rate Survey (att)

Chief Bialk explained the survey information and corresponding recommendations.

Chief Bialk clarified that while some departments may appear to have lower costs, those departments often use itemized billing, whereas SOFD uses batch billing. The survey compared the SOFD to other departments and provided recommendations for potential rate adjustments.

Alderman Bach inquired about associated costs for patients transported to Froedtert Hospital by private ambulance.

Citizen Chimenti believed it to be about \$3,000.

Citizen Streeter explained that reimbursement is a fixed amount for patients who are covered by Medicare, meaning that regardless of the rate charged, those payments are not variable. This is notable given that the majority of the transports the Department performs are for Medicare patients.

Trustee Eckert inquired about the differences between residents and non-residents for various services.

Mayor Nerbun indicated that the only item with a different cost is transport, which is not used often.

Trustee Eckert suggested that, for consistency, all rates should differ between residents and non-residents.

The Board discussed using a flat rate increase versus a percentage.

Mayor Nerbun pointed out that one flat rate for all items could potentially be too punitive for lower-cost items.

The Board agreed on two different flat rate increases. A flat increase of \$50 for non-residents for rates under \$1,000, and \$100 for rates over \$1,000.

MOTION to Approve with Modification of a Flat Increase of \$50 for Non-Residents for rates Under \$1,000, and \$100 for rates Over \$1,000 by President Rosing **SECONDED** by Trustee Eckert. **MOTION CARRIED UNANIMOUSLY.**

Aye: 6

No: 0

Abstain: 0

ROLL CALL VOTE

Aye: Nerbun, Streeter, Bach, Rosing, Eckert, Chimenti

No: None

MOTION CARRIED UNANIMOUSLY

B. Review and Action Regarding the 2026 Southern Ozaukee Fire and EMS Department Budget (att)

Chief Bialk noted that Administrator Landisch-Hansen clarified prior to the meeting that the attached budget document was a working version, and not the final draft. The only change reflected in the current version was a \$1 balance adjustment.

Administrator Landisch-Hansen summarized the 2026 draft budget, highlighting a \$155,000 Capital Contribution as the most significant change to address the Department's growing capital needs.

The majority of the budget increase from 2025 is attributed to employee wages and benefits.

Chief Bialk noted that the 2.3% increase in health insurance was favorable compared to the higher increase in the prior year.

Citizen Streeter inquired about the staffing assumptions for 2026, and whether this staffing level would address the previous concerns regarding staff roles and shift coverage. Chief Bialk replied that the plan includes the hiring of one additional full-time staff member, with the goal of maintaining seven staff members per shift at any given time, with a recommendation for eight. The intention is to utilize paid-on-call personnel to fill the eighth position in 2026 following the new hire.

Administrator Landisch-Hansen emphasized that staffing is a major point of discussion during the budget process, requiring balance between adequate coverage, competitive compensation, and fiscal responsibility.

Administrator Jones provided additional budget details, noting a significant reduction in legal fees. Chief Bialk also conducted a mid-year salary review, which resulted in adjustments to command-level pay to align with market benchmarks. All positions will receive a 3.5% cost-of-living adjustment, compared to last year's 2.75%.

Administrator Jones pointed out a new \$10,000 budget allocation for building rental expenses, payable to the City of Mequon. This amount reflects ongoing discussions regarding cost-sharing for building usage and anticipated future increases for utilities, supplies, and insurance, which are currently covered by the City of Mequon.

Administrator Jones identified the upcoming purchase of new timekeeping software, which will improve efficiency by reducing the time spent on manual payroll processing.

Mayor Nerbun noted that the CPI amount only allowed for the hiring of one additional full-time position, while leaving just enough room for the cost-of-living increases.

Alderman Bach questioned whether Paid-On-Call staff were paid when not in service. Chief Bialk explained that Paid-On-Call positions pay \$3 per hour for being on call, with increased pay for responding to incidents. Chief Bialk also noted that SOFD remains one of the few area departments that continues to operate a Paid-On-Call program, which has aided in recruitment.

MOTION to Adopt the 2026 Southern Ozaukee Fire and EMS Department Budget by President Rosing **SECONDED** by Alderman Bach. **MOTION CARRIED UNANIMOUSLY.**

Aye: 6

No: 0

Abstain: 0

ROLL CALL VOTE

Aye: Nerbun, Streeter, Bach, Rosing, Eckert, Chimenti

No: None

MOTION CARRIED UNANIMOUSLY

VI. GOVERNANCE

A. Review and Action Regarding the Southern Ozaukee Fire and EMS Department Strategic Plan (att)

Chief Bialk stated that the Strategic Plan was presented for review at the July Board meeting and that feedback has been incorporated into the updated version. Some initiatives were pushed farther in the future to create a balanced and achievable workload.

Citizen Streeter emphasized the importance of establishing a method to monitor the progress of the Strategic Plan. Mayor Nerbun agreed that this should be incorporated into the Department workplan.

Citizen Streeter also emphasized the importance of regularly aligning the implementation of the Strategic Plan in conjunction with the budget to ensure coordination between planning and financial priorities.

Mayor Nerbun suggested including Strategic Plan progress as a discussion item on future agendas, especially for more near-term objectives.

MOTION to Approve the Southern Ozaukee Fire and EMS Department Strategic Plan by Citizen Chimenti **SECONDED** by President Rosing. **MOTION CARRIED UNANIMOUSLY.**

Aye: 6

No: 0

Abstain: 0

B. 2025 Workplan Update and Action Items (att)

Chief Bialk provided a summary of the current status of the workplan and reported on the progress of individual items.

VII. CAPITAL

A. Update on Ladder Truck Sale

Chief Bialk reported that the ladder truck was sold earlier in the day for \$375,000, and about \$20,000 of work still needs to be done on the truck to get it in a state where it can be fully sold.

Administrator Jones inquired about initial offers received. Chief Bialk replied that Cedarburg offered \$150,000, and the wholesaler offered \$273,000.

Chief Bialk notified the Board that a request for the purchase of another ambulance would be coming soon to ensure timely delivery.

VIII. OPERATIONS

A. Bi-Monthly Update

Chief Bialk gave the bi-monthly update.

Citizen Streeter inquired what percentage of the department's roster covers the majority of available shifts.

