



Holmen Area Fire Department

FIRE BOARD

AGENDA

710 South Main Street
Holmen, WI 54636
www.holmenfire.com

Date/Time: Monday November 24, 2025 @ 6:30 pm
Location: Town of Holland Town Hall, Holmen, WI, 54636

The Holmen Area Fire Board of Directors will hold a regular meeting on **November 24, 2025 at 6:30 pm** at the **Town of Holland Town Hall**.

All items on the agenda indicate items for discussion and possible action.

The agenda for the meeting is as follows:

- 1.) Chair to call the meeting to order
- 2.) Pledge of Allegiance
- 3.) Roll call
- 4.) Consideration of agenda order
- 5.) Approval of meeting minutes
 - a. 10/21/2025
- 6.) Resident or employee concerns/comments

The Commission may receive information from the public and department employees, but reserves the right to limit the time that the public/employee may comment, as well as the right to limit the degree to which members of the public and employees may participate in the meeting.
- 7.) Financial Review (Treasurer)
 - a. 2025 balance sheet
 - b. Profit and loss - budget versus actual
 - c. 2% dues detail
 - d. Check detail
 - e. Approval of quotes and invoices
 - f. Special topics
 - g. Donations
- 8.) Fire administration report (Chief Ostreng)
 - a. October 2025 incident/activity report
 - b. Staffing/personnel updates
 - c. Fleet update
 - d. Facility update
 - e. General
- 9.) Update on fire department collaboration workgroup
- 10.) Discussion about planning for future Holmen Area Fire Department fire station
- 11.) Review of current apparatus and draft fleet replacement plan



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- 12.) Consideration of firefighter promotion to captain
- 13.) Consideration of fire chief evaluation process input
- 14.) Closed session
 - a. Convene in Closed Session:
 - i. The Board shall consider a motion to convene in closed session pursuant to Wis. Stats. §19.85(1)(e) Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session. To Wit:
 - a. Consideration of the 2026 – 2028 Agreement Between the Holmen Area Fire Department and International Association of Firefighters Local # 127, AFL-CIO-CLC.
- 15.) Reconvene in Open Session
- 16.) Reservation of right for action and/or recommendation on Closed Session item(s)
- 17.) Announcement and Future Agenda Items
- 18.) Next Regular Meeting – Tentative 12/16/2025
- 19.) Adjourn

Note: Meeting agenda and meeting packets are available at www.holmenfire.com. Printed meeting agenda and packets will be available by request only. Call the Holmen Area Fire Department at 608-526-9363 prior to noon the day of the Board meeting to request your printed copies.



www.holmenfire.com

Date Notice Emailed: 11/20/2025

Notices Posted: 11/20/2025

Notices Emailed To:

Holmen Are Fire Assoc. Board	Dept/Town/Village/County	Media	Posted
Patrick Barlow – Holmen (President)	HAFD Members/IAFF L127	Holmen Courier	Holmen Area FD
Travis Elam - Holmen	Marilyn Pedretti	La Crosse Tribune	Town of Holland
Rick Hauser - Holland	Angela Hornberg	La Crosse Radio Group	Village of Holmen
Jeff Herlitzke - Holland	Scott Heinig	WXOW	Holmen USPS
Bob Stupi – Holland (Alternate)	Rhonda Hesselberg	WKBT	www.holmenfire.com
Doug Jorstad - Holmen (Alternate)	Joe Kovacevich	WIZM	
	Kristie Tweed	FOX2548	

DRAFT MINUTES**Subject To Change Before Approval By The Holmen Area Fire Department Board**

Holmen Area Fire Association Minutes

October 21, 2025

CALL TO ORDER--Meeting called to order at 6:30pm by Chair Patrick Barlow.

Pledge of Allegiance said.

ROLL CALL--Patrick Barlow, Doug Jorstad, Bob Stupi present. Chief Ryan Ostreng present. Jeff Herlitzke, Travis Elam, and Rick Hauser are absent.

AGENDA ORDER—Motion by Jorstad/Stupi to approve agenda order as presented. **MOTION** carried.

MINUTES—Motion by Stupi/Barlow to approve minutes of 9/29/2025 meeting. **MOTION** carried.

RESIDENTS' OR EMPLOYEE CONCERNS—Captain Lavery expressed support for the Training Captain items and summarized an article discussing Training Divisions in a Fire Department. Engineer _____ supported a structure with an Assistant Chief.

FINANCIAL REVIEW—Barlow presented the financial reports. Balance sheet, profit & loss, 2% and check details were reviewed.

E—Motion by Jorstad/Stupi to approve invoice for McMahon for \$2619.69. **MOTION** carried.

Motion by Stupi/Jorstad to approve treadmill purchase not to exceed \$5500. **MOTION** carried.

Chief Ostreng was instructed to get more details regarding furnace and A/C replacement.

F—Chief Ostreng reported that the Department accepted the Forest Fire Protection Grant from the DNR. Also, supplemental vision insurance is available to employees at the employee's cost.

G-none

FIRE ADMINISTRATION—Ostreng presented the following reports:

A—YTD incident/activity reports—Incidents on track for a record 1350 calls.

B—Staffing—One firefighter is on light duty for up to 4 weeks.

C—Fleet—Car 1 waiting for tray and radio programming.

D—Facility—A/C update as discussed in the financial review.

E—General—Fire Prevention Week and Open House occurred. Chief Ostreng has started tracking training hours. So far, 2025 has 310 hours at a cost of \$8400.

COLLABORATIVE GROUP—Ostreng reported the group is looking for a strategic plan to move forward. He estimates it will cost between \$40K-50K for the study.

STATION STUDY—Barlow reported The Village of Holmen wants to look at land acquisition. Stupi reported that the Town of Holland wants to wait for the collaboration to form more completely. Ostreng reported that Five Bugles wants to finish the report with a recommendation for one station.

DRAFT FLEET REPLACEMENT PLAN—Ostreng presented the draft replacement plan. He is looking for feedback on the framework presented. No action taken.

FIREFIGHTER PROMOTION TO CAPTAIN—Motion by Jorstad/Stupi to move discussion to November meeting due to background from the absent members. **MOTION** carried.

DRAFT MINUTES

Subject To Change Before Approval By The Holmen Area Fire Department Board

2026 BUDGET APPROVAL—Motion by Stupi/Jorstad to approve the 2026 budget as submitted.
MOTION carried.

CLOSED SESSION—Motion by Jorstad/Stupi to enter closed session to discuss:

pursuant to Wis. Stats. §19.85(1)(e) Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session. To Wit:

a. Consideration of investments and properties associated with the Fire Station Concept study for the Holmen Area Fire Department.

b. Consideration of Collective Bargaining between the Holmen Area Fire Department and the International Association of Firefighters Local # 127.

MOTION carried at 7:57pm.

OPEN SESSION—Motion by Stupi/Jorstad to reconvene in open session. **MOTION** carried.

REPORT ON ACTION IN CLOSED SESSION—none taken.

ANNOUNCEMENTS AND FUTURE AGENDA ITEMS—Training captain, labor contract, mental health of firefighters.

NEXT MEETINGS—Next regular meeting is November 18th at 6:30 pm at Holland Town Hall.

ADJOURN—Motion by Stupi/Jorstad to adjourn. **MOTION** carried. Adjourned at 8:27pm.

Submitted—Bob Stupi, HAFD Acting Secretary

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7:36 AM

HOLMEN AREA FIRE DEPARTMENT

Balance Sheet

As of November 30, 2025

11/24/25

Cash Basis

	<u>Nov 30, 25</u>
ASSETS	
Current Assets	
Checking/Savings	
Park Bank	
Park Bank Checking	509,473.62
Total Park Bank	509,473.62
LGIP-General Capital Savings	
LGIP- Capital Savings	90,157.70
LGIP -Operational Checking	71,726.81
LGIP-2% Dues Savings	176,785.78
LGIP-Sick Leave Payout	36,886.85
LGIP-Medical Equip Upgrades	42,847.73
LGIP- Special Events/Donations	25,735.82
Total LGIP-General Capital Savings	444,140.69
Total Checking/Savings	953,614.31
Other Current Assets	
Location Study A/R from Municip	6,880.51
Total Other Current Assets	6,880.51
Total Current Assets	960,494.82
Other Assets	
Equipment Purchased by Grant	104,034.36
Total Other Assets	104,034.36
TOTAL ASSETS	<u>1,064,529.18</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
Location Study Payable	3,055.51
Health Insurance payable	1,724.42
WI State Income tax payable	2,221.91
WI Retirement Payable	6,015.88
Union Dues Payable	1,770.79
Payroll Liabilities	150.00
Total Other Current Liabilities	14,938.51
Total Current Liabilities	14,938.51
Long Term Liabilities	
Future Sick Pay Payable	36,000.00
Total Long Term Liabilities	36,000.00
Total Liabilities	50,938.51
Equity	
Retained Earnings	630,688.18
Net Income	382,902.49
Total Equity	1,013,590.67
TOTAL LIABILITIES & EQUITY	<u>1,064,529.18</u>

