Southern Ozaukee Fire & EMS Board
AGENDA

Date:
Wednesday, September 9, 2026

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 Dale Mayr

Citizen Lynn Streeter

Thiensville

President John Rosing

Trustee Kristina Eckert

Administrator Landisch-Hansen

Citizen Doug Chimenti

Alternate Trustee David Lange

III. APPROVAL OF MINUTES

A. May 13, 2026 (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. 2026 Eight-Month Budget Review (att)

B. Review and Action Regarding the Ambulance Fee Schedule (att)

C. Review and Action Regarding the 2027 SOFD Budget (att)

D. Review and Action Regarding the 2027 Compensation Plan (att)

E. Review and Action Regarding Non-Discretionary Letter of Understanding and Assets Transfer (att)

VI. OPERATIONS

A. Review and Action Regarding the Purchase of a Replacement Fire Engine (Att)

B. Strategic Plan Update

C. Bi-Monthly Update

VII. NEXT MEETING

A. November 11, 2026

VIII. ADJOURNMENT

Colleen Landisch-Hansen, Village Clerk

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, May 13, 2026
LOCATION: 250 Elm Street, Thiensville, WI
TIME: 3:00 PM

I. CALL TO ORDER

Mayor Nerbun Called the Meeting to Order at 3:00 PM.

II. ROLL CALL

Mequon

Mayor Andrew Nerbun

Administrator Will Jones

Alderman Gregg Bach

Alderman Dale Mayr

Citizen Lynn Streeter (Excused)

Thiensville

President John Rosing

Trustee Kristina Eckert

Administrator Landisch-Hansen

Citizen Doug Chimenti (Excused)

Alternate Trustee David Lange

III. APPROVAL OF MINUTES

A. March 11, 2026 (att)

Administrator Jones requested clarification to be added to the call percentage item in the March meeting minutes.

MOTION to Approve by Mayor Nerbun **SECONDED** by Alderman Bach. **MOTION CARRIED UNANIMOUSLY**.
Aye: 6
No: 0
Abstain: 0

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 2025 SOFD Financial Audit (att)

Wendi Unger of Baker Tilly presented the 2025 audit, sharing that it is a clean, unmodified opinion.

Chief Bialk requested clarification on the meaning of collateral as referenced in the presentation. Ms. Unger explained that each bank insures deposits up to $250,000, and collateral is used to protect balances above this insured limit. She also provided examples of options available to the Department. Administrator Landisch-Hansen suggested that the Department add additional depositories, such as the Local Government Investment Pool, through an approved depository list.

Mayor Nerbun noted that ambulance billings were lower than projected and asked why. Chief Bialk explained that this is due to a rolling three-month delay in payments, which means billings from the end of 2025 will not be paid until 2026.

Alderman Mayr asked if the current ambulance billings are comparable to when there were two departments. Chief Bialk responded that they are roughly equivalent.

Administrator Jones noted that the attached memo showed a $670,000 fund balance, but the Baker Tilly report listed a much higher amount. Chief Bialk clarified that the larger figure in the report combines capital and fund balances. Administrator Jones recalled previous discussions about establishing a separate capital fund, and Ms. Unger confirmed this would happen once the Department fully transitions to BS&A financial software. Administrator Jones asked if the Board should formally approve the transfer when the time comes. Ms. Unger agreed that formal approval would be a good process.

Administrator Jones asked when the switch to BS&A would be complete. Administrator Landisch-Hansen noted that, so far, the migration process has not had dedicated time allocated to it, but the expected completion date is June 2026. Chief Bialk added that BS&A data will be backlogged starting from January 1, 2026.

Administrator Jones suggested that, based on the June timeline for BS&A, the Board could formally approve the transfer at its September meeting. Ms. Unger agreed, noting that all activity should be as of December 1, 2025, to ensure proper fund allocation.

Alderman Bach asked whether similar departments typically have a CFO or if it is common for a Board to handle financial records. Administrator Landisch-Hansen replied that departments often have a business manager to track financials. Chief Bialk noted that the Department's budget limits staffing in this area.

Trustee Lange asked how easily accessible the Department's funds are. Administrator Landisch-Hansen explained that the funds are relatively liquid, though most Department payments are not needed quickly. Trustee Lange suggested investing in fixed bonds to grow the Department's funds, and the Board agreed this could be a potential option.

Trustee Eckert asked how the process works for the City of Mequon accepting cash payments on behalf of the Department. Chief Bialk explained that cash received through Mequon is paid back to the Department at the end of the year, until the Department can establish its own payment system.

MOTION to Approve the 2025 SOFD Financial Audit by Mayor Nerbun **SECONDED** by Trustee Eckert. **MOTION CARRIED UNANIMOUSLY**.
Aye: 6
No: 0
Abstain: 0

B. 2026 Budget Update (att)

Chief Bialk explained this review is being done now as there is no July meeting of the SOFD Board. Chief Bialk summarized the 2026 budget and made comparisons to the 2025 budget, noting that 2026 expenses are currently trending with what was budgeted.

VI. OPERATIONS

A. Strategic Plan Update (att)

Chief Bialk presented the strategic plan update.

B. Review and Action Regarding Fire Inspection Fee Schedule

Deputy Chief Boehlke noted that inspection fees have remained unchanged since 2023. A market analysis indicated that the current fees are much lower than those in comparable communities, and the proposed changes will bring the fees more in line with those communities.

Alderman Bach asked if there were discounts for churches, schools, or other nonprofits. Chief Bialk replied that school district buildings and City or Village buildings are exempt.

President Rosing asked about the frequency of inspections. Deputy Chief Boehlke explained that the fees apply to annual inspections, which are different from inspections conducted for new builds or renovations.

Trustee Eckert noted that there had previously been instances of multiple inspections at the same location when they were not needed. Deputy Chief Boehlke responded that the database for tracking inspections, as well as the equipment used, has been updated to avoid issues with repeat inspections.

Trustee Eckert asked about the inspection timeframe and whether inspections occur exactly one year apart. Chief Bialk added that inspections are required to occur once per year, but not necessarily with 12 months between them. In the past, there had not been time scheduled for follow-up inspections if needed, but this will be corrected going forward. Deputy Chief Boehlke explained that in 2026, the inspection schedule will be compressed due to a late start, but once the improved process is in place, the schedule will be updated.

Trustee Lange asked if the inspections are required by the State. Deputy Chief Boehlke confirmed that the inspections are mandated by the State and included in Department ordinances.

Administrator Landisch-Hansen asked if the proposed fees would take effect immediately. Chief Bialk confirmed that they would.

MOTION to Approve the Fire Inspection Fee Schedule by Alderman Bach **SECONDED** by Alderman Mayr. **MOTION CARRIED UNANIMOUSLY**.
Aye: 6
No: 0
Abstain: 0

C. Mequon Public Safety Building Assessment Study Update

Chief Bialk updated the Board on the assessment, noting that there was nothing new to report other than what the architect will present at the scheduled June 4 meeting.

Alderman Bach asked if the East building is part of the Department's plans, given the considerable problems found during the last inspection. Mayor Nerbun stated that the building is not currently included in any plans, which Chief Bialk confirmed.

Administrator Landisch-Hansen requested that the Village be notified when, during the June presentation, this topic will be discussed to ensure the Village stays updated on any new information.

D. Bimonthly Update

Chief Bialk presented the bimonthly update, sharing that over $7 million has been saved by merging departments through equipment cost alone.

Trustee Eckert suggested collaborating with Christ Alone Lutheran for training, due to the fact that there are plans to demolish some buildings as part of their upcoming expansion.

VII. NEXT MEETING

A. September 9, 2026

VIII. ADJOURNMENT

MOTION to Adjourn at 4:07 PM by Trustee Eckert **SECONDED** by Mayor Nerbun. **MOTION CARRIED UNANIMOUSLY**.
Aye: 6
No: 0
Abstain: 0

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: September 9, 2026
SUBJECT: Budget Report Ending 8/31/2026

Background

The Southern Ozaukee Fire Department (SOFD) has a 2026 operating budget of $3.66 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

Expenditures

A review of preliminary, of financial data from January 1, 2026 to August 31, 2026 show the budget is expected to come in on target.

1. Expense Trends: Overall expenses are trending exactly at the 2026 budget.
2. Budget Utilization: Within the first eight months of 2026, approximately 67.43% of the 2026 budget has been spent with 66% of the year having elapsed. This indicates that expenditures are tracking right at expected levels.

Revenue

During the first seven months of 2026, ambulance billing generated gross charges of $2,035,374, compared with $1,769,422 during the same period in 2025. It is important to note that not all July 2026 charges had been billed at the time this report was prepared, so the final 2026 total is expected to be slightly higher.

Even with the incomplete July billing, the data already shows a year-over-year increase in gross charges. Based on an estimated 40% collection rate on billed charges, the increase represents approximately $107,000 in additional actual revenue compared with the same period last year.

Fiscal Impact

At this point in the fiscal year, SOFD is on track to remain within its 2026 budget.