Deputy Chief Boehlke replied, that the Department primarily relies on individuals who take a large number of hours. Department members who assume significant hours are more valuable than just the sheer number of individuals.

Chief Bialk added that the larger pool is beneficial during fire calls. The Department cannot

always be staffed at the level needed for a fire, so having the larger pool is an asset in that case.

Trustee Eckert inquired about the fire inspection process, including oversight responsibilities. Trustee Eckert also noted that during an inspection, it appeared there was some overlap and redundancy in the process.

Chief Bialk answered that the inspections are done by whoever is on shift.

Deputy Chief Boehlke reported that efforts are underway to address undone work from previous periods. A citizen complaint about the inspection process led to a review that identified additional procedural issues. The inspection process remains a priority project, and will receive more dedicated time around November.

Citizen Streeter noted during interviews, Department members expressed that the inspection process requires more review and improvement. Citizen Chimenti added that Department members want a dedicated inspector, rather than having it handled by whoever was on shift.

IX. NEXT MEETING

A. November 12, 2025

X. ADJOURNMENT

MOTION to adjourn at 6:30 PM by Trustee Rosing **SECONDED** by Trustee Eckert . **MOTION CARRIED UNANIMOUSLY.**

Aye:

No:

Abstain:

Submitted by,

Ben Honeck
Deputy clerk

Signed by,

Colleen Landisch-Hansen
Village Administrator/Clerk



Southern Ozaukee Fire and
Emergency Medical Services Department
11300 N. Buntrock Avenue
Mequon, WI 53092
(262) 242-2530
(262) 242-5042 Fax

TO: SOFD Board
FROM: Fire Chief David L Bialk
DATE: November 12, 2025
SUBJECT: Year-to-Date Budget Report Q3

Background

The Southern Ozaukee Fire Department (SOFD) has adopted a 2025 operating budget of \$3.571 million, which is heavily reliant on revenue generation. The budget is funded through a combination of 49% tax levy and 51% non-tax revenue. Non-tax revenue sources include ambulance billing, the State of Wisconsin 2% Dues Program, the Wisconsin Ambulance Funding Assistance Program, crash billing, false alarm fees, fire inspection square footage charges, and other related chargebacks.

Analysis

Expenses—Q3

The third-quarter review of 2025 expenses shows that the department's spending continues to trend below 75% of the annual budget, closely matching 2024 levels. As of the end of September, approximately 66% of the annual budget has been utilized.

It should be noted that two significant disbursements occur late each year:

- Fire gear purchases of approximately \$30,000, and
- Holiday checks for line personnel totaling about \$40,000, paid with the first December paycheck.

Even after accounting for these year-end expenses, total spending for 2025 is projected to remain under budget.

Revenue—Q3

During the first nine months of 2025, ambulance billing generated gross charges of approximately \$2.3 million, representing an increase of about \$80,000 compared to the same period in 2024. The majority of this growth can be attributed to the ambulance fee increase adopted in 2024, as the number of billable calls has remained consistent with last year.

This data reflects a year-over-year increase in gross charges, indicating steady service demand and continued benefit from the updated fee structure.

Fiscal Impact

At this point in the fiscal year, SOFD is on track to remain within its 2025 budget.

Recommendation

Staff will continue to monitor the department's financial performance on a monthly basis to ensure alignment with the approved budget.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

	<u>2024</u>		<u>2025</u>	
Expenditures				
51000 Contractual Services				
51500 Legal Fees	\$ 66,280.98	\$	831.50	-99%
51550 Audit Services	\$ 19,512.00	\$	19,755.75	1%
51600 IT Services	\$ 29,895.93	\$	25,785.29	-14%
51650 Billing Services	\$ 45,357.44	\$	49,082.75	8%
51700 Advertising/Promotional		\$	682.76	
51900 Misc Contracted Services	\$ 20,153.31	\$	24,346.00	21%
Total 51000 Contractual Services	\$ 181,199.66	\$	120,484.05	-34%
54000 Personnel Services				
54100 Dues & Subscriptions	\$ 245.00	\$	4,441.58	1713%
54200 Meetings & Conferences	\$ 2,692.64	\$	2,603.10	-3%
54300 Training	\$ 25,405.49	\$	15,527.93	-39%
54400 Uniforms	\$ 7,962.57	\$	8,701.43	9%
54500 Books & Periodicals	\$ 519.57	\$	611.52	18%
54600 Pre-Employment Examinations	\$ 3,997.00	\$	16,639.50	316%
Total 54000 Personnel Services	\$ 40,822.27	\$	48,525.06	19%
55000 Commodities				
		\$	595.49	
55100 Office Supplies	\$ 464.66	\$	1,102.41	137%
55200 Telephone	\$ 7,338.65	\$	8,728.32	19%
55300 Printing/Copy Machine Supplies	\$ 441.77	\$	482.64	9%
55400 Postage	\$ 216.38	\$	243.45	13%
55450 Bank Fees	\$ 15.00	\$	10.00	-33%
55700 Work Supplies	\$ 61,337.22	\$	83,341.50	36%
Total 55000 Commodities	\$ 69,813.68	\$	93,908.32	35%
56000 Maintenance				
56100 Building Maintenance	\$ 216.64	\$	1,764.37	714%
56200 Truck Maintenance	\$ 57,426.69	\$	61,338.17	7%
56250 Vehicle Maintenance (DPW)	\$ 7,479.84	\$	1,413.71	-81%
56260 Vehicle Maintenance Labor (DPW)	\$ 54,825.60	\$	57,578.68	5%
56300 Fuel	\$ 22,391.79	\$	2,661.83	-88%
56400 Equipment Repairs/Small Tools	\$ 5,700.09	\$	12,363.52	117%
		\$	7,819.00	
Total 56000 Maintenance	\$ 148,040.65	\$	144,939.28	-2%
57000 Insurance				
57100 Liability Insurance	\$ 30,152.00	\$	34,314.25	14%
57200 Vehicle Insurance	\$ 14,187.00	\$	16,695.00	18%
57300 Workers Compensation Insurance	\$ 44,514.00	\$	50,943.75	14%
57400 Property Insurance	\$ 2,556.00			-100%
57500 EAP	\$ 6,000.00	\$	6,000.00	0%
		\$	2,191.00	
		\$	5,489.00	