HOLMEN AREA FIRE DEPARTMENT
Profit & Loss
 January through November 2025

	Jan - Nov 25
Ordinary Income/Expense	
Income	
2% Fire Protection Equipmnet	93,739.18
Income-Budget	1,885,061.00
Capital /Reserve Income	50,000.00
Grants	80,617.50
Income-Interest	1,320.91
Income-Interest-Special	14,556.18
Donations/Grants	40,423.09
Total Income	2,165,717.86
Expense	
CAPITAL EXPENDITURES	
2% Fire Protection Equipment Ex	165,546.91
Building -Capital Expenditures	5,197.02
EMS-Capital Expenditures	14,424.62
Fire-Capital Expenditures	11,109.37
Total CAPITAL EXPENDITURES	196,277.92
OPERATIONAL EXPENDITURES	
Wages	
SALARY/WAGES EXPENSE	
Employee Benefit Health	156,858.99
Employee Retirement Career	152,053.27
Insurance-Life	1,470.97
Insurance-Work-Comp	19,533.11
Officer Salary	95,076.96
Salary	700,906.23
Salary -OT	179,960.07
Acting Pay	655.00
FLSA	10,147.96
Holiday Pay	28,909.80
Parttime Wages	4,067.28
Payroll-Tax Expense	78,080.33
SALARY/WAGES EXPENSE - Other	334.40
Total SALARY/WAGES EXPENSE	1,428,054.37
Total Wages	1,428,054.37
BUILDING	
Building Maintenance/Repair	2,974.45
Grounds Maintenance	956.43
Supplies	2,283.69
Total BUILDING	6,214.57
EMS	
Lease/Air/Oxygen	1,013.87
Repairs & Maintenance	379.45
Replacement-EMS	142.32
Supplies	2,267.74
Training	720.00
Total EMS	4,523.38
FIRE	
Professional Dues/Licenses	1,561.90
Fire Prevention/Pub Education	605.24
Batteries	90.95
Conventions/Conferences	3,532.34
Physicals	1,457.00
Repairs & Maintenance	3,989.52
Replacement -Fire	1,814.23
Supplies	2,159.16
Testing/Insp	1,315.00
Training	2,359.68

7:36 AM

HOLMEN AREA FIRE DEPARTMENT

Profit & Loss

January through November 2025

11/24/25

Cash Basis

	<u>Jan - Nov 25</u>
Uniform Clothing	6,423.76
FIRE - Other	<u>140.84</u>
Total FIRE	25,449.62
INSURANCE	
Insurance-General	<u>17,596.00</u>
Total INSURANCE	17,596.00
OFFICE	
Consulting	0.00
Human Resources/Business Suppor	14,285.19
Accounting Services	9,510.00
Computer Maintenance	10,730.17
Office Software	12,985.40
Office Supplies	2,080.41
Postage	353.50
Telephone/Cell-Phones/Internet	<u>6,807.01</u>
Total OFFICE	56,751.68
UTILITIES	
Electricity	9,917.76
Water/Sewer/Runoff	<u>4,409.04</u>
Total UTILITIES	14,326.80
VEHICLES	
Fuel	10,148.31
Repairs & Maintenance	19,358.66
Tire Replacement	<u>4,114.06</u>
Total VEHICLES	<u>33,621.03</u>
Total OPERATIONAL EXPENDITURES	<u>1,586,537.45</u>
Total Expense	<u>1,782,815.37</u>
Net Ordinary Income	<u>382,902.49</u>
Net Income	<u><u>382,902.49</u></u>

7:37 AM

11/24/25

Cash Basis

HOLMEN AREA FIRE DEPARTMENT Profit & Loss Budget vs. Actual January through December 2025

	Jan - Dec 25	Budget	\$ Over Budget	% of Budget
Ordinary Income/Expense				
Income				
2% Fire Protection Equipmnet	93,739.18	80,000.00	13,739.18	117.2%
Income-Budget	1,885,061.00	1,885,061.00	0.00	100.0%
Capital /Reserve Income	50,000.00	50,000.00	0.00	100.0%
Grants	80,617.50			
Income-Interest	1,320.91			
Income-Interest-Special	14,556.18			
Donations/Grants	40,423.09			
Total Income	2,165,717.86	2,015,061.00	150,656.86	107.5%
Expense				
CAPITAL EXPENDITURES				
2% Fire Protection Equipment Ex	165,546.91	80,000.00	85,546.91	206.9%
Building -Capital Expenditures	5,197.02	15,000.00	-9,802.98	34.6%
EMS-Capital Expenditures	14,424.62	20,000.00	-5,575.38	72.1%
Fire-Capital Expenditures	11,109.37	15,000.00	-3,890.63	74.1%
Total CAPITAL EXPENDITURES	196,277.92	130,000.00	66,277.92	151.0%
OPERATIONAL EXPENDITURES				
Wages				
SALARY/WAGES EXPENSE				
Employee Benefit Health	156,858.99	234,600.00	-77,741.01	66.9%
Employee Retirement Career	165,197.33	150,689.65	14,507.68	109.6%
Insurance-DWD Compensation	0.00	5,328.66	-5,328.66	0.0%
Insurance-Life	1,470.97	3,000.06	-1,529.09	49.0%
Insurance-Work-Comp	19,533.11	30,000.00	-10,466.89	65.1%
Officer Salary	95,076.96	103,000.00	-7,923.04	92.3%
Salary	700,906.23	813,994.27	-113,088.04	86.1%
Salary -OT	179,960.07	175,907.37	4,052.70	102.3%
Acting Pay	655.00	1,260.00	-605.00	52.0%
FLSA	10,147.96	21,803.42	-11,655.46	46.5%
Holiday Pay	28,909.80	36,898.09	-7,988.29	78.4%
Parttime Wages	4,067.28	6,000.00	-1,932.72	67.8%
Payroll-Tax Expense	78,080.33	88,653.03	-10,572.70	88.1%
SALARY/WAGES EXPENSE - Other	334.40			
Total SALARY/WAGES EXPENSE	1,441,198.43	1,671,134.55	-229,936.12	86.2%
Total Wages	1,441,198.43	1,671,134.55	-229,936.12	86.2%
BUILDING				
Building Maintenance/Repair	2,974.45	3,000.00	-25.55	99.1%
Grounds Maintenance	956.43	3,000.00	-2,043.57	31.9%
Supplies	2,283.69	4,000.00	-1,716.31	57.1%

HOLMEN AREA FIRE DEPARTMENT
Profit & Loss Budget vs. Actual
 January through December 2025

	Jan - Dec 25	Budget	\$ Over Budget	% of Budget
Total BUILDING	6,214.57	10,000.00	-3,785.43	62.1%
EMS				
Lease/Air/Oxygen	1,013.87	1,200.00	-186.13	84.5%
Repairs & Maintenance	379.45	250.00	129.45	151.8%
Replacement-EMS	142.32	650.00	-507.68	21.9%
Supplies	2,267.74	4,000.00	-1,732.26	56.7%
Training	720.00	1,000.00	-280.00	72.0%
Total EMS	4,523.38	7,100.00	-2,576.62	63.7%
FIRE				
Professional Dues/Licenses	1,561.90	2,000.00	-438.10	78.1%
Fire Prevention/Pub Education	605.24	500.00	105.24	121.0%
Batteries	90.95	300.00	-209.05	30.3%
Conventions/Conferences	3,532.34	4,000.00	-467.66	88.3%
Physicals	1,457.00	5,500.00	-4,043.00	26.5%
Repairs & Maintenance	3,989.52	3,000.00	989.52	133.0%
Replacement -Fire	1,814.23	2,000.00	-185.77	90.7%
Supplies	2,159.16	5,000.00	-2,840.84	43.2%
Testing/Insp	1,315.00	1,000.00	315.00	131.5%
Training	2,359.68	4,000.00	-1,640.32	59.0%
Uniform Clothing	6,423.76	14,000.00	-7,576.24	45.9%
FIRE - Other	140.84			
Total FIRE	25,449.62	41,300.00	-15,850.38	61.6%
INSURANCE				
Insurance-General	17,596.00	16,000.00	1,596.00	110.0%
Total INSURANCE	17,596.00	16,000.00	1,596.00	110.0%
OFFICE				
Consulting	0.00			
Human Resources/Business Support	14,285.19	17,500.00	-3,214.81	81.6%
Accounting Services	9,510.00	9,000.00	510.00	105.7%
Attorney/Support	0.00	4,426.45	-4,426.45	0.0%
Computer Maintenance	10,730.17	14,700.00	-3,969.83	73.0%
Office Software	12,985.40	18,700.00	-5,714.60	69.4%
Office Supplies	2,080.41	1,500.00	580.41	138.7%
Postage	353.50	200.00	153.50	176.8%
Telephone/Cell-Phones/Internet	6,807.01	9,000.00	-2,192.99	75.6%
Total OFFICE	56,751.68	75,026.45	-18,274.77	75.6%
UTILITIES				
Electricity	9,917.76	14,000.00	-4,082.24	70.8%
Heating/Cooling	0.00	1,500.00	-1,500.00	0.0%
Water/Sewer/Runoff	4,409.04	4,000.00	409.04	110.2%