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

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

Southern Ozaukee Fire and EMS Department
Budget vs. Actuals: FY26
January - August 2026 (66.6% of year)

	Total			
	Actual	Budget	over Budget	% of Budget
Revenue				
43000 Intergovernmental Revenues				
43420 Fire Insurance Dues (2%)	297,648.19	285,000.00	12,648.19	104.44%
43430 EMS Funding Assisting Program		17,500.00	-17,500.00	0.00%
43440 Cedarburg Overwatch	43,750.00	70,000.00	-26,250.00	62.50%
Total 43000 Intergovernmental Revenues	**$ 341,398.19**	**$ 372,500.00**	**-$ 31,101.81**	**91.65%**
44000 Permits & Licenses				
44300 Building Inspection (Fire Fees)		4,000.00	-4,000.00	0.00%
44900 Burn Permits	4,300.00	8,000.00	-3,700.00	53.75%
Total 44000 Permits & Licenses	**$ 4,300.00**	**$ 12,000.00**	**-$ 7,700.00**	**35.83%**
46000 Public Charges for Services	1,200.00		1,200.00	
46220 Fire Inspections (Annual)		22,000.00	-22,000.00	0.00%
46225 False Alarms	9,800.00	7,500.00	2,300.00	130.67%
46226 Community Education CPR	1,900.00	10,700.00	-8,800.00	17.76%
46230 Ambulance Fees	856,872.23	1,355,000.00	-498,127.77	63.24%
46231 Accident Fees	20,216.80	18,000.00	2,216.80	112.32%
46233 On Site Standby - Ambulance	6,300.00		6,300.00	
Total 46000 Public Charges for Services	**$ 896,289.03**	**$ 1,413,200.00**	**-$ 516,910.97**	**63.42%**
47000 Government Contracts/Charges for Service				
47320 Municipality Service Contracts				
47321 City of Mequon	1,147,088.25	1,502,932.00	-355,843.75	76.32%
47322 Village of Thiensville	211,538.25	277,160.00	-65,621.75	76.32%
Total 47320 Municipality Service Contracts	**$ 1,358,626.50**	**$ 1,780,092.00**	**-$ 421,465.50**	**76.32%**
Total 47000 Government Contracts/Charges for Service	**$ 1,358,626.50**	**$ 1,780,092.00**	**-$ 421,465.50**	**76.32%**
48000 Miscellaneous Revenue				
48100 Interest Income	51,714.30	36,000.00	15,714.30	143.65%
Total 48000 Miscellaneous Revenue	**$ 51,714.30**	**$ 36,000.00**	**$ 15,714.30**	**143.65%**
Total Revenue	**$ 2,651,318.38**	**$ 3,629,792.00**	**-$ 978,473.62**	**73.04%**
Expenditures				
51000 Contractual Services				
51500 Legal Fees	1,049.16	10,000.00	-8,950.84	10.49%
51550 Audit Services	20,255.16	20,000.00	255.16	101.28%
51600 IT Services	34,456.46	20,000.00	14,456.46	172.28%
51650 Billing Services	66,420.44	81,300.00	-14,879.56	81.70%
51700 Advertising/Promotional		1,000.00	-1,000.00	0.00%
51900 Misc Contracted Services	14,365.80	20,500.00	-6,134.20	70.08%
Total 51000 Contractual Services	**$ 136,547.02**	**$ 152,800.00**	**-$ 16,252.98**	**89.36%**
54000 Personnel Services				
54100 Dues & Subscriptions	4,744.80	2,000.00	2,744.80	237.24%
54200 Meetings & Conferences	4,860.28	2,200.00	2,660.28	220.92%
54300 Training	24,590.18	24,000.00	590.18	102.46%
54400 Uniforms	19,060.62	35,000.00	-15,939.38	54.46%
54500 Books & Periodicals	244.50	1,500.00	-1,255.50	16.30%
54600 Pre-Employment Examinations	8,723.50	5,000.00	3,723.50	174.47%
Total 54000 Personnel Services	**$ 62,223.88**	**$ 69,700.00**	**-$ 7,476.12**	**89.27%**
55000 Commodities				
55100 Office Supplies		1,000.00	-1,000.00	0.00%
55200 Telephone	6,684.59	12,500.00	-5,815.41	53.48%
55300 Printing/Copy Machine Supplies	363.70	1,000.00	-636.30	36.37%
55400 Postage	85.70	500.00	-414.30	17.14%

55700 Work Supplies	71,343.24	92,000.00	-20,656.76	77.55%
Total 55000 Commodities	**$ 78,477.23**	**$ 107,000.00**	**-$ 28,522.77**	**73.34%**
56000 Maintenance				
56100 Building Maintenance	10,000.00	1,000.00	9,000.00	1000.00%
56200 Truck Maintenance	44,543.51	40,000.00	4,543.51	111.36%
56260 Vehicle Maintenance Labor (DPW)	56,316.39	62,770.00	-6,453.61	89.72%
56300 Fuel	14,217.93	32,000.00	-17,782.07	44.43%
56400 Equipment Repairs/Small Tools	13,450.66	15,000.00	-1,549.34	89.67%
Total 56000 Maintenance	**$ 138,528.49**	**$ 150,770.00**	**-$ 12,241.51**	**91.88%**
57000 Insurance				
57100 Liability insurance	33,240.50	40,000.00	-6,759.50	83.10%
57200 Vehicle Insurance	4,361.00	22,243.00	-17,882.00	19.61%
57300 Workers Compensation Insurance	51,165.00	55,000.00	-3,835.00	93.03%
57400 Property Insurance		2,607.00	-2,607.00	0.00%
57500 EAP	6,000.00	6,000.00	0.00	100.00%
Total 57000 Insurance	**$ 94,766.50**	**$ 125,850.00**	**-$ 31,083.50**	**75.30%**
670100 Personnel Wages			0.00	
670101 Regular Employees-Salary, FT, PT	913,316.35	1,558,888.00	-645,571.65	58.59%
670150 EMS Call Wages	173,001.64	252,820.00	-79,818.36	68.43%
670151 Fire Call Wages	103,098.79	165,174.00	-62,075.21	62.42%
670160 Station Work Wages	0.00		0.00	
670161 Vehicle Inspection Wages	5,430.28	21,208.00	-15,777.72	25.60%
670162 Training Wages	39,516.58	54,378.00	-14,861.42	72.67%
670171 On Call Hours Wages	90,991.17	134,082.00	-43,090.83	67.86%
670173 Paramedic POP	152,488.35	153,383.00	-894.65	99.42%
670175 Employee on Premise Wages	9,703.40		9,703.40	
Total 670100 Personnel Wages	**$ 1,487,546.56**	**$ 2,339,933.00**	**-$ 852,386.44**	**63.57%**
673100 Fringe Benefits				
673101 Social Security	112,778.43	179,005.00	-66,226.57	63.00%
673105 WRS	162,970.10	238,514.00	-75,543.90	68.33%
673201 Health Insurance	172,085.45	264,211.00	-92,125.55	65.13%
673203 Life Insurance	1,801.78	2,008.00	-206.22	89.73%
Total 673100 Fringe Benefits	**$ 449,635.76**	**$ 683,738.00**	**-$ 234,102.24**	**65.76%**
Total Expenditures	**$ 2,447,725.44**	**$ 3,629,791.00**	**-$ 1,182,065.56**	**67.43%**

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: September 9, 2026
SUBJECT: Ambulance Fee Rate Survey

Background

The Southern Ozaukee Fire Department (SOFD) depends heavily on revenue to support its operations, with ambulance transport fees serving as a primary source. In 2025, revenues made up 51% of the SOFD budget, and 50% in 2026. Of that revenue, 73% comes from ambulance transport fees, making them a central consideration in the annual budget review.

Analysis

A recent rate survey conducted by our ambulance billing company (see attached) found that SOFD's ambulance transport fees are, on average, approximately $100 lower than those charged by nearby fire departments.

Based on this comparison, staff is recommending an increase of approximately $150 for residents and $250 for non-residents for the most common ambulance transports. Staff is also recommending a $1-per-mile increase to the mileage charge. On-scene care charges would remain unchanged.

Fiscal Impact

With the modest increases recommended by our billing company, SOFD is projected to generate an additional $10,000 to $15,000 in annual revenue.

Recommendation

Staff recommends adopting the proposed rate increases outlined in the attached fee schedule, effective October 1, 2026.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

Southern Ozaukee Fire Department 2026 Rate Survey

Service	City of Brookfield Fire Department	City of Jefferson Fire Department	City of Johnson Creek Fire Department	City of Sheboygan Fire Department	North Shore Fire Department	City of Waukesha Fire Department	Southern Ozaukee Fire Department		Average		Recommended Rate
Description							**Current**				
BLS - Transport - Res	**$1,250**	**$1,900**	**$1,400**	**$950**	**$1,800**	**$2,100**	**$1,450**		**$1,567**		**$1,600**
BLS - Transport - Non Res	**$1,450**	**$1,900**	**$1,400**	**$1,150**	**$2,000**	**$2,100**	**$1,550**		**$1,667**		**$1,800**
ALS - Transport - Res	**$1,625**	**$2,150**	**$1,400**	**$1,400**	**$2,000**	**$2,200**	**$1,700**		**$1,796**		**$1,800**
ALS - Transport - Non Res	**$1,825**	**$2,150**	**$1,400**	**$1,600**	**$2,300**	**$2,200**	**$1,800**		**$1,913**		**$2,000**
ALS2 - Transport - Res	**$1,825**	**$2,225**	**$1,700**	**$1,600**	**$2,300**	**$2,400**	**$1,900**		**$2,008**		**$2,000**
ALS2 - Transport - Non Res	**$2,025**	**$2,225**	**$1,700**	**$1,800**	**$2,500**	**$2,400**	**$2,000**		**$2,108**		**$2,200**
SCT Transport - Res	**NA**	**$2,500**	**NA**	**$1,800**	**NA**	**NA**	**$2,200**				**$2,500**
SCT Transport - Non Res	**NA**	**$2,500**	**NA**	**$2,000**	**NA**	**NA**	**$2,300**				**$2,500**
BLS On Scene Care - Res	**$525**	**$900**	**$550**	**$950**	**$155**	**$300**	**$400**		**$563**		**$400**
BLS On Scene Care - Non Res	**$525**	**$900**	**$550**	**$1,150**	**$232**	**$300**	**$450**		**$610**		**$450**
ALS On Scene Care - Res	**$825**	**$1,400**	**$1,300**	**$950**	**$193**	**$300**	**$700**		**$828**		**$700**
ALS On Scene Care - Non Res	**$900**	**$1,400**	**$1,300**	**$1,150**	**$271**	**$300**	**$750**		**$887**		**$750**
Loaded Mileage - Res	**$27**	**$30**	**$27**	**$22**	**$25**	**$25**	**$27**		**$26**		**$28**
Loaded Mileage - Non Res	**$27**	**$30**	**$27**	**$24**	**$25**	**$25**	**$27**		**$26**		**$28**

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TO: SOFD Board
FROM: Fire Chief David L Bialk
DATE: September 9, 2026
SUBJECT: 2027 Budget

Executive Summary 2027 SOFD Budget

The proposed budget for SOFD for 2027 is $3.82 million, reflecting a 5.2% municipal increase ($102,258) compared to the previous year. Under Wisconsin state statutes, merged fire departments are allowed to raise taxes for the levy portion of their budget by CPI + 2%. This translates to a $86,337 increase for the City of Mequon and a $15,992 increase for the Village of Thiensville.