		\$	785.00		
Total 57000 Insurance	\$	97,409.00	\$	116,418.00	20%
670100 Personnel Wages					
670101 Regular Employees-Salary, FT, PT	\$	887,638.77	\$	733,134.86	-17%
670150 EMS Call Wages	\$	184,989.83	\$	164,575.49	-11%
670151 Fire Call Wages	\$	143,382.20	\$	107,192.74	-25%
670160 Station Work Wages	\$	6,796.30	\$	14,300.00	110%
670161 Vehicle Inspection Wages	\$	6,989.00	\$	5,405.72	-23%
670162 Training Wages	\$	52,833.96	\$	41,727.93	-21%
670171 On Call Hours Wages	\$	86,416.39	\$	77,539.74	-10%
670173 Paramedic POP	\$	120,737.78	\$	309,062.08	156%
670175 Employee on Premise Wages	\$	21,744.70	\$	46,756.44	115%
Total 670100 Personnel Wages	\$	1,511,528.93	\$	1,499,695.00	-1%
673100 Fringe Benefits					
673101 Social Security	\$	116,253.17	\$	114,125.64	-2%
673105 WRS	\$	136,766.36	\$	135,839.74	-1%
673201 Health Insurance	\$	82,772.38	\$	96,437.18	17%
673203 Life Insurance	\$	1,414.27	\$	1,367.43	-3%
Total 673100 Fringe Benefits	\$	337,206.18	\$	347,769.99	3%
Total Expenditures	\$	2,386,020.37	\$	2,371,739.70	-1%

Southern Ozaukee Fire and EMS Department
Budget vs. Actuals: Budget_FY25_P&L - FY25 P&L
 January - September 2025

	Total			
	Actual Q1-Q3	Annual Budget	over Budget	% of Budget
Expenditures				
50000 Uncategorized Expense				
51000 Contractual Services				
51500 Legal Fees	831.50	10,000.00	-9,168.50	8.32%
51550 Audit Services	19,755.75	17,500.00	2,255.75	112.89%
51600 IT Services	25,785.29	25,000.00	785.29	103.14%
51650 Billing Services	49,082.75	81,298.00	-32,215.25	60.37%
51700 Advertising/Promotional	682.76	1,000.00	-317.24	68.28%
51900 Misc Contracted Services	24,346.00	21,000.00	3,346.00	115.93%
Total 51000 Contractual Services	\$ 120,484.05	\$ 155,798.00	-\$ 35,313.95	77.33%
54000 Personnel Services			0.00	
54100 Dues & Subscriptions	4,441.58	2,000.00	2,441.58	222.08%
54200 Meetings & Conferences	2,603.10	2,200.00	403.10	118.32%
54300 Training	15,527.93	33,000.00	-17,472.07	47.05%
54400 Uniforms	8,701.43	35,000.00	-26,298.57	24.86%
54500 Books & Periodicals	611.52	1,500.00	-888.48	40.77%
54600 Pre-Employment Examinations	16,639.50	4,500.00	12,139.50	369.77%
54700 Recruitment		0.00	0.00	
Total 54000 Personnel Services	\$ 48,525.06	\$ 78,200.00	-\$ 29,674.94	62.05%
55000 Commodities	595.49		595.49	
55100 Office Supplies	1,102.41	1,200.00	-97.59	91.87%
55200 Telephone	8,728.32	14,500.00	-5,771.68	60.20%
55300 Printing/Copy Machine Supplies	482.64	1,500.00	-1,017.36	32.18%
55400 Postage	243.45	500.00	-256.55	48.69%
55450 Bank Fees	10.00		10.00	
55700 Work Supplies	83,341.50	92,000.00	-8,658.50	90.59%
Total 55000 Commodities	\$ 94,503.81	\$ 109,700.00	-\$ 15,196.19	86.15%
56000 Maintenance			0.00	
56100 Building Maintenance	1,764.37	1,000.00	764.37	176.44%
56200 Truck Maintenance	61,338.17	40,000.00	21,338.17	153.35%
56250 Vehicle Maintenance (DPW)	1,413.71		1,413.71	
56260 Vehicle Maintenance Labor (DPW)	57,578.68	58,664.00	-1,085.32	98.15%
56300 Fuel	2,661.83	32,000.00	-29,338.17	8.32%
56400 Equipment Repairs/Small Tools	12,363.52	40,000.00	-27,636.48	30.91%
Pagers	7,819.00	0.00	7,819.00	
Total 56000 Maintenance	\$ 144,939.28	\$ 171,664.00	-\$ 26,724.72	84.43%
57000 Insurance			0.00	
57100 Liability insurance	42,779.25	43,566.00	-786.75	98.19%
57200 Vehicle Insurance	16,695.00	21,596.00	-4,901.00	77.31%
57300 Workers Compensation Insurance	50,943.75	55,354.00	-4,410.25	92.03%
57400 Property Insurance		2,582.00	-2,582.00	0.00%
57500 EAP	6,000.00	6,000.00	0.00	100.00%
Total 57000 Insurance	\$ 116,418.00	\$ 129,098.00	-\$ 12,680.00	90.18%
670100 Personnel Wages			0.00	
670101 Regular Employees-Salary, FT, PT	733,134.86	1,437,894.00	-704,759.14	50.99%
670150 EMS Call Wages	164,575.49	349,047.00	-184,471.51	47.15%
670151 Fire Call Wages	107,192.74	145,024.00	-37,831.26	73.91%
670160 Station Work Wages	14,300.00		14,300.00	
670161 Vehicle Inspection Wages	5,405.72	19,500.00	-14,094.28	27.72%
670162 Training Wages	41,727.93	100,000.00	-58,272.07	41.73%
670163 FSLA Pay		0.00	0.00	