7:37 AM
 11/24/25
 Cash Basis

HOLMEN AREA FIRE DEPARTMENT
Profit & Loss Budget vs. Actual
 January through December 2025

	Jan - Dec 25	Budget	\$ Over Budget	% of Budget
Total UTILITIES	14,326.80	19,500.00	-5,173.20	73.5%
VEHICLES				
Fuel	10,148.31	25,000.00	-14,851.69	40.6%
Repairs & Maintenance	19,358.66	15,000.00	4,358.66	129.1%
Testing/Inspection	0.00	1,000.00	-1,000.00	0.0%
Tire Replacement	4,114.06	4,000.00	114.06	102.9%
Total VEHICLES	33,621.03	45,000.00	-11,378.97	74.7%
Total OPERATIONAL EXPENDITURES	1,599,681.51	1,885,061.00	-285,379.49	84.9%
Total Expense	1,795,959.43	2,015,061.00	-219,101.57	89.1%
Net Ordinary Income	369,758.43	0.00	369,758.43	100.0%
Net Income	369,758.43	0.00	369,758.43	100.0%

HOLMEN AREA FIRE DEPARTMENT

Check Detail

November 3, 2025

ITEM 7d

Type	Num	Date	Name	Item	Account	Paid Amount	Original Amount
Check	17730	11/03/2025	AIRGAS NORTH C...		Park Bank Checking		-56.12
				Lease/Air/Oxygen		-56.12	56.12
TOTAL						-56.12	56.12
Check	17731	11/03/2025	Bound Tree Medica...		Park Bank Checking		-303.02
				Supplies		-303.02	303.02
TOTAL						-303.02	303.02
Check	17732	11/03/2025	FIRE SAFTEY USA		Park Bank Checking		-221.40
				Uniform Clothing		-99.95	99.95
				Replacement -Fire		-121.45	121.45
TOTAL						-221.40	221.40
Check	17733	11/03/2025	FRANK GARROW		Park Bank Checking		-270.73
				2% Fire Protection E...		-270.73	270.73
TOTAL						-270.73	270.73
Check	17734	11/03/2025	FRANK GARROW		Park Bank Checking		-450.00
				Building -Capital Ex...		-450.00	450.00
TOTAL						-450.00	450.00
Check	17735	11/03/2025	Holmen Marine Ltd		Park Bank Checking		-705.06
				Repairs & Maintena...		-705.06	705.06
TOTAL						-705.06	705.06
Check	17736	11/03/2025	VISA		Park Bank Checking		-2,535.16
				Fire Prevention/Pub ...		-33.18	33.18
				Supplies		-122.82	122.82
				Office Supplies		-429.07	429.07
				Telephone/Cell-Pho...		-180.26	180.26

8:45 AM

10/31/25

HOLMEN AREA FIRE DEPARTMENT
Check Detail
November 3, 2025

Type	Num	Date	Name	Item	Account	Paid Amount	Original Amount
					Conventions/Confer...	-285.00	285.00
					Replacement -Fire	-72.69	72.69
					2% Fire Protection E...	-843.87	843.87
					Repairs & Maintena...	-31.98	31.98
					Supplies	-186.29	186.29
					Office Supplies	-350.00	350.00
TOTAL						-2,535.16	2,535.16

HOLMEN AREA FIRE DEPARTMENT
Check Detail
 November 12, 2025

Type	Num	Date	Name	Item	Account	Paid Amount	Original Amount
Check	17738	11/12/2025	BAYCOM INC		Park Bank Checking		-342.88
					Repairs & Maintena...	-342.88	342.88
TOTAL						-342.88	342.88
Check	17739	11/12/2025	BOB'S LOCK & SA...		Park Bank Checking		-55.00
					Building Maintenanc...	-55.00	55.00
TOTAL						-55.00	55.00
Check	17740	11/12/2025	TROY BRINDLE		Park Bank Checking		-263.70
					2% Fire Protection E...	-263.70	263.70
TOTAL						-263.70	263.70
Check	17741	11/12/2025	ENGELSON & ASS...		Park Bank Checking		-750.00
					Accounting Services	-750.00	750.00
TOTAL						-750.00	750.00
Check	17742	11/12/2025	FIRE SAFTEY USA		Park Bank Checking		-575.63
					Replacement -Fire	-575.63	575.63
TOTAL						-575.63	575.63
Check	17743	11/12/2025	HOLMEN ACE HAR...		Park Bank Checking		-109.10
					Supplies	-49.13	49.13
					Batteries	-59.97	59.97
TOTAL						-109.10	109.10
Check	17744	11/12/2025	KWIK TRIP		Park Bank Checking		-1,157.66
					Fuel	-1,157.66	1,157.66
TOTAL						-1,157.66	1,157.66

HOLMEN AREA FIRE DEPARTMENT
Check Detail
 November 12, 2025

Type	Num	Date	Name	Item	Account	Paid Amount	Original Amount
Check	17745	11/12/2025	MACQUEEN		Park Bank Checking		-6,111.08
				2% Fire Protection E...		-374.97	374.97
				2% Fire Protection E...		361.33	-361.33
				2% Fire Protection E...		-3,545.50	3,545.50
				Supplies		-365.95	365.95
				Supplies		-75.00	75.00
				Repairs & Maintena...		-735.00	735.00
				FIRE		-140.84	140.84
				Repairs & Maintena...		-906.00	906.00
				Repairs & Maintena...		-329.15	329.15
TOTAL						-6,111.08	6,111.08
Liability Check	17746	11/12/2025	SECURIAN LIFE IN...		Park Bank Checking		-190.54
				Insurance-Life		-157.62	157.62
				Life Insurance Paya...		-32.92	32.92
TOTAL						-190.54	190.54
Check	17747	11/12/2025	VISION DESIGN G...		Park Bank Checking		-60.00
				Office Software		-60.00	60.00
TOTAL						-60.00	60.00
Check	17748	11/12/2025	ZIEGLER HEATING...		Park Bank Checking		-235.00
				Building Maintenanc...		-235.00	235.00
TOTAL						-235.00	235.00

HOLMEN AREA FIRE DEPARTMENT
Check Detail
November 20, 2025

Type	Num	Date	Name	Item	Account	Paid Amount	Original Amount
Check	17749	11/20/2025	AIRGAS USA, LLC		Park Bank Checking		-117.73
				Lease/Air/Oxygen		-117.73	117.73
TOTAL						-117.73	117.73
Check	17750	11/20/2025	Bound Tree Medica...		Park Bank Checking		-173.49
				Supplies		-173.49	173.49
TOTAL						-173.49	173.49
Check	17751	11/20/2025	EMC INSURANCE ...		Park Bank Checking		-3,061.00
				Insurance-Work-Co...		-3,061.00	3,061.00
TOTAL						-3,061.00	3,061.00
Check	17752	11/20/2025	FIRE SAFTEY USA		Park Bank Checking		-539.65
				Supplies		-258.70	258.70
				Fire-Capital Expendi...		-280.95	280.95
TOTAL						-539.65	539.65
Check	17753	11/20/2025	McMahon Associat...		Park Bank Checking		-3,465.00
				Human Resources/...		-3,465.00	3,465.00
TOTAL						-3,465.00	3,465.00
Check	17754	11/20/2025	Murphy's Frame & ...		Park Bank Checking		-1,427.59
				Repairs & Maintena...		-1,427.59	1,427.59
TOTAL						-1,427.59	1,427.59
Check	17755	11/20/2025	POMP'S TIRE		Park Bank Checking		-2,499.22
				Tire Replacement		-2,499.22	2,499.22
TOTAL						-2,499.22	2,499.22

HOLMEN AREA FIRE DEPARTMENT
Check Detail
November 20, 2025

Type	Num	Date	Name	Item	Account	Paid Amount	Original Amount
Check	17756	11/20/2025	EMC INSURANCE ...		Park Bank Checking		-2,627.36
					Insurance-Work-Co...	-2,627.36	2,627.36
TOTAL						-2,627.36	2,627.36

Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: November 05, 2025
Re: EMC Audit Adjustment Approval

Employers Mutual Casualty Company (EMC) has submitted the attached invoice for additional premium for HAFD's Workers Compensation Policy. This adjusted premium is based on a recent audit.