On the expense side, several key factors influenced the 2027 budget. The budget was structured to absorb a 4.1% increase in health insurance costs, along with additional costs associated with employees transitioning from single to family coverage. Despite these increased benefit costs, the budget provides for a 3.5% wage increase for full-time employees, an increase in training pay for Paid-on-Call members, and higher IT service costs.

Contributions for capital equipment increased due to additional funding sources and favorable interest income, resulting in a decrease in municipal contributions.

On the revenue side, the organization will no longer provide paramedic overwatch services to the City of Cedarburg, resulting in the loss of approximately $65,000 in annual revenue from that program. However, the inspection service fee increases approved by the Board earlier this year are expected to offset this revenue reduction.

The 2026 budget is expected to finish very close to the approved budget. While the department has experienced an operating surplus at the end of each of the past several fiscal years due to vacant full-time positions, 2026 is not expected to produce a surplus. The surpluses generated in prior years have allowed the department to build a sound fund balance, providing a strong financial foundation and helping position the department to manage future financial pressures.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

Southern Ozaukee Fire & EMS
2027 Budget
Municipal Contributions

	SOFD 2026 Budget		SOFD 2027 Budget		
General Fund - Levied Amount	$ 1,811,502		$ 1,923,760		
Capital Projects Fund - Levied Amount	$ 155,000		$ 145,000		
Total Municipal Levied Amount	$ 1,966,502		$ 2,068,760	$ 102,258	
Total Municipal Contributions	**$ 1,966,502**		**$ 2,068,760**	$ 102,258	
Projected Increase from Prior Year			$ 102,258	5.20%	
Allowable Levy Limit Adjustment			**$ 102,258**	Estimated CPI as of 7/31/2026	3.200%
		Eligible	*$ -*	Plus: 2.0%	2.00%
					5.20%

			Change
City of Mequon	$ 1,529,451	$ 1,624,230	
City of Mequon Capital Allocation	$ 130,866	$ 122,424	$ 86,337
Village of Thiensville	$ 282,051	$ 299,530	
Village of Thiensville Capital Allocation	$ 24,134	$ 22,576	$ 15,921
	$ 1,966,502	$ 2,068,760	$ 102,258

Southern Ozaukee Fire & EMS
2027 Budget
All Funds
Summary of Revenues & Expenditures

Summary of Revenues

Source	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget
Intergovernmental Charges for Services					
City of Mequon	$ 1,344,172	$ 1,401,723	$ 1,478,821	$ 1,529,451	1,624,230
Village of Thiensville	247,883	258,496	272,714	282,051	299,530
City of Mequon Capital Allocation	118,202	110,000	110,000	130,866	122,424
Village of Thiensville Capital Allocation	21,798	20,285	20,285	24,134	22,576
Total Intergovernmental Charges for Services	$ 1,732,055	$ 1,790,504	$ 1,881,820	$ 1,966,502	$ 2,068,760
Non-Property Tax Revenue:					
Intergovernmental Revenue	$ 625,294	$ 721,274	$ 548,654	$ 372,500	$ 402,500
Regulation & Compliance	68,836	59,880	61,289	70,200	117,700
Public Charges for Services	1,582,752	1,461,772	1,094,743	1,355,000	1,396,425
Commercial Revenues	2,192	84,108	102,975	56,000	70,020
Miscellaneous Revenues	100,735	34,766	124,277	16,000	16,000
Other Financing Sources	183,226	1,006,308	388,758	-	-
Total Non-Property Tax Revenue:	$ 2,563,035	$ 3,368,108	$ 2,320,696	$ 1,869,700	$ 2,002,645
Total Revenue	$ 4,295,090	$ 5,158,612	$ 4,202,516	$ 3,836,202	$ 4,071,405

Summary of Expenditures

Department	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget
Salaries & Wages	$ 2,052,291	$ 2,133,041	$ 2,223,500	$ 2,338,355	$ 2,432,290
Fringe Benefits	518,642	482,038	547,494	683,045	750,442
Personnel Services	56,525	86,694	93,543	91,700	91,700
Contractual Services	111,792	203,386	167,356	155,300	158,536
Commodities	898,297	83,374	210,359	107,050	110,050
Equipment Maintenance	121,485	218,297	209,696	159,770	155,287
Property & Liability Insurance	119,037	125,771	119,184	125,981	118,100
Unclassifed	-	-	-	-	-
Capital Projects Fund	180,939	183,768	-	-	-
Total Expenditures	$ 4,059,008	$ 3,516,369	$ 3,571,132	$ 3,661,202	$ 3,816,405

Southern Ozaukee Fire EMS
2027 Budget
General Fund
Summary of Revenues and Expenditures

Summary of Revenues

Source	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget
Intergovernmental Charges for Services					
City of Mequon	$ 1,344,172	$ 1,401,723	$ 1,478,821	$ 1,529,451	1,624,230
Village of Thiensville	247,883	258,496	272,714	282,051	299,530
Total Intergovernmental Charges for Services	$ 1,592,055	$ 1,660,219	$ 1,751,535	$ 1,811,502	$ 1,923,760
Non-Property Tax Revenue:					
Intergovernmental Revenue	$ 625,294	$ 721,274	$ 548,654	$ 372,500	$ 332,500
Regulation & Compliance	68,836	59,880	61,289	70,200	117,700
Public Charges for Services	1,582,752	1,461,772	1,094,743	1,355,000	1,396,425
Commercial Revenues	2,192	84,108	102,975	36,000	30,020
Miscellaneous Revenues	100,735	34,766	124,277	16,000	16,000
Total Non-Property Tax Revenue:	$ 2,379,809	$ 2,361,800	$ 1,931,938	$ 1,849,700	$ 1,892,645
Total Revenue	$ 3,971,864	$ 4,022,019	$ 3,683,473	$ 3,661,202	$ 3,816,405

Summary of Expenditures

Department	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget
Salaries & Wages	$ 2,052,291	$ 2,133,041	$ 2,223,500	$ 2,338,355	$ 2,432,290
Fringe Benefits	518,642	482,038	547,494	683,045	750,442
Personnel Services	56,525	86,694	93,543	91,700	91,700
Contractual Services	111,792	203,386	167,356	155,300	158,536
Commodities	898,297	83,374	210,359	107,050	110,050
Equipment Maintenance	121,485	218,297	209,696	159,770	155,287
Property & Liability Insurance	119,037	125,771	119,184	125,981	118,100
Unclassifed - Transfers	-	-	-	-	-
Total General Fund Expenditures	$ 3,878,069	$ 3,332,601	$ 3,571,132	$ 3,661,202	$ 3,816,405

Southern Ozaukee Fire EMS
2027 Budget
General Fund
Detailed Revenues

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
	Intergovernmental Charges for Services						
43210	City of Mequon	$ 1,344,172	$ 1,401,723	$ 1,478,821	$ 1,529,451	$ 1,624,230	6.20%
43220	Village of Thiensville	247,883	258,496	272,714	282,051	299,530	6.20%
Total Intergovernmental Charges for Services		1,592,055	1,660,219	1,751,535	1,811,502	1,923,760	6.20%
	Intergovernmental Revenue						
	Cedarburg Overwatch Program	73,000	67,000	75,000	70,000	-	-100.00%
	Grants & Aids						
44530	ARPA Local Recovery Funds	300,000	324,000	-	-	-	0.00%
44510	Fire Insurance Dues (2%)	234,936	257,333	284,921	285,000	315,000	10.53%
44520	EMS Funding Assistance Program	17,358	-	188,733	17,500	17,500	0.00%
	HSRA Grant	-	72,941	-	-	-	0.00%
Total Intergovernmental Revenues		625,294	721,274	548,654	372,500	332,500	-10.74%

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
	Regulation & Compliance						
	Permits						
40100	Burn Permits	$ 7,880	$ 9,902	$ 7,440	$ 8,000	$ 8,000	0.00%
40300	Fire Fees (plan review, sprinkler, hydro testing)	1,200	2,255	2,000	4,000	4,000	0.00%
40500	Fire Inspections	17,260	16,980	17,640	22,000	65,500	197.73%
40400	Other Fire Prevention Fees	17,200	9,363	3,150	10,700	10,700	0.00%
	Total Permits	43,540	38,500	30,230	44,700	88,200	97.32%
	Other						
40900	Accident Fees	$ 18,196	$ 17,680	$ 19,959	$ 18,000	$ 22,000	22.22%
40800	False Alarms	7,100	3,700	11,100	7,500	7,500	0.00%
	Total Other	25,296	21,380	31,059	25,500	29,500	15.69%
Total Regulation & Compliance		68,836	59,880	61,289	70,200	117,700	67.66%

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
	Public Charges for Services						
	Protection-Persons & Property						
40700	Ambulance Revenue	$ 1,542,802	$ 1,452,672	$ 1,094,743	$ 1,355,000	$ 1,396,425	3.06%
43310	Paramedic Intercept (Cedarburg)	39,950	9,100	-	-	-	0.00%
	Total Protection-Persons & Property	1,582,752	1,461,772	1,094,743	1,355,000	1,396,425	3.06%
Total Public Charges for Services		1,582,752	1,461,772	1,094,743	1,355,000	1,396,425	3.06%

Southern Ozaukee Fire EMS
2027 Budget
General Fund
Detailed Revenues (continued)

Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
Commercial Revenues						
Interest Income						
Investment Interest	2,192	84,108	102,975	36,000	30,020	-16.61%
Total Interest Income	2,192	84,108	102,975	36,000	30,020	-16.61%
Total Commercial Revenues	2,192	84,108	102,975	36,000	30,020	-16.61%

Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
Miscellaneous Revenue						
Other Income						
Fund Balance Applied	$ -	$ -	$ -	$ -	$ -	0.00%
League of WI Dividend/Grants	-	13,307	12,779	15,000	15,000	0.00%
Other Income	100,735	21,459	111,498	1,000	1,000	0.00%
Total Miscellaneous Revenue	100,735	34,766	124,277	16,000	16,000	100.00%
Total General Fund Revenue	**$ 3,971,864**	**$ 4,022,019**	**$ 3,683,473**	**$ 3,661,202**	**$ 3,816,405**	4.24%