670164 Holiday Pay		0.00		0.00	
670171 On Call Hours Wages	77,539.74	129,582.00		-52,042.26	59.84%
670173 Paramedic POP	309,062.08	76,438.00		232,624.08	404.33%
670175 Employee on Premise Wages	46,756.44			46,756.44	
Total 670100 Personnel Wages	\$ 1,499,695.00	\$ 2,257,485.00	-\$	757,790.00	66.43%
673100 Fringe Benefits				0.00	
673103 FICA	114,125.64	172,698.00		-58,572.36	66.08%
673105 WRS	135,839.74	275,709.00		-139,869.26	49.27%
673201 Health Insurance	96,437.18	218,844.00		-122,406.82	44.07%
673203 Life Insurance	1,367.43	1,985.00		-617.57	68.89%
Total 673100 Fringe Benefits	\$ 347,769.99	\$ 669,236.00	-\$	321,466.01	51.97%
Total Expenditures	\$ 2,372,335.19	\$ 3,571,181.00	-\$	1,198,845.81	66.43%



Southern Ozaukee Fire and
Emergency Medical Services Department
11300 N. Buntrock Avenue
Mequon, WI 53092
(262) 242-2530
(262) 242-5042 Fax

TO: SOFD Board
FROM: Fire Chief David L Bialk
DATE: November 12, 2025
SUBJECT: Ladder Truck Sale

Background

At the March 12, 2025, SOFD Board meeting, fire department staff presented a proposal to reduce the number of ladder trucks in the department from two to one. Under the terms of the Intergovernmental Agreement (IGA), Board approval was required for the disposal of any asset valued over \$100,000.

Following the presentation, the Board approved the disposal of one ladder truck. The truck was subsequently listed for sale on the nation's largest website for used fire equipment. After three months on the market, a buyer was found and the ladder truck was sold.

Analysis

The ladder truck sold for **\$375,000**. Before the sale, repairs to the aerial ladder and a certification test were required. In addition, a **5% brokerage fee** was paid to facilitate the sale.

Description	Amount
Sale of Aerial Ladder	\$375,000
Repairs	\$35,116
Brokerage Fee (5%)	\$18,750
Net Proceeds	\$321,134

Fiscal Impact

The net proceeds from the ladder truck sale were deposited into the fire department's capital account. Following this deposit, the total balance in the capital account is **\$1,337,247**.

Recommendation

No action is required at this time.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department



Southern Ozaukee Fire and
 Emergency Medical Services Department
 11300 N. Buntrock Avenue
 Mequon, WI 53092
 (262) 242-2530
 (262) 242-5042 Fax

TO: SOFD Board
FROM: Fire Chief David L Bialk
DATE: November 12, 2025
SUBJECT: Purchase of Replacement Ambulance

Background

Since the merger of the City of Mequon and Village of Thiensville Fire Departments, the Southern Ozaukee Fire Department (SOFD) has operated a fleet of five ambulances. Although operational needs require only four ambulances, the department chose to maintain all five due to the age and mileage of the existing vehicles. This approach ensures service continuity until the arrival of a new ambulance.

Once the new ambulance arrives, the department will evaluate the current fleet and sell the unit that is least suitable for daily operations.

Current Ambulance Fleet

Year	Make / Unit	Age	Mileage
2004	Chevy Ambulance 552	21 years	70,890 miles
2004	Chevy Ambulance 551	21 years	68,240 miles
2014	Ford Ambulance 952	11 years	121,052 miles
2017	Ford Ambulance 950	8 years	134,093 miles
2024	Chevy Ambulance 951	1 year	22,091 miles

SOFD’s long-term goal is to maintain a fleet of four ambulances and replace each unit after approximately 12 years of service. A new ambulance was ordered in March 2024, with delivery expected in Fall 2026. Due to the two-year lead time for production, any ambulance ordered now would likely be delivered in late 2027.

Analysis

Staff developed detailed specifications for the procurement of a new ambulance, using the current fleet models as a foundation and incorporating several updates to better meet operational requirements. The finalized specifications were distributed to three qualified vendors for pricing, and all three submitted proposals.

Ambulance Quotes Received

Vendor	Quote
Braun Ambulances	\$338,633
American Response Vehicles	\$333,110
Osage Ambulances	\$329,645

All submitted quotes were reviewed for compliance with the specifications and related materials. Each proposal met the intent of the specifications and fell within approximately \$9,000 of one another.

Although the quote from American Response Vehicles was \$3,400 higher than the lowest bid, staff identified advantages in the ARV design. Specifically, the ARV unit utilizes a traditional wiring system, as opposed to the more complex multiplex wiring systems included in the other two proposals. Staff noted that the simpler electrical configuration would likely result in easier maintenance, increased reliability, and lower long-term repair costs.

Given that the department retains its ambulances for extended service lifespans, staff determined that a less technologically complex system is more suitable for long-term operational needs.

Fiscal Impact

Item	Amount
Current Capital (as of 11/1/2025)	\$1,386,948
Earmarked for July 2024 Ambulance (Delivery 10/26)	(\$365,000)
Earmarked for Replacement Battalion 9 Vehicle (01/26)	(\$90,000)
Proposed New Replacement Ambulance (Delivery 10/28)	(\$333,000)
Remaining Capital Balance	\$598,948

Based on staff’s recommendation to purchase from Lifeline Emergency Vehicles through American Response Vehicles, the cost would be \$333,110.

While the sale of an older ambulance is expected to offset part of this expense, the resale value cannot be accurately projected at this time due to the extended delivery timeline for the new unit.

Recommendation

Staff recommends purchasing the replacement ambulance from American Response Vehicles – Lifeline Emergency Vehicles at a cost of \$333,110.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department



Southern Ozaukee Fire and
Emergency Medical Services Department
11300 N. Buntrock Avenue
Mequon, WI 53092
(262) 242-2530
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Resolution #2025003

Resolution to Purchase Replacement Ambulance

WHEREAS, the Southern Ozaukee Fire and Emergency Medical Services Department provides 24-hour fire and EMS services 365 days per year; and

WHEREAS, the Southern Ozaukee Fire and Emergency Medical Services Department has a plan for scheduled replacement of capital equipment; and

WHEREAS, the Southern Ozaukee Fire and Emergency Medical Services Department is in need of replacement an ambulance providing 24 hours a day response to emergency medical calls; and

WHEREAS, the Southern Ozaukee Fire and Emergency Medical Services Department can use money set aside for the purchase of capital equipment from the capital equipment account; and

WHEREAS, staff recommends the replacement of the Ambulance out of the capital equipment fund set aside each year for this purpose;

NOW, THEREFORE BE IT RESOLVED by the Board of the Southern Ozaukee Fire and Emergency Medical Services Department that staff is hereby directed to purchase an Ambulance from American Response Vehicles of Columbia Missouri for \$333,110 out the SOFD Capital Account 30100.