After discussion; I am asking for the HAFD Board of Directors support through motion to approve payment of the attached EMC invoice in the amount of \$3,061.00.



BILLING NOTICE

INVOICE	DUE DATE
25309050	12/05/25

HOLMEN AREA FIRE DEPT
 710 S MAIN ST
 HOLMEN WI 54636-9631

NOTICE ISSUE DATE: 11/05/25
 RE: POLICY # 5H74719
 EFFECTIVE DATE: 10/25/24
 EXPIRATION DATE: 10/25/25

An audit to your previous Workers Compensation policy has generated additional premium. Please remit the amount due by the DUE DATE. Prompt payment will avoid further notices. If total payment has been made please disregard this notice.

BILLING INFORMATION

PRIOR BALANCE:	1078.00
POLICY CHANGES:	3061.00
PAYMENT RECEIVED:	1078.00
POLICY BALANCE:	<u>3061.00</u>
MINIMUM DUE:	3061.00

Pay online by eCheck at www.emcinsurance.com

For Policy and Coverage Questions Contact:

FLEIS INSURANCE AGENCY
 1824 E MAIN ST
 PO BOX 537
 ONALASKA WI 54650-8756

For Questions Regarding This Notice Contact:

EMC INSURANCE COMPANIES
 ACCOUNTING DEPARTMENT
 WISCONSIN WORKER'S COMPENSATION INSURANCE POOL
 855-495-1800

PLEASE DETACH AND RETURN BOTTOM SECTION WITH PAYMENT, PAYABLE TO EMC INSURANCE COMPANIES. THANK YOU.

POLICY NUMBER: 5H74719
 EFFECTIVE DATE: 10/25/24
 NOTICE TYPE: AUDIT
 INVOICE NUMBER: 25309050

POLICY BALANCE: 3061.00
MINIMUM DUE: 3061.00
 DUE DATE: 12/05/25

AMOUNT PAID: _____

HOLMEN AREA FIRE DEPT
 710 S MAIN ST
 HOLMEN WI 54636-9631

EMC INSURANCE COMPANIES
 P.O. BOX 78581
 MILWAUKEE, WI 53278-8581

PREMIUM AUDIT STATEMENT

EMPLOYERS MUTUAL CASUALTY COMPANY
MILWAUKEE BRANCH

Policy Number 5H7-47-19---25

Named Insured

HOLMEN AREA FIRE DEPT
710 S MAIN ST
HOLMEN, WI 54636-9631

Producer

FLEIS INSURANCE AGENCY
1824 E MAIN ST
PO BOX 537
ONALASKA, WI 54650-8756

Agent Number: AD4000

Workers Compensation

Physical Audit

Policy Period: 10/25/24 to 10/25/25

Audit Period: 10/25/24 to 10/25/25

CLASSIFICATION	CODE	EXPOSURE	RATE	PREMIUM
WISCONSIN				
FIREFIGHTERS & DRIVERS - NON-VOLUNTEER	7704	1,092,402	3.07	\$ 33,537.00
EMPLOYERS LIABILITY	9812			\$ 369.00
EXPERIENCE MODIFICATION	9898		0.870	\$ -4,408.00
TERRORISM	9740	1,092,402	.02	\$ 218.00
CATASTROPHE (OTHER THAN CERT ACTS)	9741	1,092,402	.01	\$ 109.00
EXPENSE CONSTANT	0900			\$ 220.00

Earned Premium	\$ 30,045.00
Total Policy Premium	\$ 26,984.00
Net Additional Premium	\$ 3,061.00

In accordance with the conditions of your insurance contract, we have performed a premium audit on your policy. Based on the audit you will receive an invoice for the additional premium.

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Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: November 20, 2025
Re: EMC Invoice Approval

Employers Mutual Casualty Company (EMC) has submitted the attached monthly invoice for HAFD's Workers Compensation Policy. The minimum payment due is \$2,627.36, which exceeds the current \$2,500.00 spending limit authorization established by the HAFD Board.

Following discussion; I am requesting that the HAFD Board of Directors approve the following actions:

1. Motion to approve payment of the attached EMC invoice at the minimum due amount of \$2,627.36.
2. Motion to suspend the \$2,500.00 spending limit for all future EMC monthly invoices related specifically to payments for the Workers Compensation premium, allowing these payments to be process without recurring Board approval.

BILLING NOTICE**INVOICE****DUE DATE**

25318039

12/04/25

HOLMEN AREA FIRE DEPT
710 S MAIN ST
HOLMEN WI 54636-9631

NOTICE ISSUE DATE: 11/14/25
RE: POLICY # 5H74719
EFFECTIVE DATE: 10/25/25
EXPIRATION DATE: 10/25/26

Premium is due on your Workers Compensation policy. Please remit the amount due by the DUE DATE. Prompt payment will avoid further notices. If total payment has been made please disregard this notice.

BILLING INFORMATION

PRIOR BALANCE:	27387.00
POLICY CHANGES:	3106.00
PAYMENT RECEIVED:	6846.75
	<hr/>
POLICY BALANCE:	23646.25
MINIMUM DUE:	2627.36

Pay online by eCheck at www.emcinsurance.com

For Policy and Coverage Questions Contact:

FLEIS INSURANCE AGENCY
1824 E MAIN ST
PO BOX 537
ONALASKA WI 54650-8756

For Questions Regarding This Notice Contact:

EMC INSURANCE COMPANIES
ACCOUNTING DEPARTMENT
WISCONSIN WORKER'S COMPENSATION INSURANCE POOL
855-495-1800

PLEASE DETACH AND RETURN BOTTOM SECTION WITH PAYMENT, PAYABLE TO EMC INSURANCE COMPANIES. THANK YOU.

POLICY NUMBER: 5H74719
EFFECTIVE DATE: 10/25/25
NOTICE TYPE: **INSTALLMENT**
INVOICE NUMBER: 25318039

POLICY BALANCE: 23646.25
MINIMUM DUE: 2627.36
DUE DATE: 12/04/25

AMOUNT PAID: _____

HOLMEN AREA FIRE DEPT
710 S MAIN ST
HOLMEN WI 54636-9631

EMC INSURANCE COMPANIES
P.O. BOX 78581
MILWAUKEE, WI 53278-8581

Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: November 13, 2025
Re: McMahon Invoice Approval

McMahon Associates has submitted the attached invoice for professional services rendered from September 28, 2025 to November 01, 2025. Time and expenses related to labor contract negotiations, creation of new collective bargaining agreement document language, and editing of existing language are all included in this invoice.

After discussion; I am asking for the HAFD Board of Directors support through motion to approve payment of the McMahon invoice for professional service rendered September 28, 2025 to November 01, 2025 in the amount of \$3,465.00.

NOV 17 REC'D



INVOICE
McMAHON ASSOCIATES, INC.
1445 McMAHON DRIVE NEENAH, WI 54956
Mailing P.O. Box 1025 NEENAH, WI 54957-1025
PH 920.751.4200 FAX 920.751.4284
WWW.MCMGRP.COM
EIN NO. 39-0735791

Ryan Ostreng
Holmen Fire District
P.O. Box 158
Holmen, WI 54636

November 13, 2025
Invoice No: 401109
Client No. H0709

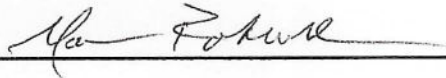
Invoice Total \$3,465.00

Project 04-22-00321 Fire Management Counsel
Professional Services from September 28, 2025 to November 01, 2025

Phase	02	Fire Department Sustainabilty	
Professional Services			3,465.00
		Phase Total	\$3,465.00
		Invoice Total	\$3,465.00

Thank you for your business

Authorized
By:



Mark Rohloff

Terms Net 30. ACH payment is preferred but not required. Contact Lisa at Ltiseling@mcmgrp.com for ACH instructions.

Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: November 11, 2025
Re: Ziegler AC Replacement Proposal

Following discussion at the October 2025 Board Meeting, I requested Ziegler Heating and Refrigeration to issue a new quote for only the installation of a new air conditioning unit for the current fire station. The existing air conditioner has been more costly with repairs than the existing furnace.

If appropriate following discussion, I am requesting that the HAFD Board of Directors support this request through a motion to approve up to \$5,698.00 for costs associated with the installation of an Amana central air conditioner as specified in the proposal submitted by Ziegler Heating and Refrigeration.