Southern Ozaukee Fire EMS
2027 Budget
General Fund
Detailed Expenditures

Protection Property & Persons
Fire & EMS

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	**SOFD 2027 Budget**	Budget % Change
	Personnel						
670101	Salaries	$ 1,115,640	$ 1,248,545	$ 1,145,684	$ 1,557,310	**$ 1,641,243**	5.39%
670173	Paramedic POC	226,735	169,184	426,661	153,383	**153,383**	0.00%
670150	EMS Responder	299,578	324,541	315,065	252,820	**252,820**	0.00%
670151	Fire Call Pay	181,180	195,791	152,546	165,174	**165,174**	0.00%
670171	First Responder On Call Pay	134,513	119,544	117,519	134,082	**134,082**	0.00%
670162	Training Pay	82,894	65,905	57,395	54,378	**64,380**	18.39%
670161	Vehicle Checks	11,751	9,531	8,630	21,208	**21,208**	0.00%
	Total Salaries and Wages	2,052,291	2,133,041	2,223,500	2,338,355	**2,432,290**	4.02%

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	**SOFD 2027 Budget**	Budget % Change
	Fringe Benefits						
673101	FICA	196,751	163,025	168,013	178,884	**186,070**	4.02%
673201	Health/Dental Insurance	111,698	116,989	166,442	264,211	**315,930**	19.57%
673203	Life Insurance/Disability Insurance	2,842	2,103	2,136	2,012	**2,158**	7.26%
637102	Wisconsin Retirement	207,351	199,921	210,903	237,938	**246,284**	3.51%
	Total Fringe Benefits	518,642	482,038	547,494	683,045	**750,442**	9.87%

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	**SOFD 2027 Budget**	Budget % Change
	Personnel Services						
54100	Dues & Subscriptions	$ 770	$ 245	$ 4,742	$ 19,000	**$ 19,000**	0.00%
54200	Meetings & Conferences	1,762	2,978	3,653	2,200	**2,200**	0.00%
54300	Training	13,150	28,013	36,604	29,000	**29,000**	0.00%
54400	Uniforms	33,011	45,914	28,118	35,000	**35,000**	0.00%
54600	Preemployment Examinations	3,393	8,572	19,814	5,000	**5,000**	0.00%
54700	Recruitment	2,580	-	-	-	**-**	0.00%
54500	Books and Periodicals	1,859	972	612	1,500	**1,500**	0.00%
	Total Personnel Services	56,525	86,694	93,543	91,700	**91,700**	0.00%
	Contractual Services						
51500	Legal Services	$ 42,206	$ 66,281	$ 2,908	$ 8,000	**$ 3,000**	-62.50%
51550	Audit	6,665	21,292	23,193	24,500	**20,250**	-17.35%
51600	IT Services	24,583	31,979	28,974	20,000	**30,000**	50.00%
51650	Billing Services	37,942	63,681	85,552	81,300	**83,786**	3.06%
51700	Advertising	396	-	683	1,000	**1,000**	0.00%
51900	Equipment Testing	-	20,153	26,046	20,500	**20,500**	100.00%
	Total Contractual Services	111,792	203,386	167,356	155,300	**158,536**	2.08%

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	**SOFD 2027 Budget**	Budget % Change
	Commodities						
55100	Office Supplies	$ 396	$ 515	$ 1,296	$ 1,050	**$ 1,050**	0.00%
55200	Telecommunications	14,259	11,548	11,357	12,500	**12,500**	0.00%
55300	Printing/Copy Machine Supplies	1,240	729	669	1,000	**1,000**	0.00%
55400	Postage	365	538	430	500	**500**	0.00%
55500	Miscellaneous	684,889	20	19,385	-	**-**	0.00%
55800	Utilities	-	-	1,182	-	**-**	0.00%
55700	Work Supplies	197,148	70,024	176,040	92,000	**95,000**	3.26%
	Total Commodities	898,297	83,374	210,359	107,050	**110,050**	2.80%
Total Fire & EMS		**3,637,547**	**2,988,533**	**3,242,252**	**3,375,450**	**3,543,018**	**4.96%**

Southern Ozaukee Fire EMS
2027 Budget
General Fund
Detailed Expenditures (continued)

Protection Property & Persons
Equipment Maintenance

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	**SOFD 2027 Budget**	Budget % Change
56000	Maintenance						
56400	Equipment Repairs/Small Tools	$ 12,588	$ 5,776	$ 18,401	$ 15,000	$ 15,000	0.00%
56200	Truck/Vehicle Parts & Supplies	21,993	127,215	92,159	40,000	40,000	0.00%
56600	Radio Maintenance	153	-	7,819	-	-	0.00%
56500	Hoses	-	-	-	-	-	0.00%
56260	Vehicle Maintenance Labor (DPW)	54,502	54,826	57,579	62,770	58,287	-7.14%
56300	Fuel	31,220	29,454	31,514	32,000	32,000	0.00%
56100	Building Maintenance	1,029	1,026	2,224	10,000	10,000	0.00%
	Total Maintenance	121,485	218,297	209,696	159,770	155,287	-2.81%
Total Equipment Maintenance		**121,485**	**218,297**	**209,696**	**159,770**	**155,287**	**-2.81%**
		$ -					

Protection Property & Persons
Property & Liability Insurance

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	**SOFD 2027 Budget**	Budget % Change
	Insurance						
57100	General Liability Insurance	$ 40,971	$ 38,948	$ 34,314	$ 40,000	**$ 37,200**	-7.00%
57400	Property Insurance	-	2,556	2,766	2,606	**2,900**	11.27%
57200	Vehicle Insurance	19,084	18,916	16,695	22,250	**18,000**	-19.10%
57300	Workers Compensation Insurance	58,982	59,351	59,409	56,875	**57,000**	0.22%
57500	EAP	-	6,000	6,000	4,250	**3,000**	-29.41%
	Total Insurance	119,037	125,771	119,184	125,981	**118,100**	-6.26%
Total Property & Liability Insurance		119,037	125,771	119,184	125,981	**118,100**	-6.26%

Protection Property & Persons
Unclassified

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	**SOFD 2027 Budget**	Budget % Change
	Unclassified						
	Transfers to Other Funds	$ -	$ -	$ -	$ -	**$ -**	0.00%
	Contingency	-	-	-	-	-	0.00%
	Total Unclassified	-	-	-	-	-	0.00%
Total General Fund Expenditures		**$ 3,878,069**	**$ 3,332,601**	**$ 3,571,132**	**$ 3,661,202**	**$ 3,816,405**	4.24%

Southern Ozaukee Fire EMS
2027 Budget
Capital Projects Fund
Summary of Revenues and Expenditures

Summary of Revenues

Source	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget		SOFD 2027 Budget
Intergovernmental Charges for Services						
City of Mequon Capital Allocation	118,202	110,000	110,000	130,866		122,424
Village of Thiensville Capital Allocation	21,798	20,285	20,285	24,134		22,576
Total Intergovernmental Charges for Services	140,000	130,285	130,285	155,000		145,000
Non-Property Tax Revenue:						
Intergovernmental Revenue	-	-	-	-		70,000
Commercial Revenues	-	-	-	20,000	-	40,000
Other Financing Sources	183,226	1,006,308	388,758	-		-
Total Non-Property Tax Revenue:	$ 183,226	$ 1,006,308	$ 388,758	$ 20,000		$ 110,000
Total Revenue	$ 323,226	$ 1,136,593	$ 519,043	$ 175,000		$ 255,000

Summary of Expenditures

Department	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget
Fire Department	180,939	183,768	-	-	-
Unclassified	-	-	-	-	-
Other Financing Uses	-	-	-	-	-
Total Capital Equipment Expenditures	$ 180,939	$ 183,768	$ -	$ -	$ -

Southern Ozaukee Fire EMS
2027 Budget
Capital Projects Fund
Detailed Revenues

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
	Intergovernmental Charges for Services						
47321	City of Mequon Capital Allocation	$ 118,202	$ 110,000	$ 110,000	$ 130,866	$ 122,424	-6.45%
47322	Village of Thiensville Capital Allocation	21,798	20,285	20,285	24,134	22,576	-6.46%
Total Intergovernmental Charges for Services		140,000	130,285	130,285	155,000	145,000	-6.45%
	Intergovernmental Revenue						
	EMS Funding Assistance Program	-	-	-	-	70,000	100.00%
Total Intergovernmental Revenues		-	-	-	-	70,000	100.00%

	Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
	Commercial Revenues						
	Interest Income						
	Investment Interest	-	-	-	20,000	40,000	100.00%
	Total Interest Income	-	-	-	20,000	40,000	100.00%
Total Commercial Revenues		-	-	-	20,000	40,000	100.00%
	Other Financing Sources						
	Sale of Property	$ -	$ -	$ -	$ -	$ -	0.00%
	Sale of Vehicles	183,226	-	388,758	-	-	0.00%
	Sale of Equipment	-	-	-	-	-	0.00%
	Municipal Capital Contributions	-	1,006,308	-	-	-	0.00%
	Transfer from Other Funds	-	-	-	-	-	0.00%
Total Other Financing Sources		183,226	1,006,308	388,758	-	-	0.00%
Total Capital Projects Revenue		**$ 323,226**	**$ 1,136,593**	**$ 519,043**	**$ 175,000**	**$ 255,000**	45.71%

Southern Ozaukee Fire EMS
2027 Budget
Capital Projects Fund
Detailed Expenditures

Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
Fire Department						
Office Equipment	$ -	$ -	$ -	$ -	$ -	0.00%
Vehicles	-	183,768	-	-	-	0.00%
Equipment	-	-	-	-	-	0.00%
Radios	-	-	-	-	-	0.00%
Fire Apparatus	-	-	-	-	-	0.00%
Other	180,939	-	-	-	-	0.00%
Total Fire Department - Capital	**180,939**	**183,768**	**-**	**-**	**-**	**0.00%**
Unclassified						
Contingency	-	-	-	-	-	0
Total Unclassified - Capital	**-**	**-**	**-**	**-**	**-**	**0.00%**

Account Name	SOFD 2023 Actual	SOFD 2024 Actual	SOFD 2025 Actual	SOFD 2026 Budget	SOFD 2027 Budget	Budget % Change
Other Financing Uses						
Capital Projects Fund Reserve Contribution	$ -	$ -	$ -	$ -	$ -	100.00%
Transfer to Other Funds	-	-	-	-	-	0.00%
Total Other Financing Uses	-	-	-	-	-	0.00%
Total Capital Fund Expenditures	**$ 180,939**	**$ 183,768**	**$ -**	**$ -**	**$ -**	0.00%

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: September 9, 2026
SUBJECT: 2027 Compensation Plan

Background

As part of the 2027 budget planning process, it was noted there was no official compensation pay plan adopted by the Southern Ozaukee Fire Department Board. In 2023 the City of Mequon went through a thorough pay plan compensation review from GovHR MGT of Tampa Florida. At the time, the fire department was included in that pay study, and the results were used for the Command Staff. The Firefighter/Paramedic pay mirrored the Mequon Police Department's pay found in the collective bargaining agreement to create parity. In June of 2025 MGT was contacted again to review the Deputy Chief and Battalions Chief salaries to assure they were still market applicable and adjusted accordingly.