City of Mequon

Village of Thiensville

**By: _____
Andrew Nerbun Date
Mayor**

**By: _____
John Rosing Date
President**



Southern Ozaukee Fire and
Emergency Medical Services Department
11300 N. Buntrock Avenue
Mequon, WI 53092
(262) 242-2530
(262) 242-5042 Fax

TO: SOFD Board
FROM: Deputy Chief Nicholas Boehlke
DATE: November 12, 2025
SUBJECT: Employee Manual Update

Background

When the City of Mequon and the Village of Thiensville merged their fire departments in 2023, they also began working on an employee manual to outline the wages and benefits for full-time, part-time, and paid-on-call employees. Developing the manual was a detailed process that took most of 2023 and continued through 2024. The SOFD Board officially adopted it in March 2025.

Analysis

After six months of working with the new employee manual and adding several new full-time and paid-on-call personnel, a few sections have been identified that could be updated to provide clarification moving forward. While wages and benefits will remain unchanged, staff expressed a desire to ensure the manual is as clear as possible to avoid any confusion in the future.

The following policies were updated:

- Full-Time Paid Holidays
- Full-Time Sick Leave
- Full-Time Vacation
- Full-Time Uniforms
- Paid-On-Call Uniform/Clothing Allowance

The following policies were added:

- Full-Time Medical Leave
- Paid-On-Call Probationary Period
- Paid-On-Call Active Status

Chapter 4: Full-Time Employees

Paid Holidays

Administrative Employees

All administrative full-time and part-time employees receive the following holidays off, if scheduled to work on those days:

New Year's Day	Day After Thanksgiving
Memorial Day	Christmas Eve

Independence Day	Christmas Day
Labor Day	New Year's Eve
Thanksgiving Day	Floating Holiday

Part-time employees should take their holiday day off into consideration when determining the threshold of hours they need to remain under per week.

If a holiday falls on a Saturday, the Administration office is closed on Friday. If it falls on a Sunday, the Administration office is closed on Monday. If Christmas Eve/Day and New Year's Eve/Day fall on a Saturday or Sunday, the Administration office is closed on Friday and Monday.

Full-time, Exempt Employees, 56-hour

Full-time exempt employees who are assigned to a 56-hour work schedule will receive five additional vacation days per year in lieu of time off on the holiday.

Full-time, Non-Exempt Employees, 56-hour

Full-time non-exempt employees who are assigned to a 56-hour work schedule will receive a holiday stipend in lieu of time off. Each employee will earn up to 10 days (240 hours) of pay at the employee's regular hourly rate, less state and federal withholding tax. For employees who are employed for the entire year, they will receive the entire amount. For employees who are employed for part of the year, the amount will be pro-rated by the number of holidays during their period of employment. This pay is pro-rated based on the number of holidays that occurred while the employee was employed during the year. Holiday pay shall be paid on the first payroll in December (subject to a deduction of any over-payment for employees who leave before the end of the year).

Sick Leave

Administrative staff and full-time, exempt employees are not eligible to earn sick leave.

Full-time, Non-Exempt Employees, 56-hour

An employee begins to earn sick time on their start date, however eligibility for sick leave shall be after the completion of six months of employment with the Department. Each full-time member on a 24-hour shift shall accumulate eight hours of sick time per month during the year. After an employee utilizes two or more consecutive sick days, the Chief may require the employee to produce a doctor's certificate prior to returning to work stating the nature of the illness and verify that the employee was unable to report for duty.

When an employee is absent from work due to an illness, injury or medical appointment, the employee must notify their immediate supervisor as soon as they are aware that they will be late or unable to report to work, and no later than one hour prior to their appointed start time - except in an emergency - in order to receive compensation. Leaving a voicemail or message with another staff member does not qualify as notifying one's supervisor.

When an absence is due to illness, the Department reserves the right to require appropriate medical documentation. Such documentation must include the employee's name, the date and time he/she was seen by a medical professional, and if applicable, specific instructions

regarding care and one's ability to return to work and perform their job.

A medical excuse shall be provided for an absence of three (3) or more consecutive workdays for forty (40) hour per week employees or two (2) or more consecutive workdays for fifty-six (56) hour work week employees.

If an employee does not use any sick time in the calendar year, 24 additional hours will be added to the employee's sick bank.

Medical Leave

Each employee at the start of employment will receive 100 hours in a medical leave bank.

These hours may only be used for an FMLA-qualifying event. At the end of each year, unused sick leave will be deposited into the employee's medical leave bank.

At the end of the year, full-time, exempt employees and part-time employees may deposit any unused vacation/PTO time into their medical leave bank.

The maximum accumulation of sick time shall be 2,016 hours for a 24-hour shift employee. The maximum accumulation for sick time for a 40-hour shift employee is 1,440.

Vacation/Paid Time Off

Following the completion of the anniversary year of service, employees are entitled to annual vacation leave with pay according to the following years of service schedule:

YEARS OF SERVICE	FULL-TIME, 40 HOUR	EXEMPT	FULL-TIME, NON-EXEMPT 56 HOUR	FULL-TIME, 56 HOUR	EXEMPT
1	18 DAYS		7 DAYS	15 DAYS	
2	18 DAYS		9 DAYS	15 DAYS	
4	18 DAYS		10 DAYS	17 DAYS	
7	23 DAYS		12 DAYS	17 DAYS	
12	28 DAYS		14 DAYS	19 DAYS	
25	33 DAYS		16 DAYS	21 DAYS	

Full-time, non-exempt employees may not carry over unused vacation time.

Full-time, exempt employees working a 56-hour work week may carry over 48 hours of vacation leave from year-to-year.

Full-time, exempt employees working a 40-hour work week may carry over 80 hours of vacation leave from year-to-year.

Part-time employees shall be granted vacation leave as outlined above on a pro-rated basis, based upon the number of hours worked.

Exempt employees working a 40-hour week are granted an additional 5 vacation days per year.

Uniforms

New full-time, non-exempt employees will be issued the following uniform items:

(1) short sleeve uniform shirt, (1) long sleeve uniform shirt, (1) pair of pants, (1) duty belt, (2) department t-shirts, (1) department polo, and (1) department jacket.