Proudly Serving the Town of Holland and Village of Holmen

Proposal



305 S. Main Street – P.O. Box 156
 Holmen, WI 54636
 608-526-4888
 www.zieglerheating.net

PROPOSAL SUBMITTED TO Holmen Fire Dept.	PHONE 608-526-9363	DATE 11/11/2025
STREET 710 South Main Street	JOB NAME	
CITY, STATE & ZIP CODE Holmen, WI 54636	JOB LOCATION	

We hereby submit specifications and estimates for:

Installation of Amana central air conditioner as specified below:

- **Model: ALXS3B3010 Condensing Unit (30,000 BTU's, 14.5 SEER2). R32 refrigerant.**
 - **Model: CAPFA3626C3 Evaporator Coil.**
 - **Install evaporator coil in plenum of furnace.**
 - **Install PVC condensate line for drain.**
 - **Line voltage wiring to A/C unit.**
 - **Install and calibrate Honeywell Pro 8000 thermostat and connect low voltage wiring.**
 - **Install and level pad for base of A/C unit.**
 - **Insulated refrigeration line set for A/C.**
 - **A/C performance test.**
 - **Remove and haul away old equipment.**
 - **Complete system start up, check and clean up.**
 - **A/C – 1 year labor, 5 years parts and 5 years on the compressor.**
- All other materials and accessories – 1 year labor and parts.**

**Notes: Coupons available at Zieglerheating.net
 Please turn in coupons on day of installation.**

A/C: \$5,798.00
 A/C Coupon: -\$100.00
 Total: \$5,698.00

Payment to be made as follows: **In full upon completion.**

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado and other necessary insurance. Our workers are fully covered by Workmen's Compensation Insurance.

Authorized
Signature _____

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

Acceptance of Proposal

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

Date of Acceptance: _____

27 of 81

Signature: _____

Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: November 11, 2025
Re: Ziegler Mini Split Quote

The dorm area of the current fire station has consistently proven difficult to keep at a comfortable temperature during seasonal fluctuations. After reviewing options, I requested Ziegler Heating and Refrigeration provide a proposal for the installing a Mini Split heat pump system to improve climate control in that space.

If appropriate following discussion, I am requesting that the HAFD Board of Directors support this request through a motion to approve up to \$5,000.00 for costs associated with the installation of a Fujitsu Mini-Split system as specified in the attached proposal submitted by Ziegler Heating and Refrigeration.

Proposal



305 S. Main Street – P.O. Box 156
 Holmen, WI 54636
 608-526-4888
 www.zieglerheating.net

PROPOSAL SUBMITTED TO Holmen Fire Department	PHONE 608-526-9363	DATE 11/12/2025
STREET 710 South Main Street	JOB NAME	
CITY, STATE & ZIP CODE Holmen, WI 54636	JOB LOCATION	

We hereby submit specifications and estimates for:

Installation of Fujitsu Mini Split:

- **Model: AOUH09KZAH1 Fujitsu Heat Pump condenser 33.1 SEER2.
Cooling BTU: 3,100 – 12,500 Heating BTU: 3,500 – 23,000 Heating down to -15°.**
- **Model: ASUH09KZAS Fujitsu Coil for dorm.**
- **Install drain line.**
- **1 digital remotes.**
- **Install line set with line hide cover.**
- **Equipment pad.**
- **Warranty: 1 year labor, 12 years parts and 12 years on the compressor.**


Est: \$4,556.00

Notes:

Electrical by others

Payment to be made as follows: **In full upon completion.**

All material is guaranteed to be as specified. All work to be completed in a workmanlike manner according to standard practices. Any alteration or deviation from above specifications involving extra costs will be executed only upon written orders, and will become an extra charge over and above the estimate. All agreements contingent upon strikes, accidents or delays beyond our control. Owner to carry fire, tornado and other necessary insurance. Our workers are fully covered by Workmen's Compensation Insurance.

Authorized Signature 

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

Acceptance of Proposal

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

Date of Acceptance: _____

29 of 81

Signature: _____

Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: November 9, 2025
Re: 762 Support Vehicle Sale

HAFD will be offering Support Vehicle 762, a 2005 Ford Excursion Sport SUV, for sale beginning Monday, November 10, 2025. As discussed and agreed upon at the March 25, 2025, HAFD Board meeting, the vehicle will be sold through a sealed bidding process. All emergency equipment, including the siren system, warning lights, and HAFD decals, has been removed by staff. Sealed bids will be accepted starting Monday, November 10, 2025, through Monday, November 24, 2025. Bids will be publicly opened at 10:00 a.m. on Monday, November 24, 2025, at the Holmen Area Fire Department Station.



2005 Ford Excursion Sport 4 Door SUV Specs:

- VIN# 1FMNU41SX5EB92339
- 6.8L V10
- Mileage: 54,000 - odometer reading
- Automatic Transmission
- 4x4 manual lock out hubs and shift

Issues:

- Mechanical issues noted:
 - Very notable side to side drifting in the steering system. This could be a failing steering box, loose or worn steering drag link, loose or worn upper and lower control arm bushings, loose or worn tie rod ends or wheel bearings. Contributing factors - tire wear and unaligned frontend. Replace tires and align frontend. Original shocks and steering stabilizer
 - 4x4 manual lock out hubs and shift unknown working condition.
- Interior/exterior issues noted:
 - Driver and passenger seats damaged – ripped.
 - Dash scratched and cracked. Passenger rear door window not working.
 - All door weatherstripping damaged.
 - Roof leaking around holes drilled for light bar and antenna.
 - Missing 3rd row seat.
 - Seats fabric/vinyl don't match.
 - Paint is sun faded where decals were placed.
 - Unknow condition of paint under large reflective decals.
 - Rusting driver's side rear passenger door and ¼ panel and rocker.
 - Failing rear door struts,

Research on Value:

- Kelly Blue book trade in value \$7,000 – \$8,500
- Carvana value \$4,600
- 1 private seller - \$10,000 - \$12,000
- Remainder of private sellers \$3,000 to \$5,000 under Kelly BB

Sale Plan:

- Sealed offer bids
- Post advertisement to Face Book HAFD Facebook account
- Post advertisement to Travis Wills Facebook Market Place account
- Post article on the HAFD website
- On display in the HAFD parking lot
- Sealed bids placed
- Bids accepted 08:00 am Monday, November 10, 2025 to 08:00 Monday, November 24, 2025.
- Seal bid opening at 10:00 am Monday November 24, 2025 at the Holmen Area Fire Department fire station.

CALLS BY MONTH

	2017	-/+	2018	-/+	2019	-/+	2020	-/+	2021	-/+	2022	-/+	2023	-/+	2024	-/+	2025	-/+
JANUARY	74	23	74	0	103	29	83	-20	83	0	113	30	92	-21	99	7	101	2
FEBRUARY	82	23	71	-11	80	9	71	-9	80	9	92	12	97	5	90	-7	96	6
MARCH	81	8	65	-16	107	42	64	-43	111	26	112	1	103	-9	84	-19	103	19
APRIL	90	23	87	-3	97	10	85	-12	104	19	122	18	130	8	83	-47	85	2
MAY	85	22	92	7	82	-10	70	-12	101	31	131	30	114	-17	83	-31	113	30
JUNE	76	-4	90	14	98	8	83	-15	88	5	91	3	94	3	97	3	111	14
JULY	79	0	98	19	80	-18	92	12	109	17	104	-5	101	-3	98	-3	136	38
AUGUST	82	-14	87	5	84	-3	97	13	125	28	104	-21	113	9	110	-3	126	16
SEPTEMBER	64	5	84	20	77	-7	90	13	113	23	128	15	97	-31	89	-8	118	29
OCTOBER	80	22	82	2	87	5	109	22	132	23	100	-32	120	20	104	-16	139	35
NOVEMBER	89	21	94	5	77	-17	106	29	94	-12	109	15	107	-2	103	-4		
DECEMBER	64	-8	77	13	85	8	102	17	109	7	109	0	118	9	91	-27		
TOTAL	946	121	1001	55	1057	56	1052	-5	1249	176	1315	66	1286	-29	1131	-155	1128	191

CALL TYPES RESPONDED TO FOR OCTOBER

<u>INCIDENT TYPE</u>	<u>TOTAL</u>
1 - Fire	5
2 - Overpressure Rupture, Explosion, Overheat-No Fire	0
3 - Rescue & Emergency Medical Service Incident	100
4 - Hazardous Condition (No Fire)	10
5 - Service Call	3
6 - Good Intent Call	19
7 - False Alarm & False Call	2
8 - Severe Weather & Natural Disaster	0
9 - Special Incident Type	0
	139



Holmen Area Fire Department

710 S Main St, Holmen, WI 54636

608-526-9363

www.holmenfire.com



ITEM 8a2

October 2025

HAFD Incidents by Municipality

Report Pulled On: 11/13/2025

Incident Category	Total
Municipality: City of Onalaska	
6 - Good Intent Call	1
Total: 1	
Municipality: Shelby	
1 - Fire	1
Total: 1	
Municipality: Town of Holland	
3 - Rescue & Emergency Medical Service Incident	18
5 - Service Call	1
6 - Good Intent Call	1
Total: 20	
Municipality: Village of Holmen	
1 - Fire	4
3 - Rescue & Emergency Medical Service Incident	82
4 - Hazardous Condition (No Fire)	10
5 - Service Call	2
6 - Good Intent Call	17
7 - False Alarm & False Call	2
Total: 117	
Total: 139	

Report Criteria	
Municipality:	Is In Bangor/Burns, Campbell, City of Onalaska, Farmington, Galesville, La Crescent, La Crosse, Medary, Shelby, Stoddard/Bergen, Town of Holland, Town of Onalaska, Trempealeau, Village of Holmen, West Salem
Agency Name:	Contains Holmen
Basic Incident Date - Derived (Fd1.3):	Is Equal To Last Month

Description
This report is for the HAFD Board fire administration report and captures the incident for the previous month categorized by call type and grouped by municipality.

Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: November 5, 2025
Re: Shovel Ready Fire Station Plan Estimated Cost

I reached out to Robert Krzyanowski and Laura Eysnogle to obtain an estimated cost for advancing the Wendel Five Bugles Design station study report to a shovel ready fire station plan. Robert advised that approximately 80% of the Architectural/Engineering (A/E) fee would be required to develop a shovel ready plan with bid documents.

Referring to the A/E fee of \$860,559 listed in the attached *Estimate of Probable Costs*, an 80% share of that cost results in an estimated cost of \$688,500 to bring the project to a shovel-ready state.

A shovel-ready plan with associated bid documents would carry forward the work completed during the fire station study into the next stages of design, positioning HAFD to begin construction once land and funding are secured.

Laura Eysnogle is available to attend the December 16, 2025 HAFD Board Meeting should the Board wish to receive additional detail or ask questions about the shovel-ready design process.



ESTIMATE OF PROBABLE COSTS

Project: Holmen Area Fire Department - Station 1

Location: Holmen, WI

Date:

10-Sep-25

Potential Costs

Station 1

				PROBABLE COST		Remarks
				Base Bid	Alternate	
Site Acquisition						
Preferred Site				\$0	\$0	
Sub Total				\$0	\$0	
Building Construction Costs						
	Size (sf)		Cost/SF			
New Construction	24,140		\$385	\$9,293,900		
New Construction - Alternate	1,485		\$275		\$408,375	
New Construction - Outbuilding	0		\$385	\$0		
Sitework	150,000		\$9	\$1,350,000		
Construction Costs Subtotal				\$10,643,900	\$408,375	
CM Fee	2.5%	of Construction Costs		\$266,098	\$10,209	
Inflation Contingency	8.0%	of Construction Costs		\$851,512	\$32,670	Through end of 2026
Design Contingency	5.0%	of Construction Costs		\$532,195	\$20,419	
Sub Total				\$12,293,705	\$471,673	
Furniture Fixtures and Equipment						
FF&E	3.5%	of Construction Costs		\$430,280	\$16,509	Furniture, Fixtures, Equipment, etc.
Security	Allowance			\$50,000	\$0	Card Access & Security Cameras
Others				\$0	\$0	
Sub Total				\$480,280	\$16,509	
Communications and Technology						
Station Alerting System	Allowance			\$100,000	\$2,000	
Audio Visual Equipment	Allowance			\$30,000	\$1,000	
Other IT	Allowance			\$0	\$0	
Sub Total				\$130,000	\$3,000	
Professional Fees and Legal						
Architectural/Engineering	7.0%	of Construction Costs		\$860,559	\$33,017	
Architectural/Engineering - Report				\$25,500		
Construction Contingency	5.0%	of Construction Costs		\$614,685	\$23,584	
Geotechnical Studies				\$15,000	\$0	
Site Survey				\$5,350	\$0	
Unsuitable Soils Contingency				\$50,000	\$5,000	
Power to Site				\$25,000	\$0	
Fiber to Site				\$10,000	\$0	
Gas to Site				\$10,000	\$0	
LEED/Sustainability				\$0	\$0	
Hazardous Materials /Asbestos				\$0	\$0	
Testing and Inspections				\$25,000	\$2,000	
Sub-Total				\$1,641,095	\$63,601	
SUBTOTAL				\$14,545,079	\$554,782	
TOTAL W ALTERNATES				\$15,099,861		



HOLMEN AREA FIRE DEPARTMENT FLEET REPLACEMENT PLAN

Ryan Ostreng, Fire Chief

October 20, 2025

Holmen Area Fire Department Fleet Replacement Plan

The Holmen Area Fire Department (HAFD) lacks a current fleet replacement plan to assist department personnel and the Board of Directors in making informed decisions about these costly, yet essential, vehicles. This plan aims to provide a strategic and financially responsible framework for replacing the various fire apparatus used by HAFD, ensuring the department maintains safe, efficient, and dependable emergency response operations.

The objectives of this plan include:

1. Maintain a modern, functional fleet that meets NFPA standards;
2. Avoid excessive maintenance costs from aging equipment.
3. Plan and budget for replacements proactively.
4. Increase operational efficiency and firefighter safety.

The standards used as reference to this plan include:

- National Fire Protection Association (NFPA) 1900 (2024): Standard for Aircraft Rescue and Firefighting Vehicles, Automotive Fire Apparatus, Wildland Fire Apparatus, and Automotive Ambulances;
- NFPA 1901 (2016): Standard for Automotive Fire Apparatus;
- NFPA 1910 (2024): Standard for Inspection, Maintenance, Refurbishment, Testing, Retirement of In-Service Emergency Vehicles, and Requirements for Marine Firefighting Vessels;
- NFPA 1911 (2017): Standard for Inspection, Maintenance, Testing, and Retirement of In-Service Emergency Vehicles;
- FEMA guidelines; and
- Insurance Service Office (VERISK) fire department engine, ladder/service, and reserve apparatus rating requirements.

This plan is a living document and should be reviewed and updated annually to ensure the needs of the department are adequately captured and the partner municipalities are kept informed.



FUNDING AND BUDGET STRATEGY

The following outlines a forward-looking approach to securing and managing funds for apparatus replacement. The goal is to ensure transparency, long-term planning, and financial sustainability:

- **Capital Improvement Plan (CIP):** Implement a multi-year budgeting process to distribute costs over several years. Under the current agreement, each municipality within the HAFD agreement contributes an equal share toward capital expenditures. This plan enables municipalities to anticipate and prepare for future fire district equipment and capital needs.
- **Grants:** Pursue funding opportunities through the Assistance to Firefighters Grant (AFG) program and other state-level funding sources.
- **Lease-Purchase Agreements:** Utilize lease-purchase options to manage large equipment acquisitions in a fiscally responsible manner over time.
- **Reserve Fund:** Continue designating a portion of the annual 2% dues collected from the state to the apparatus reserve fund to support future replacement needs.

MAINTENANCE AND EVALUATION

The following outlines a structured approach to maintaining, assessing, and managing the lifecycle of all fire apparatus to ensure reliability, safety, and cost-effectiveness.

- **Annual Evaluation:** Conduct yearly inspections and performance reviews of each apparatus to assess condition, operational readiness, and compliance with safety standards.
- **Maintenance Tracking:** Maintain comprehensive service and repair logs to monitor performance trends, identify recurring issues, and support data-driven maintenance planning.
- **Mid-Life Refurbishment:** Evaluate the potential for mid-life refurbishments to extend service life, enhance performance, and reduce long-term replacement costs where appropriate.
- **Decommissioning Protocol:** Establish a standardized process for decommissioning apparatus, including assessment for resale, trade-in, or donation opportunities to maximize value and support community benefit.

REPLACEMENT PRIORITY EVALUATION

Apparatus replacement should be prioritized based on the following factors:

1. **Mission Criticality:** Importance of the apparatus to core emergency response operations.
2. **Age and Usage:** Consideration of the unit's age, mileage, and total operating hours.
3. **Safety Compliance:** Alignment with current NFPA standards and industry safety features (e.g., seatbelts, airbags, ABS, emissions compliance).
4. **Maintenance Costs:** Evaluation of maintenance expenses and trends indicating increasing repair frequency or cost.
5. **Operational Reliability:** Assessment of dependability, including frequency and severity of mechanical failures.
6. **Functional Adequacy:** Identification of any operational or design deficiencies that limit effectiveness or safety.

FIRE SERVICE RECOMMENDED REPLACEMENT CYCLES		
Apparatus Type	Recommended Replacement Cycle	Notes
Frontline Engines	15 years	
Reserve Engines	+5 years beyond frontline	Total of 20 years
Aerials	20 years	Increased maintenance costs after 15 years
Tenders	20 years	Increased maintenance costs after 15 years
Command/Staff/Support	7 to 10 years	SUV/Light-duty vehicles
Specialty	15 to 20 years	Light rescue, brush truck, UTV, boat

FLEET INVENTORY OVERVIEW AND REPLACEMENT PLAN

Emergency Service Staff Light Duty Vehicle Replacement



The Holmen Area Fire Department programmed replacement of emergency staff light-duty vehicles would allow for the rotation and replacement of vehicles based on work assignment needs, have excessive mileage, suffer from unreliable performance, and have repairs needed that exceed the value of the vehicle. The criteria for determining the future replacement of these vehicles includes if they have over 120,000 miles, or are over 12 years old, or a new light-duty vehicle would best meet operational needs of the Department.