Analysis

The MGT compensation pay plan for Fire Chief, Deputy Chief and Battalion Chief is attached along with the Firefighter/Paramedic Salaries.

Fiscal Impact

Staff will monitor ongoing personnel costs and regularly evaluate compensation to ensure salaries remain competitive and support the recruitment and retention of highly qualified candidates, while preserving fiscal responsibility all while acting in the best interests of the SOFD.

Recommendation

Staff recommends adopting the proposed compensation plan.

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

Command Staff Salaries

2026

	Pay Grade	Minimum	Midpoint	Maximum
Fire Chief	5	$116,674	$140,009	$163,344
Deputy Chief	4	$106,068	$127,281	$148,495
Battalion Chief	3	$96,425	$115,710	$134,995

2027

	Pay Grade	Minimum	Midpoint	Maximum
Fire Chief	5	$118,424	$142,109	$165,794
Deputy Chief	4	$107,659	$129,190	$150,722
Battalion Chief	3	$97,871	$117,446	$137,020

Line Personnel

2026	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Paramedic	$60,956	$66,365	$71,774	$77,183	$82,594	$88,003	$93,416
Non Paramedic	$56,080	$61,056	$66,032	$71,008	$75,987	$80,963	$85,943

2027	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
Paramedic	$63,090	$68,688	$74,286	$79,884	$85,485	$91,083	$96,686
Non Paramedic	$58,043	$63,193	$68,343	$73,494	$78,646	$83,796	$88,951

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: September 9, 2026
SUBJECT: Non-Discretionary Letter of Understanding and Assets Transfer

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Background

Funds are routinely transferred between the department's money market account and the checking account to support day-to-day operations. The balance in the Checking Account is generally kept at a minimum because it does not earn interest. Excess funds are maintained in the money market account, where they earn interest while remaining readily available for operating needs.

Funds received for capital purposes are deposited into the capital fund account as they are received. At the end of each fiscal year, after the annual audit has been completed, excess funds are transferred to the fund balance account.

The interest earned on the capital fund and fund balance accounts is based on the prevailing rate offered by the department's local financial institution. As a result, the interest rate on these funds is dependent on the rate made available by the bank and may not reflect the most competitive rate available to governmental entities.

At the May meeting of the Southern Ozaukee Fire Department Board, fire department staff was directed to explore opportunities to diversify the Department's monetary assets.

In response to the Board's direction, staff researched several options for the management and investment of Department funds. The review included local banking institutions, the State of Wisconsin Local Government Investment Pool (LGIP), and DANA Investment Advisors, an investment group currently utilized by the City of Mequon.

The purpose of this review was to identify appropriate options for diversifying the Department's funds while maintaining prudent financial management, liquidity, and accessibility of public funds.

Analysis

As part of its review, SOFD staff contacted and researched several local financial institutions. The interest rates offered by other local banks were generally comparable to the rate currently being received from Port Washington State Bank, SOFD's current financial institution. The State of Wisconsin Local Government Investment Pool (LGIP) was also considered; however, its current rate was somewhat lower than the rates available through SOFD's existing interest-bearing accounts.

Staff also met with representatives from DANA Investment Advisors and spoke with the City of Mequon's Finance Director regarding the City's experience with DANA. Based on that discussion, DANA Investment Advisors has generated a rate of return for the City of Mequon that has exceeded the returns available through other institutions by more than one percentage point.

Since the inception of the Southern Ozaukee Fire Department, staff has worked diligently to build the department's fund balance and capital fund. Based on current projections, it appears unlikely that funds from the fund balance will be needed during the 2026 fiscal year. Given the anticipated availability of these funds, staff believes it would be prudent to invest the fund balance and a portion of the capital fund in an investment option that has historically provided a higher rate of return.

Diversifying a portion of the department's assets into an appropriate investment account would allow the SOFD to continue maintaining sufficient funds for operational and capital needs while potentially increasing the return earned on funds that are not expected to be needed in the near term.

Fiscal Impact

The exact amount of interest earned is not known; however, DANA Investment Advisors has a track record of generating higher returns than the department's current bank money market account. Staff will continue to monitor the investments and work with DANA to maximize the department's return on investment.

Recommendation

Staff recommends executing the Non-Discretionary Letter of Understanding with DANA Investment Advisors and transferring $1,644,254 to the investment account through an asset transfer. (See attached Resolutions 20260001 and 20260002.)

Fire Chief David L Bialk

David L Bialk

Southern Ozaukee Fire Department

DANA Investment Advisors
THE WISE CHOICE

September, 2 2026

Fire Chief David L. Bialk
Southern Ozaukee Fire and EMS
11300 N. Buntrock Ave.
Mequon, WI 53092

Dear Chief Bialk:

Thank you for looking to have the Southern Ozaukee Fire and Emergency Medical Services Department (SOFD) establish an investment advisory relationship with Dana Investment Advisors, Inc. ("Dana"). This letter is intended to confirm certain important terms regarding SOFD's new investment account (the "Account"), to specifically include the non-discretionary nature of the Account, the investing of Account assets in an exchange-traded fund managed by Dana, the fees associated with this arrangement, and other on-going account administration duties and responsibilities.

Non-Discretionary Account

The Account will be maintained on a **non-discretionary basis**. This means that SOFD has not given Dana the authority to purchase, sell, or otherwise transact in securities in the Account on your behalf without your prior authorization. Therefore, whether SOFD's consideration to transact in (i.e. purchase or sell) a particular security was or was not based upon any specific recommendation(s) that might have been provided by Dana, ultimately, it is SOFD that retains the final decision-making authority over the Account regarding whether to purchase, hold, or sell investments under this arrangement.

Initially, the Account is expected to be invested substantially, and potentially entirely, in shares of the Dana Limited Volatility ETF (the "ETF") which uses the ticker symbol: DANA.

No Separate Account-Level Advisory Fee

Dana will not charge SOFD a separate investment advisory or asset-based management fee with respect to the assets held in the Account while the Account is maintained under this arrangement.

However, it is important to note that all SOFD assets invested in the ETF under this arrangement are subject to the ETF's own separate fees and expenses. As investment manager to the ETF, Dana receives investment management fees directly from the ETF pursuant to an applicable investment management agreement between the ETF and Adviser. These fees are paid from the underlying assets of the ETF and therefore are indirectly borne by all ETF shareholders, including SOFD, in proportion to each investor's investment in the ETF.

Importantly, this means that the absence of a separate advisory fee being charged directly to your Account does not mean that SOFD's investment in the ETF is altogether free of investment management fees or other related expenses. Rather, the ETF's investment management fee, total operating expenses, and any other potential costs and expenses are described in the ETF's current prospectus.

Suitability, Investment Objectives and Risk Tolerance Considerations

While Dana believes that SOFD making an investment in the ETF would be suitable for the contemplated funds being covered by the arrangement, SOFD understands that it should still conduct its own evaluation based upon its investment objective(s), desired strategy, risks, costs, performance expectations and any other applicable criteria deemed by SOFD to be relevant to making this decision. Before investing, please carefully review the ETF's current prospectus, including the sections addressing investment objectives and strategies, principal risks, fees and expenses, and conflicts of interest which can be obtained online at:

https://danaetfs.com/wp-content/uploads/docs/dana/prospectus.pdf.

Ongoing Account Relationship

It is intended that the Account will be held at Charles Schwab & Co ("Schwab") who will serve as custodian. As such, Dana will not maintain custody of any assets held in the Account. Dana will facilitate and help guide SOFD through Schwab's new account opening process, which will include assisting in the completion of Schwab's new account forms, answering questions and producing a final set of new account forms suitable for use with Schwab's electronic DocuSign system.

While SOFD will maintain the ability to directly contact Schwab for assistance with the Account, Dana will serve as SOFD's primary day to day contact with respect to all transaction, holdings and performance reporting needs. SOFD will be provided with the relevant contact information for those Dana employees and Schwab contacts that have been assigned to the Account.

Because the Account is considered to be non-discretionary, any intended transactions in the account (other than for the reinvestment of dividends, interest and related ETF distributions) will only be implemented after first receiving SOFD's prior approval.

Should the nature of this Account arrangement change, including if SOFD desires to have securities in addition to the ETF added to the Account, or SOFD requests Dana perform services for which a separate advisory fee would customarily apply, Dana will communicate its understanding of the revised terms and fees to SOFD, and where appropriate Dana will also provide an appropriate written investment advisory agreement for SOFD to review.

Effective Date

The date indicated in the signature block of the "Account Acknowledgement" section.

<u>Termination</u>

This arrangement may be terminated by either SOFD, or by Dana, at any time upon 30 days prior written notice being delivered to the other party.

<u>Governing Law</u>

The laws of the State of Wisconsin shall apply.

<u>Additional Disclosures</u>

This letter should be read together with Dana's Form ADV Part 2A brochure, applicable Form ADV supplements, Form CRS, privacy notice, and the ETF's most current prospectus and other applicable disclosure documents. In the event of any inconsistency, the applicable governing agreement, prospectus, or regulatory disclosure document will control.