Full-time, non-exempt employees employed a minimum of twelve (12) months prior to the first pay period in December shall receive an annual uniform allowance of six hundred twenty-five dollars (\$625), less all applicable state and federal withholding tax. Such payment will be made during the first pay period in December.

New full-time, non-exempt employees with less than twelve months of employment will be eligible for a pro-rated uniform allowance based on the number of full months worked, from the employee's date of hire to December 1st.

Chapter 5: Paid-On-Call Staff

Probationary Period

All employee hires and appointments, including new hires, promotions, transfers and re-hires, are subject to a twenty-four (24) month probationary period, which is considered an integral part of the employee evaluation process. The probationary period provides the employee with an opportunity to demonstrate his/her suitability for the position through actual work performance. It also provides the Department with an opportunity to train the employee and evaluate the employee's ability to meet the demands of the position. Employees are always encouraged to seek advice that can aid them in successfully performing the duties of the job.

Extension of the standard twenty-four-month probationary period may be initiated by the Fire Chief. Employees will be notified in writing of any extension of the probationary period prior to the conclusion of their initial probationary period.

Uniform/Clothing Allowance

All department members must adhere to current departmental uniform policies.

New employees will be issued uniforms upon being hired. These include: (1) pair of pants, (1) duty belt, (2) department t-shirts, (1) department polo, and (1) department jacket.

Paid on-Call and Paid on-Premises members who attend 75% of the training from December 1st of the previous year to November 30 of the current year are eligible for an annual clothing allowance equal to the amounts listed in the chart below.

PAID-ON-CALL & PAID-ON-PREMISES EMPLOYEES

Hours Worked (January 1 - December 1)	Uniform/Clothing Allowance
2,000	\$400

1,500	\$200
500	\$100

Active Status

Employees shall maintain active status by fulfilling the minimum call and training requirements established by the Fire Chief. Employees shall work scheduled hours or attend training at least once during a consecutive ninety-day period of time. In the event the employee during the ninety-day period fails to maintain active status by failing to attend training, respond to calls, or work scheduled hours, unless excused by the Fire Chief with the Chief's prior authorization, the Chief shall treat such employee's non-excused failure to work and train as the Employee's resignation from employment which the Chief may accept at the conclusion of the ninety-day period, thus resulting in the end of the employee's employment.

Fiscal Impact

None

Recommendation

Staff recommends adopting the updated employee manual.

Deputy Chief Nicholas Boehlke

Nicholas Boehlke

Southern Ozaukee Fire Department



Southern Ozaukee Fire and
Emergency Medical Services Department
11300 N. Buntrock Avenue
Mequon, WI 53092
(262) 242-2530
(262) 242-5042 Fax

TO: SOFD Board
FROM: Fire Chief David L Bialk
DATE: November 12, 2025
SUBJECT: Mutual Aid Agreement

Background

Historically, the nine fire departments in Ozaukee County maintained mutual aid agreements with one another, separate from the Mutual Aid Box Alarm System (MABAS), which is typically used for larger incidents. However, following the merger of Mequon and Thiensville, as well as the consolidation of Grafton and Saukville, the existing mutual aid agreements no longer reference these newly formed departments.

Analysis

Over the past 12 months, the seven fire departments in Ozaukee County have collaborated on developing a new mutual aid agreement. During this process, each department’s legal counsel reviewed and provided feedback, resulting in several revisions. The agreement now before the SOFD Board represents the final version, prepared after multiple drafts and thorough review by SOFD’s attorney, Brian Sadjak. It is now ready for ratification.

Fiscal Impact

None

Recommendation

Approve the Mutual Aid agreement.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

INTERGOVERNMENTAL COOPERATION AGREEMENT FOR FIRE SERVICE MUTUAL AID IN OZAUKEE COUNTY

This Intergovernmental Cooperation Agreement for Fire Service Mutual Aid in Ozaukee County (the “Agreement”) is made by and between the **City of Cedarburg**, a Wisconsin Municipal Corporation, the **Ozaukee Central Fire Department**, a joint Municipal Fire Department serving the Village of Grafton, Village of Saukville, Town of Grafton and Town of Saukville, the **City of Port Washington**, a Wisconsin Municipal Corporation, the **Village of Fredonia** a Wisconsin Municipal Corporation, and the **Southern Ozaukee Fire and Emergency Medical Services Department**, a joint Municipal Fire Department serving the City of Mequon and Village of Thiensville, **Belgium Fire Department**, and **Waubeka Fire Department** (each a “Party” and collectively the “Parties”).

RECITALS

1. Each of the Parties is a fire department of fire protection service agency, or city or village with a fire department or fire protection service agency as defined under Wis. Stat. § 66.0314(1)(c).
2. Wis. Stat. § 66.0301 authorizes municipalities to contract for the receipt or furnishing of services and the joint exercise of any power or duty required or authorized by law.
3. Wis. Stat. § 66.03125 authorizes fire departments to furnish fire protection services to other governmental units and provide mutual assistance when necessary.
4. The Parties wish to provide mutual fire protection services and emergency assistance to one another as needed in accordance with the terms of this Agreement.

AGREEMENT

In consideration of the foregoing Recitals and the mutual agreements and benefits contained herein, the Parties agree as follows:

Section 1. Purpose.

The Parties recognize that the fire protection and emergency response capabilities of an individual Party may, at times, be exceeded due to incident severity, scale, or duration. Further, certain Parties may possess specialized equipment or personnel, such as hazardous materials teams, technical rescue units, or aerial apparatus, which are beneficial in mutual aid responses. This Agreement provides a framework to support each other with additional or specialized resources when needed. This mutual aid is not intended as a substitute for adequate local staffing or equipment.

Section 2. Authority.

This Agreement is made pursuant to Wis. Stat. § 66.0301 (general intergovernmental cooperation), Wis. Stat. § 66.03125 (fire departments and mutual assistance), and the Home Rule provisions of Article XI, Section 3 of the Wisconsin Constitution and Wis. Stat. § 66.0101.

Section 3. Definitions.

Agency means a fire department or fire service organization under a Party to this Agreement.

Assisting Agency means an Agency providing services or equipment outside its jurisdiction in response to a mutual aid request.