EMERGENCY SERVICE STAFF LIGHT-DUTY VEHICLES								
Unit	Location	Year	Make	Category	Mileage	Veh ID	Revolving	Recommended Replacement
Car 1	HAFD Sta.	2025	Chevrolet	SUV	294	76125	Yes	2037
Car 2	HAFD Sta.	2014	Ford	SUV	63,665	761	Yes	2026
Support 1	HAFD Sta.	2005	Ford	SUV	52,716	762	Yes	2017

Plan

Current Car 1 (listed above as Car 2) will rotate to Car 2 status when new Car 1 is placed into service this year (2025). Car 2 will serve as a backup command vehicle and as a staff car for use by an eventual second fire administrator position.

Support 1 will be decommissioned and will be replaced by Car 2 for the time being until Brush 1 can be rotated into a support role.

Specialized Vehicle Replacement



The Holmen Area Fire Department programmed replacement of specialized vehicles (e.g., rescue, service, support) would allow for the replacement of vehicles that have excessive mileage, suffer from unreliable performance, and have repairs that exceed the value of the vehicle. Some of these vehicles are often lightly used and incur minimal levels of mileage each year. But others are heavily used and incur higher levels of mileage and use each year.

The criteria for determining the future replacement of these lightly used vehicles are if they have over 120,000 miles or are over 20 years old, or new options exist that better meet the operational needs of the department.

SPECIALIZED VEHICLES								
Unit	Location	Year	Make	Category	Mileage/Hours	Veh ID	Revolving	Recommended Replacement
Rescue 1	HAFD Sta.	2017	Ford	Rescue	30,420/0	761	Yes	2037
Brush 1	HAFD Sta.	2011	Ford	Pickup	5,258/0	764	Yes	2031
UTV 1	HAFD Sta.	2007	Polaris	UTV 6x6		770	Yes	2027
Boat 1	HAFD Sta.	2012	G3 1860 VBM	Shallow Boat		765	Yes	2034

Plan

Replace Brush 1 and rotate current Brush 1 to a support role as Support 1. For new Brush 1,

consider a hybrid brush truck/mini-pumper setup to use for both grass/brush fires as well as an initial attack fire engine that can be used in areas of the district where properties have narrow and/or steep driveways that make it more challenging to get a standard pumper to make access onto the property.

Fire Engine Replacement



The Holmen Area Fire Department’s fleet currently consists of two primary fire engines with no reserve engines. The department’s long-term objective is to maintain a fleet rotation plan in which each fire engine serves a primary front-line role for 10 years, followed by a secondary front-line role for an additional 10 years before being decommissioned. This approach establishes a 20-year total service life for each apparatus.

FIRE ENGINES								
Unit	Location	Year	Make	Chassis	Hours/Mileage	Veh ID	Revolving	Recommended Replacement
Engine 1	HAFD Sta.	2023	Pierce	Saber	1029/12,498	771	Yes	2043
Engine 2	HAFD Sta.	2013	Pierce	Dash CF	3298/28,451	772	Yes	2033

Plan

Order a replacement engine in 2028 for Engine 2 (assuming a 48 to 60 month build time). Current replacement fire for Engine 1 is \$1,070,000.

Fire Aerial Replacement



The Holmen Area Fire Department currently operates without an aerial apparatus in its fleet. Within the HAFD district, there are nine multi-family residential buildings and one assisted living facility that are three stories in height (excluding roof peaks). In addition, there are two processing and manufacturing facilities with roof elevations of approximately 40 feet.

An aerial apparatus would significantly enhance the Department's ability to provide elevated access and master stream capabilities for these occupancies, improving both operational effectiveness and firefighter safety.

The Department's long-term fleet plan aspires for an aerial apparatus to serve in a front-line role for 20 years before being decommissioned at the end of its service life.

Plan

Order an aerial apparatus to be placed into service by 2045.

Fire Water Tender Replacement



The Holmen Area Fire Department's water tender fleet currently consists of one primary apparatus. The Department's long-term fleet objective is for each water tender to serve in a

front-line role for 30 years before being retired from service, establishing a 30-year service life standard for this apparatus type.

FIRE TENDERS								
Unit	Location	Year	Make	Chassis	Hours/Mileage	Veh ID	Revolving	Recommended Replacement
Tender 1	HAFD Sta.	1998	Freightliner	FL80	1,262/13,624	773	Yes	2028

Plan

Order a new engine ASAP to replace Engine 1. Replace Tender 1 with current Engine 1.

CONCLUSION

A structured fire apparatus replacement plan ensures fiscal responsibility, public safety, and operational readiness. By planning proactively and revisiting this plan annually, the department can mitigate risk, control costs, and ensure long-term sustainability of emergency services.

DRAFT

UNIT	LOCATION	YR	MAKE	CATEGORY	VEH ID	RECOMMENDED REPLACEMENT	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	2047	2048	2049	2050	2051	2052	
FIRE ENGINES																																					
Engine 2	HAFD Station	2013	Pierce	Saber Pumper	772	2035	SEC												AUC																		
Engine 1	HAFD Station	2023	Pierce	Dash CF Pumper	77123	2029	E1						TN1-B																								
Engine 1-B	HAFD Station	2029	Pierce	Impel Pumper	77129	2049							E1-B						SEC																AUC		
Engine 2-B	HAFD Station	2035	Pierce	Impel Pumper	77235	2055													E2-B																SEC		
Engine 1-C	HAFD Station	2049	Pierce	Impel Pumper	77149	2069																													E1-C		
FIRE AERIAL																																					
Quint 1	HAFD Station	2045	Pierce	Impel Ladder	76945	2065																														Q1	
FIRE TENDERS																																					
Tender 1	HAFD Station	1998	Freightliner	Tender	773	2029							AUC																								
Tender 1-B	HAFD Station	2023	Pierce	Tender/Engine	77323	2053							TN1-B																								
RESCUES																																					
Rescue 1	HAFD Station	2017	Rosenbauer	Light Rescue	766	2032													AUC																		
Rescue 1-B	HAFD Station	2032		Light Rescue	76132	2044													R1-B																AUC		
Rescue 1-C	HAFD Station	2044		Light Rescue	76144	2056																													R1-C		
EMERGENCY SERVICE STAFF LIGHT-DUTY VEHICLES																																					
Car 1	HAFD Station	2014	Ford	SUV	761	To C2				C2																											
Car 1-B	HAFD Station	2025	Chevy	SUV	76125	2037				C1-B																										AUC	
Car 2	HAFD Station	2014	Ford	SUV		2031				C2																										AUC	
Car 2-B	HAFD Station	2031				2043																														C2-B	
Car 1-C	HAFD Station	2037				2049																														C1-C	
Car 2-C	HAFD Station	2043				2055																														C2-C	
Car 1-D	HAFD Station	2049				2061																														C1-D	
SPECIALIZED VEHICLE REPLACEMENT																																					
Brush 1	HAFD Station	2011	Ford	Pickup With Skid Unit		To S1-B						S1-B																									
Brush 1-B	HAFD Station	2027				2042																															S1-C
Brush 1-C	HAFD Station	2021				2032																															BR1-C
Brush 1-D																																				BR1-D	
Support 1	HAFD Station		Ford	SUV						AUC																											
Support 1-B	HAFD Station	2011				2027						S1-B																								AUC	
Support 1-C	HAFD Station																																			S1-C	
Support 1-D	HAFD Station																																			S1-D	
UTV 1	HAFD Station	2010	Polaris	Ranger 6X6		2032																														AUC	
UTV 1-B	HAFD Station																																			UTV1-B	
UTV 2	HAFD Station																																				UTV2
UTV 1-C	HAFD Station																																				UTV1-C
Boat 1	HAFD Station																																				
UTV 2-B	HAFD Station																																				
UTV 2-C	HAFD Station																																				
UTV 3-D	HAFD Station																																				
Boat 1	HAFD Station																																				
Boat 1-B	HAFD Station																																				
Boat 1-C	HAFD Station																																				

DRAFT

HOLMEN AREA FIRE DEPARTMENT FLEET REPLACEMENT PLAN ESTIMATED COSTS (WITHOUT INFLATION)