Please contact Ellen Roberts at Tel. (262) 780-6094, or via email at ellen@danainvestment.com if you have any questions regarding the Account, the ETF, Dana's compensation, or any other item described above.

We truly appreciate the opportunity to serve you.

Sincerely,

Mark R Mirsberger

Mark R. Mirsberger, CPA
Chief Executive Officer
Tel. (262) 782-9420 direct
mark@danainvestment.com

Account Acknowledgment

I/We acknowledge receipt of this letter and understand that: (1) the Account is non-discretionary; (2) Dana will not charge a separate advisory fee directly to the Account under the arrangement (3) Dana receives investment management fees directly from the ETF, which are borne indirectly by ETF shareholders; and (4) Dana's receipt of compensation from the ETF creates conflicts of interest as described herein.

	David L. Bialk, Fire Chief
Authorized Signor – Signature	Authorized Signor – Printed Name and Title

____

Date

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

Resolution #2026002

Resolution to Execute a Non-Discretionary Letter of Understanding with DANA Investment Advisors for Investment Services

WHEREAS, The Southern Ozaukee Fire and Emergency Medical Services Department requires professional investment management services to ensure prudent management, growth, and security of its capital; and

WHEREAS, Staff has reviewed available providers and recommends entering into an agreement with DANA Investment Advisors for professional investment management services; and

WHEREAS, the Southern Ozaukee Fire and Emergency Medical Services Department has reviewed the proposed agreement and determined that entering into this contract is in the best financial interest of the Southern Ozaukee Fire and Emergency Medical Services Department;

NOW, THEREFORE, BE IT RESOLVED by the Southern Ozaukee Fire and Emergency Medical Services Department Board of the Southern Ozaukee Fire and Emergency Medical Services Department as follows:

1. **Approval of Agreement:** The proposed Non-Discretionary Letter of Understanding Contract between the Southern Ozaukee Fire and Emergency Medical Services Department and DANA Investment Advisors is hereby approved.

2. **Authorization to Execute:** The Fire Chief is authorized and directed to execute the Non-Discretionary Letter of Understanding and any related documents on behalf of the Southern Ozaukee Fire and Emergency Medical Services Department Board;

ADOPTED this 9th day of September 2026, by The Southern Ozaukee Fire and Emergency Medical Services Department Board of The Southern Ozaukee Fire and Emergency Medical Services Department

City of Mequon	**Village of Thiensville**
By: ______________________________	**By:** ______________________________
Andrew Nerbun **Date**	**John Rosing** **Date**
Mayor	**President**

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

Resolution #2026001

Resolution to Transfer Funds to DANA Investments

WHEREAS, The Southern Ozaukee Fire and Emergency Medical Services Department maintains funds in Port Washington State Bank, Account No's #249 and #615 designated as the Capital Fund and Fund Balance;

WHEREAS, it is necessary and in the best interest of The Southern Ozaukee Fire and Emergency Medical Services Department to transfer funds from the above account to DANA Investments, designated as the Southern Ozaukee Fire and EMS Fund Balance Account;

WHEREAS, the transfer is being made for the purpose of gaining higher interest and is consistent with the applicable budget, appropriation, financial policies, and legal requirements governing the use of public funds;

WHEREAS, the amount to be transferred is $1,644,254 (One million, six hundred forty-four thousand, two hundred fifty-four dollars);

NOW, THEREFORE, BE IT RESOLVED, that The Southern Ozaukee Fire and Emergency Medical Services Department Board hereby authorizes and approves the transfer of $1,644,254 (One million, six hundred forty-four thousand, two hundred fifty-four dollars);

from:

Source Account:
Financial Institution: Port Washington State Bank
Account Name: Capital Fund
Account No.: Ending in #249
and
Financial Institution: Port Washington State Bank
Account Name: Fund Balance
Account No.: Ending in #615

to:

Destination Account:
Financial Institution: DANA Investments
Account Name: Southern Ozaukee Fire and EMS Fund Balance Account;

BE IT FURTHER RESOLVED, that the Fire Chief is hereby authorized and directed to take all necessary and appropriate actions to effectuate the transfer authorized by this Resolution, including executing any documents, instructions, or banking forms required for the transfer.

BE IT FURTHER RESOLVED, that the transfer shall be recorded in the financial records of The Southern Ozaukee Fire and Emergency Medical Services Department in accordance with applicable governmental accounting standards, policies, and procedures.

BE IT FURTHER RESOLVED, that this Resolution shall take effect immediately upon its adoption, unless otherwise provided by law.

ADOPTED this 9th day of September 2026, by The Southern Ozaukee Fire and Emergency Medical Services Department Board of The Southern Ozaukee Fire and Emergency Medical Services Department

City of Mequon	Village of Thiensville
By: __________________________	By: __________________________
Andrew Nerbun Date	John Rosing Date
Mayor	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: Fire Chief David L Bialk
DATE: September 9, 2026
SUBJECT: Purchase of Replacement Fire Engine

Background

The Southern Ozaukee Fire Department (SOFD) operates three fire engines to provide fire protection and emergency response services to the City of Mequon and the Village of Thiensville. The fire engine is the department's most critical piece of firefighting apparatus. Each engine can transport up to four firefighters and is equipped with Self-Contained Breathing Apparatus (SCBA) mounted in the seating positions, allowing firefighters to don their SCBA while en route to an emergency. Each engine also carries 1,000 gallons of water and preconnected hose lines connected to the fire pump, allowing for rapid deployment upon arrival at a fire.

Analysis

To maintain adequate coverage and response efficiency, SOFD operates three fire engines: two engines are strategically positioned to provide coverage on each side of the service area, while the third engine serves as a reserve apparatus. When one of the front-line engines is removed from service for maintenance, repair, or other scheduled service, the reserve engine is placed in the affected response area. This deployment model ensures continuous fire protection coverage and minimizes any interruption in service.

The current fire engine fleet consists of apparatus manufactured in 2000, 2008, and 2015, making the engines approximately 26, 18, and 11 years old, respectively.
The National Fire Protection Association (NFPA) provides guidance regarding the service life and replacement of fire apparatus. The commonly referenced age-based replacement guidelines are:

Apparatus Age	Typical Policy
0–10 years	Front-line service
10–15 years	Front-line service; begin replacement planning
15–20 years	Preferably reserve service; replacement strongly considered
20–25 years	Reserve/limited use; detailed condition assessment
25+ years	Replace

Based on these guidelines, only the 2015 fire engine would currently fall within the generally recommended age range for front-line service. The 2008 engine is approximately 18 years old and would be better suited for reserve service, while the 2000 engine, at approximately 26 years old, exceeds the 25-year replacement benchmark.

SOFD takes a more conservative approach to fire apparatus replacement than the general NFPA age-based guidelines. Under the department's replacement philosophy, fire engines are maintained in front-line service for 20 years, with replacement planned by approximately 25 years of age.

Under this replacement philosophy, the 2000 fire engine is currently due for replacement. Given the significant lead time required to design, manufacture, and deliver a new fire engine, it is in the department's best interest to initiate the replacement process in 2026. Beginning the procurement process now will help ensure the department can maintain its three-engine deployment model, preserve continuous coverage for the City of Mequon and Village of Thiensville, and avoid extending the current 26-year-old apparatus further beyond its intended service life.

Specifications for the replacement fire engine were developed using the department's existing fire engine as the baseline. The specifications were then provided to three fire apparatus manufacturers for competitive pricing. The following quotes were received:

Vendor	Quoted Price
E-ONE	$1,036,398
Pierce	$1,044,254
Smeal	$1,051,268

Each vendor also offered a prepayment discount if the full purchase price is paid at the time the contract is signed. The discounted pricing and estimated build times are as follows:

Vendor	Prepayment Price	Estimated Build Time
E-ONE	$906,336	3 years*
Pierce	$963,572	2 years
Smeal	$962,336	2 years

*E-ONE's prepayment discount is based on a three-year build time. The discount decreases if the apparatus is completed and delivered sooner.

Because the three fire apparatus quotes were within two percent of one another, price was not the sole determining factor in evaluating the proposals. Fire Department staff also consulted with the department's fleet mechanic, who has extensive experience maintaining and repairing fire apparatus. His technical expertise and input were considered as part of the overall evaluation of the three proposals.

Based on the evaluation of the proposals, including cost, anticipated build time, apparatus specifications, and the fleet mechanic's technical input, staff recommends purchasing the Pierce fire apparatus.

Fiscal Impact

Before moving forward, fire department staff contacted DANA Investment Advisors to help evaluate the cost-benefit of prepaying for the fire engine versus leaving the funds in the capital account to earn interest.

DANA Investments estimates that leaving the funds in an interest-bearing account during the two-year period required to build the fire engine would generate approximately $80,000 to $100,000 in interest. Because the estimated interest earnings are expected to exceed the discount available for prepayment, it appears prudent to retain the funds in an interest-bearing account rather than prepay for the fire engine.

The current SOFD capital fund balance is approximately $1,516,000. Of this amount, $350,000 is committed to an ambulance scheduled for delivery in Fall 2026, and an additional $360,000 is committed to an ambulance scheduled for delivery in Fall 2028.

SOFD is also expected to contribute approximately $290,000 to the capital fund in 2027 as part of its annual capital contribution.

Recommendation

Staff recommends purchasing the replacement fire engine from Pierce Manufacturing and investing the $1,044,254 purchase amount in a high-yield account during the two-year period required to build the new fire engine. (see attached resolution 20260003)

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

Resolution #2026003

Resolution to Purchase Replacement Fire Engine

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 fire engine providing 24 hours a day response to fire and 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 fire engine 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 a Fire Engine from Pierce Manufacturing of Appleton Wisconsin, 2600 American Drive, 54914, for $1,044,254 out the SOFD Capital Account 30100.