Incident Commander means the officer in charge of an emergency incident scene in accordance with ICS/NIMS protocols.

Emergency means a fire, rescue, hazardous materials, or other event exceeding or anticipated to exceed the capabilities of an Agency to manage with its own resources.

Requesting Agency means the Agency with primary jurisdiction over an Emergency scene.

Mutual Aid means assistance provided by one Agency to another under this Agreement, including but not limited to personnel, apparatus, or technical support.

Section 4. Mutual Aid.

1. When an Emergency arises that exceeds the capacity of a Party's Agency:
 - a. The Fire Chief or commanding officer may contact another Party's Agency to request assistance.
 - b. The Assisting Agency's on-duty officer shall determine, at their discretion, whether aid can be provided without compromising service within their own jurisdiction.
 - c. Mutual aid responses shall be coordinated through the appropriate dispatch center following existing regional protocols.
 - d. Notwithstanding the above, in extreme or life-threatening circumstances, dispatchers are authorized to initiate mutual aid assignments consistent with operational urgency.
2. All responding units and personnel shall operate under the command of the Requesting Agency's Incident Commander upon arrival at the scene.
3. Assisting Agency personnel remain under the employment and policies of their originating Party, and act under the operational direction of the Requesting Agency during response.
4. Upon conclusion of an incident, the Assisting Agency shall provide any requested incident documentation or reports to the Requesting Agency as necessary.

Section 5. Costs and Liability.

1. The Parties agree that mutual aid services under this Agreement will be provided at no charge between the Parties.
2. Each Party is responsible for the compensation, insurance, and liabilities of its own personnel and equipment, including workers' compensation, unemployment benefits, and employee protections.
3. Nothing in this Agreement creates an employment relationship between any Agency and the personnel of another Agency or Assisting Agency.
4. Agencies shall maintain their own insurance or self-insurance coverage for operations related to this Agreement.
5. Should any personnel be named in litigation due to their actions during a mutual aid response, they shall be treated as if acting within the scope of their duties for their employing Agency and entitled to the same statutory protections, including, but not necessarily limited to, Wis. Stat. § 895.46.
6. The Parties declare and acknowledge that they are governmental entities entitled to governmental immunity under the common law and under Section 893.80 of the Wisconsin Statutes, and the Parties agree that nothing contained herein shall waive the rights and defenses to which each Party may otherwise be entitled, including but not limited to all of the immunities, limitations, and defenses under Section 893.80 of the Wisconsin Statutes. The Parties also agree that they are not waiving any other immunities or defenses available to them under state, federal or administrative law.
7. Any Party may decline a request for mutual aid, if in the best judgment and discretion of the Assisting Agency's fire chief or other ranking officer in charge at the time, the safety of the Assisting Agency's own jurisdiction's inhabitants would be excessively compromised or otherwise put in unwarranted jeopardy. In the event of such decision, the Assisting Agency shall immediately notify the Requesting Agency of its decision and may assist the Requesting Agency in summoning assistance of other service providers, if practical or feasible. These actions shall be monitored by the Chief or their designees to ensure equitability of services. No liability of any kind or nature shall be attributed to or be assumed whether express or implied by a Party hereto, its duly authorized agents and personnel for failure or refusal to render aid. In addition, there shall not be any liability for a Party that withdraws aid once provided pursuant to the terms of this Agreement. However, once a request is accepted it should generally be carried through and not withdrawn.
8. While it is deemed equally beneficial, sound and desirable for the parties of this agreement to work collaboratively in accordance with the terms of this agreement, it is not the intent of the parties to transfer risk to or assume liability on behalf of another party to this agreement. At all times while equipment and personnel of any party's fire department are traveling to, from, or within the geographical limits of any other party in accordance with the terms of this Agreement, such personnel and equipment shall be deemed to be employed or used, as the case may be, in the full line and cause of duty of the party which regularly employs such personnel and equipment. Further, such equipment and personnel shall be deemed to be engaged in a governmental function of its governmental entity.

9. This Agreement is not intended to create an employer/employee relationship between the parties. The requesting party, or the party in charge under the operations policy, shall assume control over the operations of the mutual aid incident scene, however it shall be each party's responsibility to maintain the safety of its own personnel and others at the scene or within its immediate vicinity. Each party to this Agreement, in relation to any and all other parties to this Agreement, is responsible for the operation of its own vehicles and equipment and the acts of its personnel responding to a request for mutual assistance while they are providing assistance in the requesting community. The employees that may provide services under this Agreement shall continue to be the employees of his or her employing parties' fire department and shall be covered by his or her employing parties' fire department municipality for purposes of worker's compensation, unemployment insurance, benefits under Chapter 40 Wisconsin Statutes and any civil liability insurance. Any employee while providing services under this Agreement is considered, while so acting, to be in the ordinary scope of his or her employment with his or her employing parties' fire department.
10. The terms and provisions of this Agreement are applicable to and only for the benefit of the parties hereto, and not to any other person or claimant not a party hereto, and shall not under any circumstances be construed to be enforceable by or in any way used as evidence for any claim for wages, benefits or the like which may be due to any employee of any party hereto.

Section 6. General Terms.

1. This Agreement is effective January 1, 2026 and supersedes any prior intergovernmental fire mutual aid agreements between the Parties. It shall automatically renew annually unless amended or terminated in writing by mutual agreement of the Parties. Any Party may terminate its participation under this Agreement upon a 30-day advance written notice provided to all other Parties.
2. This Agreement does not prohibit Parties from entering into other fire or emergency medical service cooperation agreements. In the case of conflict, this Agreement shall govern.
3. Notices shall be sent to both the Fire Chief and municipal clerk of each Party.
4. If any provision of this Agreement is found invalid, the remaining provisions shall remain in effect.
5. This Agreement is governed by the laws of the State of Wisconsin. Amendments require written consent of all Parties. Execution may be in counterparts and may include facsimile or electronic signatures.
6. This Agreement may be executed in multiple counterparts or duplicate originals, each of which shall constitute and be deemed as one in the same document. This Agreement may be signed electronically, and manual or electronic signatures may be transmitted by facsimile or email. All such signatures shall be enforceable as original signatures.