City of Mequon	**Village of Thiensville**
By: ______________________	**By:** ______________________
Andrew Nerbun **Date**	**John Rosing** **Date**
Mayor	**President**

PUMPER

BODY
Long Aluminum 2nd Gen Pumper

CHASSIS
Impel Chassis

ELECTRICAL SYSTEM
MUX

CHASSIS

AXLE,FRONT,CUSTOM
23,000 Lb Dana Axle

AXLE,REAR
27,000 Lb Meritor Axle

ENGINE
450 HP Cummins X10 Engine

TRANSMISSION
Allison 6th Gen, 3000 EVS P

BUMPER
22" Extended Stainless Steel

CAB
7010 Impel FR Cab

BODY

TOTAL TANK CAPACITY
1000 Gallon New York Style Poly Tank

WATER CAPACITY
1000 Gallons of Water

FOAM CELL CAPACITY
Foam Cell Not Required

COMPT,PUMPER,REAR
29.75" FF 41.88 Deep Rollup Rear Compt

COMPT,PUMPER,LEFT SIDE
161" Rollup Full Height Front & Rear FDLER

COMPT,PUMPER,RIGHT SIDE
161" Rollup Low FDLER

FIRE SUPPRESSION

PUMPHOUSE
48" Control Zone Side Mount

PUMP
1500 GPM Waterous CSU

CROSSLAYS,1.50"
(2) 1.50" Standard Capacity

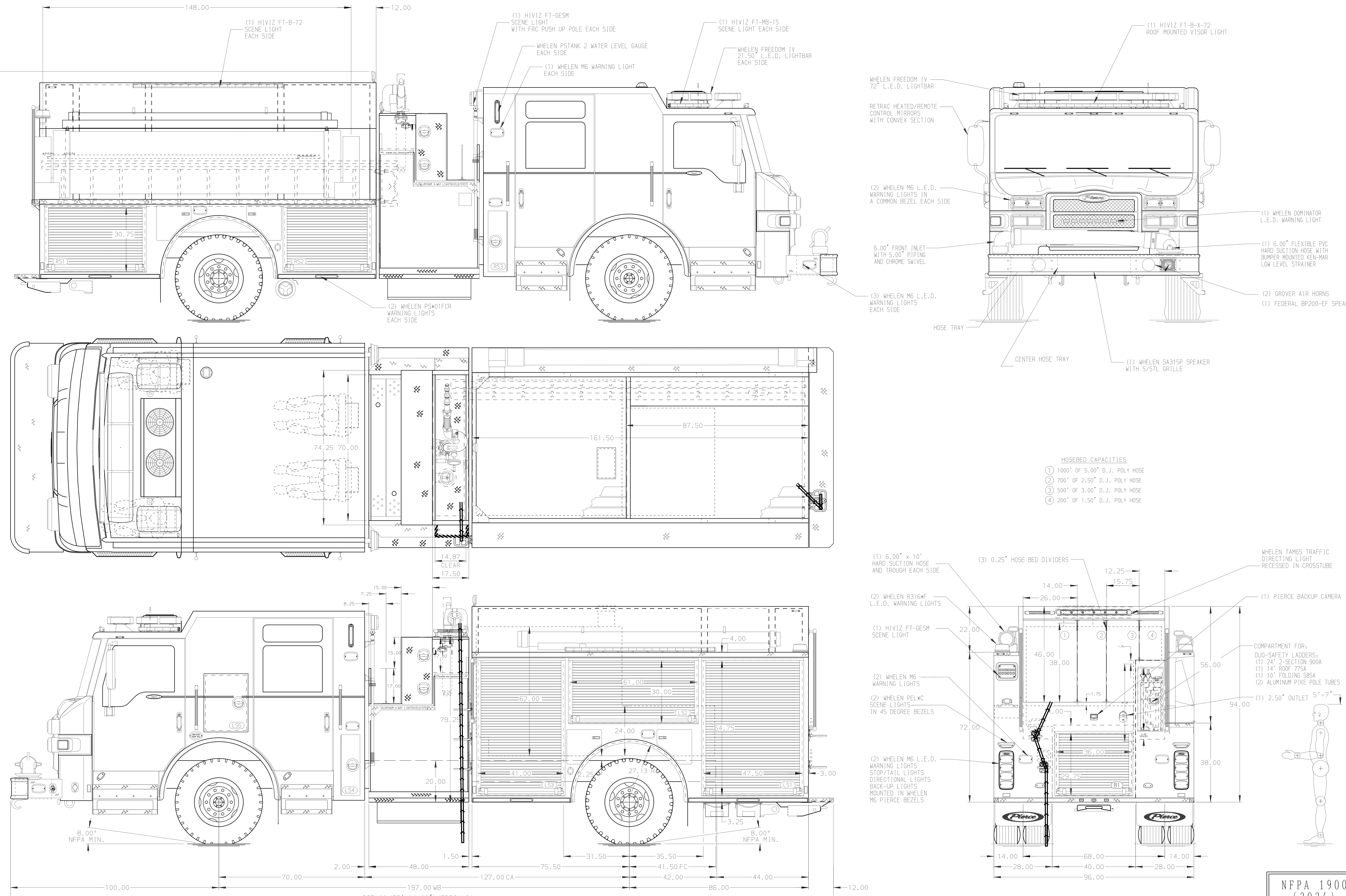
CROSSLAYS,2.50"
2.50" Crosslay Not Required

SPEEDLAYS
Speedlays Not Required

GENERATOR
Generator Not Required

FOAM SYSTEM
Foam System Not Required

SAFETY



NFPA 1900 (2024) COMPLIANT

CUSTOMER APPROVAL
APPROVED BY:
DATE:

PIERCE MANUFACTURING INC.

JOB NO.	PRELIM	SCALE	1:24	DATE	
CHASSIS DATA	TITLE	Pierce Pumper Prelim Drawing	DRAWN BY	LST	13JUL26
MAKE PIERCE	FOR	Southern Ozaukee Fire Department Bid # 1103	CHECKED BY	-	-
MODEL IMPEL FR	DWG NO.	73716	SHEET SIZE	D	SHEET NO. 1 of 1

REV	DATE	BY	CH
	-	-	-

NOTE
DIMENSIONS SHOWN ARE APPROXIMATE AND ARE SUBJECT TO MINOR DEVIATIONS AS MAY OCCUR OR BE NECESSARY IN CONSTRUCTION.
MINOR DETAILS NOT SHOWN.

1. SHORELINE RECEPTACLE WITH KUSSMAUL SUPER AUTO-EJECT LOCATED ON DRIVER SIDE FRONT CORNER OF THE CAB
2. AIR INLET WITH KUSSMAUL AIR EJECT AND WEATHERPROOF COVER ON THE DRIVER'S SIDE BUMPER
3. BATTERY CHARGER LOCATED PER ORDER
4. BATTERY CHARGE INDICATOR LOCATED ON DRIVER SEAT RISER
5. FIVE ADJUSTABLE SHELVES LOCATED PER ORDER
6. TWO ADJUSTABLE SLIDE-OUT TRAYS LOCATED PER ORDER
7. ONE FLOOR MOUNTED SLIDE-OUT TRAY LOCATED PER ORDER
8. ONE SWING-OUT TOOLBOARD LOCATED PER ORDER

Strategic Plan Progress

Updated 12/31/25
Updated 1/31/26
Updated 2/28/26
Updated 3/31/26
Updated 5/31/26
Updated 8/31/26

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Strategic Initiative #1: People

Objective 1: Create an employee-driven, individualized development plan tailored to both interest and needs

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Plan professional development process	Individual plans that are documented, implemented, and periodically evaluated	Deputy Chief	2026							The Deputy Chief met with each Command Officer to assess their needs

Objective 2: Develop a unified culture

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Conduct internal department assessment of current culture	Data and shared results	Fire Chief	2026							Conducted employee engagement survey
b) Create a culture committee representative of all department members	Recommendations for improvement	Fire Chief	2026							
c) Communicate and implement recommendations	Inform staff via clear and concise communications	Fire Chief	2026							
d) Re-evaluate/re-engage employees	Data, next steps	Fire Chief	Ongoing							

Objective 3: Ensure sufficient personnel to respond to emergencies

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Review current staffing levels and need for future staffing	Recommendations for current & future staffing	Fire Chief	2026							Reviewing currently levels and gathering like sized communities information
b) Cost-Benefit Analysis	Complete comprehensive cost-benefit analysis of available options	Fire Chief	2026							
c) Determine funding sources; incorporate into annual budget	Funding sources identified	Fire Chief	2026							
d) Recruit and hire additional personnel	Hire and on-board staff	Fire Chief	2026							

Objective 4: Establish distinctive skills training tailored to groups that ensures a coordinated team response

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Determine needs of the SOFD and interested individuals	Identify growth opportunities	Deputy Chief	2026							In process of conducting a strength analysis
b) Identify training resources	Specify internal and external resources	Deputy Chief	2027							
c) Implement Training	Trained instructors, adequate equipment, trained personnel	Deputy Chief	Ongoing							

Objective 5: Establish leadership & soft skills training

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Determine needs of the SOFD	Identify growth opportunities	Fire Chief	2026							3 current Command staff attended the Midwest Leadership Institute, remaining two are scheduled for fall of 2026. 3 Command staff attending leadership training in Madison as part of the Chief Conference
b) Identify training resources on leadership development	Specify resources	Fire Chief	2026							
c) Implement leadership training	Group classes and a trained staff	Fire Chief	Ongoing							

Objective 6: Partner with educational institutions and formalize agreements that improve hiring pipeline and retention strategies for the Department

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Develop formal agreements	Agreements with colleges for dual credit, reduced tuition or reimbursement	Fire Chief	2028							
b) Shared resources are identified and utilized	Create shared resources like training facilities, housing at CUW	Fire Chief	2028							
c) Create community support for aspiring employees	Work with local foundations to create scholarships & programs	Fire Chief	2028							

Strategic Initiative #2: Operations

Objective 1: Utilize accreditation process to self-assess strengths, weaknesses, and requirements

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Utilize Center for Public Safety Excellence Self-Assessment Guide to review accreditation process	SOFD is fully accredited with zero deficiencies	Deputy Chief	2030							
b) Identify deficiencies that can be corrected in 12 months or less	Plan established within current budget to correct deficiencies identified in accreditation report	Deputy Chief	2031							
c) Identify deficiencies that can be corrected within 12-24 months	Plan established with future budget allocations necessary to correct deficiencies identified in accreditation report	Deputy Chief	2032							

Objective 2: Advance technology integration and processes to optimize response times

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Reduce response times by utilizing CAD and incorporating concepts into future development plans and infrastructure	Technology Integration established, and program established to use AI, CAD and other technological advances to reduce response times	Deputy Chief	2027							
b) Develop technology training for current and future equipment and processes	SOFD personnel can operate and maintain all technological equipment and data entry	Deputy Chief	2027							
c) Create a data repository that tracks response times, current and future population trends, and other data that helps SOFD meet current and future needs and response times	Capture data, trends and conduct analysis of SOFD's current state, and project where SOFD needs to be in five years	Deputy Chief	2027							

Objective 3: Establish protocols for succession planning										
Tactic	**Outcome**	**Accountability**	**Timeframe**	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Develop staffing plan that includes organizational chart and job position descriptions	Collectively detail the structure, roles, and staffing levels	Fire Chief	2026							
b) Establish training and leadership development plan for succession and promotion	Each member has a career progression plan in place and is trained to assume the next higher level of position, responsibility	Fire Chief	2026							Completed July 2026
c) Create detailed job descriptions for each position so members can assume the activities of a supervisor/manager	Permit subordinates the ability to assume leadership positions in case of unforeseen leadership vacancies	Fire Chief	2026							

Objective 4: Leverage regional enabling agreements (e.g., MOU, IGA) to align education & training needs with curricula offered by MATC, etc.										
Tactic	**Outcome**	**Accountability**	**Timeframe**	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Produce list of required classes which are to be provided at MATC	County-wide agreement with MATC to facilitate and guarantee classes semi-annually to meet Fire & EMS needs	Fire Chief	2027							
b) Develop county-wide list of personnel requiring classes at MATC for Fire & EMS employment or continuing education	A county-wide list developed to showcase the need to MATC for classes to be added to schedule each semester	Fire Chief	2027							

Strategic Initiative #3: Community

Objective 1: Enhance the community's ability to increase personal safety and reduce risk

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Connect with community in non-emergency settings to reduce emergency calls	Provide preventive, follow-up care, and non-emergency services	EMS Chief	2026							Submitted Community EMS Provider Program to the State of WI
b) Implement a multi-faceted community outreach program (e.g., paramedicine program)	Create databases to track outreach efforts (e.g., schools, parades, local functions, social media)	CRR Chief	2027							
c) Make state of current facilities visible in the community	Host adult ride-alongs, citizen Fire/EMS academy, birthday parties	CRR Chief	2027							

Objective 2: Promote prevention and safety by conducting thorough inspections of businesses to ensure compliance and minimize risk

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Make this a positive activity	Highlight successful inspections, create business ambassadors	CRR Chief	2027							
b) Manage the inspection process	Share data w/ City and Village permit systems	CRR Chief	2027							
c) Create proactive ways to manage inspections	Create best practice tip sheet for the community	CRR Chief	2026							

Objective 3: Collaborate with senior living facilities, and train their staff to review practices

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Review current senior living facility practices	Review care facility call volume data	Deputy Chief	2027							
b) Assess data and develop appropriate plan	Review of data from care facilities use of 911	Deputy Chief	2028							
c) Develop and implement education plan	Address highest calls, fall prevention, 911 calling	Deputy Chief	2029							
d) Re-assess data and modify plans as needed	Determine impact(s) on 911 service	Deputy Chief	2030							

Strategic Initiative #4: Facilities

Objective 1: Develop and prioritize partnerships for facility use and development

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Ensure future station locations are scalable to long- term needs (e.g., community growth, future consolidation?)	Station location(s) meet current and future needs based on long-term plans	Fire Chief	2026							February 2025 Advanced Selection delivered a fire station location analysis
b) Examine opportunities for equipment sharing, joint purchasing, etc.	Coordinate with other agencies to share and maintain excess equipment	Fire Chief	2026							
c) Determine training needs, props to be incorporated into any new facilities (e.g., firearms range)	New facility has adequate land and building space for training facilities and/or training props	Fire Chief	2026							
d) Complete benchmarking analysis of size & cost of other area public facility construction projects	Inventory of area police & fire facility projects from 2010 - present	Fire Chief	2026							
e) Determine other community needs to be or that can be accommodated within new facilities (e.g., Interfaith Caregivers)	Examine opportunities for partnerships, service-sharing with other agencies, not-for-profits, etc.	Fire Chief, Deputy Chief, Battalion Chiefs	2026							

Objective 2: Conduct analysis of future station(s) needs & requirements

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Space needs analysis	Contract firm to conduct analysis of space needs for SOFD	Fire Chief	Complete							fgm completed a space needs study in early 2025
b) Determine combined Police/Fire building or stand- alone facilities	Analyze feasibility of a combined public safety center based on available space, needs, cost, response times, etc.	City of Mequon, Village of Thiensville, SOFD Board, etc.	2026							RFP has been submitted for review
c) Station location analysis	Complete analysis of response times to determine general geographic areas suitable for future station locations	Fire Chief	2026							

d) Update inventory of potential sites	Evaluate and determine appropriate sites for further (cost-benefit) analysis	Fire Chief	2026							
e) Cost-benefit analysis	Complete comprehensive cost-benefit analysis of available options	Fire Chief	2026							
f) Land acquisition	Negotiate, finance and acquire any identified real estate needed for future station construction	City Administrator	2026							

Objective 3: Construct/renovate facilities

Tactic	Outcome	Accountability	Timeframe	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Engage architectural, engineering, other firms as needed	Professional firms engaged to prepare detailed design documents for approval, bidding	Fire Chief	2026							fgm to conduct facilities assessment March- May
b) Designate internal project team	Project team consisting of representatives from Mequon and Thiensville established	Fire Chief	2026							
c) Approve design	Design(s) approved by City, Village, SOFD Board	Fire Chief	2026							
d) Finalize project financing	Prepare for and secure debt-issued financing based on approved cost-sharing formula between City, Village & SOFD	Fire Chief	2026							
e) Bid project(s)	Project(s) competitively bid for award	Fire Chief	2027							
f) Award contracts	Construction contract(s) awarded to low responsible bidder(s)	Fire Chief	2027							
g) Manage project & construct facility(s)	Construction management firm & project team oversee facility construction, completion	Fire Chief	2027							

Objective 4: Plan regional training center for Fire, EMS & other potential agencies/partners										
Tactic	**Outcome**	**Accountability**	**Timeframe**	Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
a) Determine interest & key stakeholders	Solicit interest from area agencies (e.g., police, fire, public works, utilities, etc.) and confirm participants	Fire Chief	2029							
b) Site selection/facility	Evaluate and determine appropriate sites for further analysis; complete comprehensive cost-benefit analysis of available options; negotiate, finance and acquire identified real estate needed for future facility	Fire Chief	2029							
c) Determine funding sources	Establish financing formulas for facility construction and ongoing operations among project participants; identify available grant funding opportunities to offset initial or ongoing costs	Fire Chief	2029							
d) Establish governing structure	Develop intergovernmental agreement, by-laws, operating budget and other documents to specify how facility will be operated	Fire Chief	2030							
e) Design-bid-construct	Professional firms engaged to prepare detailed design documents for approval, bidding; competitively bid for award; construction management firm & project team oversee facility construction, completion	Fire Chief	2030							

f) Operationalize & market facility availability	Fully outfit newly constructed/remodeled facility for operational use & training; develop materials and market availability of facility to other agencies in region	Fire Chief	2031							

Strategic Initiative #5 Financial Planning

Objective 1: Advocate for legislative review of funding				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	**Outcome**	**Accountability**	**Timeframe**							
a) Meet with other County departments to determine position/funding needs/goals	Identify unified goals/narratives	Fire Chief	2026							
b) Draft and disseminate formal deliverable (position letter, funding analysis)	Communicate funding needs effectively to appropriate officials	Deputy Chief	2027							
c) Seek support from external organizations (e.g., League of Wisconsin Municipalities, other organizations to assist)	Build regional or statewide support	Fire Chief	2028-2029							

Objective 2: Create financial partnerships				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	**Outcome**	**Accountability**	**Timeframe**							
a) Identify goals and explore partnership opportunities internally and externally	Create list of viable financial partnership options; identify internal opportunities; coordinate discussions with other departments for ideas or larger opportunities	Fire Chief, Deputy Chief	2027							
b) Identify potential partners and initiate contact	Begin partnership discussions	Fire Chief	2028							
c) Negotiate terms with selected partners	Finalize partnership agreement(s)	Fire Chief	2030							

Objective 3: Conduct personnel compensation study				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	**Outcome**	**Accountability**	**Timeframe**							
a) Review current compensation study and determine if an internal or external update is needed	Define scope and process	Fire Chief	Complete							August 2025 the Fire Chief engaged mgt to update the compensation study completed for the City of Mequon in 2023. The adjustments were implemented in the budget for 2026.
b) Identify reasonable party to conduct the review (internal staff or external via RFP)	Assign lead for project	Fire Chief	2025							
c) Complete study	Final document	Fire Chief	2025							
d) Implement recommendations	Implement compensation recommendations into future budget cycles	Fire Chief	2025							

Objective 4: Negotiate future intergovernmental agreement				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	**Outcome**	**Accountability**	**Timeframe**							
a) Ascertain desire of communities to continue	SOFD/Board/Council directive to negotiate renewal	City & Village Administrators	2026							
b) Establish capital funding plan for apparatus, equipment and facilities	Multi-year (5-10) capital budget	City & Village Administrators	2026-2031							
c) Explore financing options (bonding, levy, service fees, impact fees, fundraising, municipal funding formulas)	Develop sustainable funding sources/formulas	City & Village Administrators	Ongoing							

Objective 5: Resource sharing with neighboring departments				Planned	Initiated	In Progress	On Track	Completed	Paused	Notes
Tactic	**Outcome**	**Accountability**	**Timeframe**							
a) Meet with other departments in County to determine and understand shared needs and opportunities	Identify key contacts, list of resources and potential efficiencies	Deputy Chief	2027							

b) Negotiate formal resource- sharing agreements with other departments and/or County	Final agreement	Fire Chief	2028							