7. Costs for Services

1. No Party may charge for assistance provided under this Agreement within the first 48 hours of assistance on a per incident basis unless the Requesting Party agrees to this Agreement. This Agreement shall not bar any recovery of funds from a state or federal agency, or from any person's insurance carrier, for EMS services provided to them on a mutual aid scene or en route to a medical facility from the mutual aid scene.

2. An Assisting Party may assess the following charges against the Requesting Party for an assistance period beyond 48 hours per incident:
 - a. Labor Force
Charges for labor force shall be the same as the Assisting Party's standard practices.

 - b. Equipment
Charges for equipment supplied by an Assisting Party shall be at the reasonable and customary rates for such equipment.

 - c. Transportation
The Assisting Party shall transport needed personnel and equipment by reasonable and customary means and shall charge reasonable and customary rates for such transportation.

 - d. Meals, Lodging, and Other Related Expenses
Charges for meals, lodging, and other related expenses pursuant to this Agreement shall be the reasonable and actual costs incurred by the Assisting Party.

 - e. Incident Management Staff
No Assisting Party may charge the Requesting Party for incident and emergency management staff provided under this Agreement.

[SIGNATURE PAGES FOLLOW]

CITY OF CEDARBURG

Patricia Thome, Mayor

DATE

Jeffrey Vahsholtz, Chief

ATTEST:

Tracie Sette, City Clerk

Approved as to Form:

Michael P. Herbrand, City Attorney

OZAUKEE CENTRAL FIRE DEPARTMENT:

Barbara Dickmann, Fire Board President

William Rice, Fire Chief

ATTEST:
Diana Degnitz, Secretary

Approved as to Form:

Michael J. Bauer, Department Attorney

CITY OF PORT WASHINGTON:

, Mayor

, Chief

VILLAGE OF FREDONIA:

Peter Lenz, Village President

ATTEST:

Michelle Johnson, Village Clerk

WAUBEKA FIRE DEPARTMENT:

BELGIUM FIRE DEPARTMENT:

SOUTHERN OZAUKEE FIRE DEPARTMENT:

Andrew Nerbun, Board President

David Bialk, Fire Chief



Southern Ozaukee Fire and
Emergency Medical Services Department
11300 N. Buntrock Avenue
Mequon, WI 53092
(262) 242-2530
(262) 242-5042 Fax

TO: SOFD Board
FROM: Fire Chief David L Bialk
DATE: November 12, 2025
SUBJECT: 2026 Meeting Schedule

Background

Historically, the SOFD Board has met every two months since its inception, beginning in January of each year. The original IGA, Section 4(e)(i), requires that Board meetings be held at least once each quarter.

For 2026, the proposed meeting schedule is as follows:

- January
- March
- May
- July
- September
- November

Analysis

Now that SOFD has been operating for two years and has established a clear path forward through the recently adopted Strategic Plan, I respectfully propose that the Board consider a modest adjustment to its meeting schedule. Rather than meeting six times per year, the Board would meet five times per year by eliminating the July meeting. As always, the Board retains the authority to call a meeting at any time, and the Commission may do so as well.

Fiscal Impact

None

Recommendation

Recommend adopting the adjusted meeting schedule for 2026.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department



Southern Ozaukee Fire and
Emergency Medical Services Department
11300 N. Buntrock Avenue
Mequon, WI 53092
(262) 242-2530
(262) 242-5042 Fax

TO: SOFD Board
FROM: Fire Chief David L Bialk
DATE: November 12, 2023
SUBJECT: 2025 Workplan Update

Background

Each year, the Fire Department develops an annual Workplan to guide its priorities and projects for the upcoming year. This Workplan serves as both an operational roadmap and a tool for effectively delegating workloads.

The attached 2025 Workplan highlights the initiatives completed during the year, as well as those that are still in progress.

Analysis

The attached 2025 Workplan identifies which projects have been completed. Items not yet finished have been carried forward into the 2026 Workplan, which also includes several new initiatives.

Uncompleted 2025 Initiatives:

- Review of Capital Equipment and Funding
- Creation of an Acting Battalion Chief Handbook
- Creation of a Fire Commission Handbook

Fiscal Impact

None

Recommendation

Follow the work plan.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

**Southern Ozaukee Fire Department
Workplan 2025**

Project	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Finalize Employee Handbook (Holdover 2024)											
Finalize Financial Polices (Holdover 2024)											
Hire 1 Fulltime FF/Paramedic (Done)			Complete								
Review Capital Equipment and Funding											
Recruit for and Hire a Deputy Chief (Done)			Complete								
Provide Management Training for Command Staff (Done)					Complete						
Create an Acting Battalion Chief Handbook											
Provide Training on EMS Documentation (Done)			Complete								
Amend IGA for Building Usage								Complete			
Create 2026 Budget (Done)								Complete			
Create Strategic Plan (Done)				Complete							
Create a Fire Commission Handbook											

Dec



Southern Ozaukee Fire and
Emergency Medical Services Department
11300 N. Buntrock Avenue
Mequon, WI 53092
(262) 242-2530
(262) 242-5042 Fax

TO: SOFD Board
FROM: Fire Chief David L Bialk
DATE: November 12, 2023
SUBJECT: 2026 Workplan Preview

Background

The Fire Department traditionally develops an annual Workplan to guide its priorities and projects for the coming year.

Analysis

The attached 2026 Workplan identifies the items to be prioritized in 2026. These priorities are drawn directly from the SOFD Strategic Plan, adopted by the SOFD Board in July 2025, along with several carryover items from the 2025 Workplan.

New Initiatives for 2026:

- Develop a unified culture
- Review current staffing levels
- Establish leadership & soft skills training
- Establish protocols for succession planning
- Review facilities plan
- Advocate for Legislative Review of Funding

Fiscal Impact

Undetermined

Recommendation

Support the 2026 Workplan.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

**Southern Ozaukee Fire Department
Workplan 2026**

Project	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Create a Fire Commission Handbook											
Review Capital Equipment and Funding											
Create an Acting Battalion Chief Handbook											
Develop Unified Culture											
Review Staffing Levels											
Establish Leadership & Soft Skills Training											
Establish Protocols for Succession Planning											
Facilities Planning											
Legislative Review of Funding											
Create an Acting Battalion Chief Handbook											

Dec