UNIT	LOCATION	YR	MAKE	CATEGORY	VEH ID	RECOMMENDED REPLACEMENT	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045		
ENGINE REPLACEMENT COSTS																													
Engine 1	HAFD Station	2023	Pierce	Dash CF Pumper	771	2029					1.20																		
Engine 2	HAFD Station	2013	Pierce	Saber Pumper	772	2035											1.20												
TOTAL ANNUAL FIRE ENGINE REPLACEMENT IN MILLIONS							0	0	0	0	1.20	0	0	0	0	0	1.20	0	0	0	0	0	0	0	0	0	0		
AERIAL REPLACEMENT COSTS																													
Truck 1	HAFD Station	2045	Pierce	Impel Ladder	77445	2065																					2.4		
TOTAL ANNUAL AERIAL REPLACEMENT COSTS IN MILLIONS							0	0	0	0	0	0	2.2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	2.4	
TENDER REPLACEMENT COSTS																													
Tender 1	HAFD Station	1998	Freightliner	Tender	773	2029				E1																			
TOTAL ANNUAL TENDER REPLACEMENT COSTS IN MILLIONS							0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
EMERGENCY SERVICE STAFF LIGHT-DUTY VEHICLES REPLACEMENT COSTS																													
Car 1	HAFD Station	2025	Chevy	SUV	76125	2037	110																						
Car 2	HAFD Station	2014	Ford	SUV	761	2031	C1						110																
Car 1	HAFD Station	2037				2049																							
Car 2	HAFD Station	2031				2043																							
TOTAL ANNUAL EMERGENCY SERVICE STAFF LIGHT DUTY VEHICLE REPLACEMENT COSTS IN THOUSANDS							110	0	0	0	0	0	110	0	0	0	0	0	110	0	0	0	0	0	110	0	0		
SPECIALIZED VEHICLE REPLACEMENT COSTS																													
Rescue 1	HAFD Station	2017	Ford	Rosenbauer Light Rescue		2032									200														
Rescue 1	HAFD Station	2032				2047																					200		
Brush 1	HAFD Station	2011	Ford	Pickup with Skid Unit		2027					100																		
Brush 1	HAFD Station	2027				2037																							
UTV 1	HAFD Station	2007	Polaris	Ranger 6X6		2030						40																	
Boat 1	HAFD Station	2012				2032										30													
TOTAL ANNUAL SPECIALIZED VEHICLE REPLACEMENT COSTS IN THOUSANDS							0	0	100	0	0	40	0	0	0	30	0	0	100	0	0	0	0	0	0	0	0		
TOTAL ANNUAL FLEET REPLACEMENT COSTS IN MILLIONS							0.11	0	0.10	0	1.20	0.40	0.11	0.20	0	0.30	1.20	0	0.21	0	0	0	0	0	0	0	0.11	0.20	2.4

Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: October 18, 2025
Re: Request for Internal Promotion – Fire Captain of Training

I am requesting approval to proceed with the internal promotion of a current HAFD firefighter to the rank of Captain, with responsibilities related to oversight and management of the HAFD Training Program.

In general, the fire service rank of Captain represents a senior company officer responsible for supervising assigned personnel and managing programmatic or administrative functions with a higher level of leadership and autonomy. Within the current HAFD organizational structure, the Captain rank is the appropriate level of authority to lead the training program, ensuring its consistent implementation and equal importance across all three shifts.

Following discussion, I am requesting that the HAFD Board of Directors support this request through a motion to approve the promotion of an HAFD firefighter to the rank of Captain.

Memo



To: Fire Board
From: Ryan Ostreng
cc:
Date: November 6, 2025
Re: Fire & Police Rank Equivalency

At the October 28 Board meeting, a Board Director expressed opposition to my continued request for an internal promotion of a current firefighter to the rank of Captain, citing concern that such an action would make the department “too top-heavy.” I respectfully disagree, as this perspective does not align with the typical rank structure found within the fire service, nor with the organizational framework I am working to establish at HAFD.

It appears the “top-heavy” concern may stem from a comparison between the position of a Fire Captain to that of a Police Captain. These positions, however, are not equivalent. A Police Captain typically serves near the top of the organizational hierarchy, possessing broad administrative authority and strategic oversight. In contrast, a Fire Captain functions as a first-line supervisor—positioned near the lower end of the chain of command—whose duties are primarily operational, with limited administrative responsibilities, task-specific leadership, and clearly defined autonomy.

For clarity, please refer to Figure 1, which provides a generalized comparison of rank structures within fire and police departments. To further illustrate the organizational distinctions between the two disciplines, I have included the following attachments:

- Attachment A: City of Davis, CA Police Department Organizational Chart
- Attachment B: Town of Cary, NC Police Department Organizational Chart
- Attachment C: City of Eau Claire, WI Fire Department Organizational Chart
- Attachment D: City of Redwood, CA Fire Department Organizational Chart
- Attachment E: Holmen Area Fire Department Organizational Chart (color-coded to align with the City of Redwood, CA rank levels)

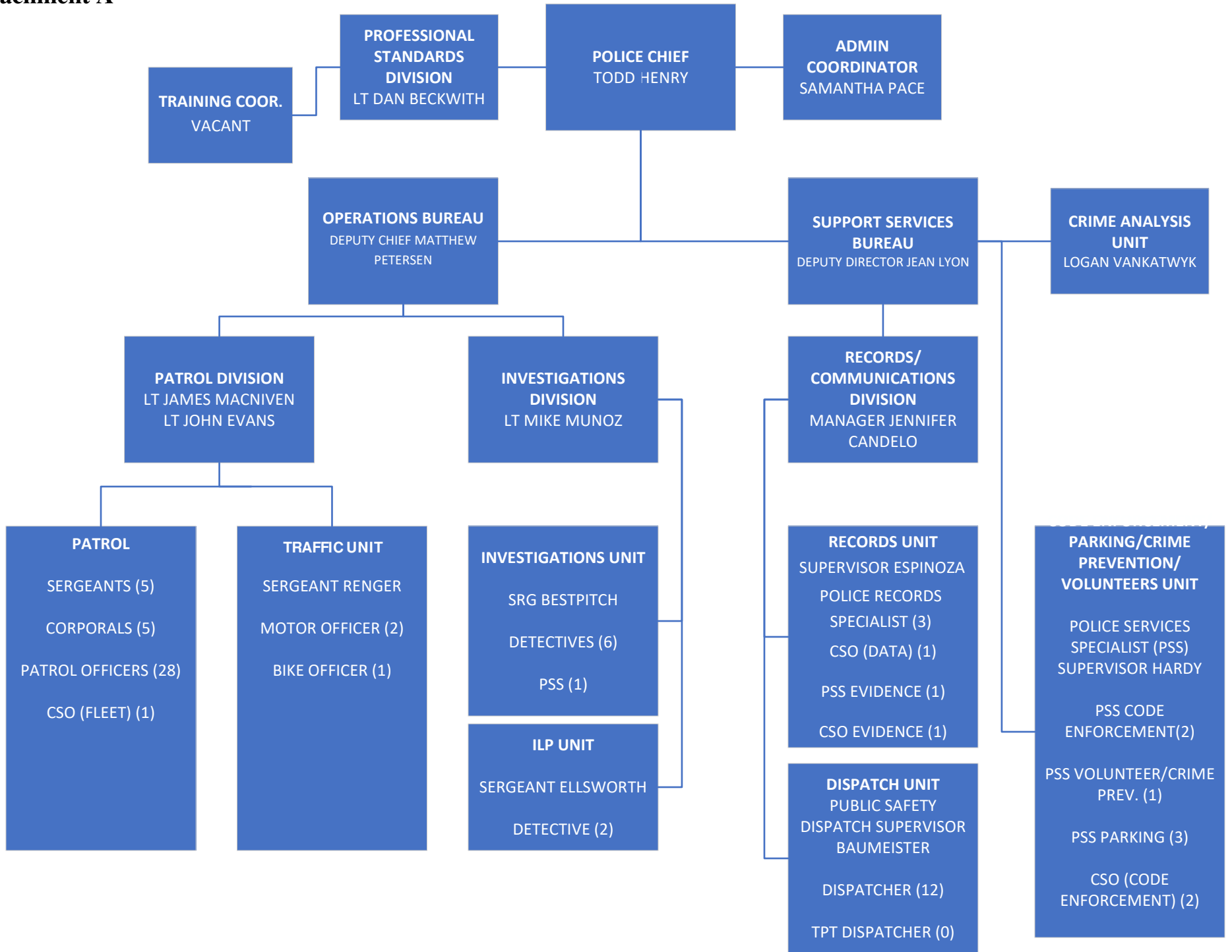
In summary, I am again requesting Board approval to proceed with the internal promotion of a current HAFD firefighter to the rank of Captain. This position is both appropriate and necessary for a department of HAFD’s size and structure and is essential for assigning responsibility and oversight of the HAFD Training Program.

Proudly Serving the Town of Holland and Village of Holmen

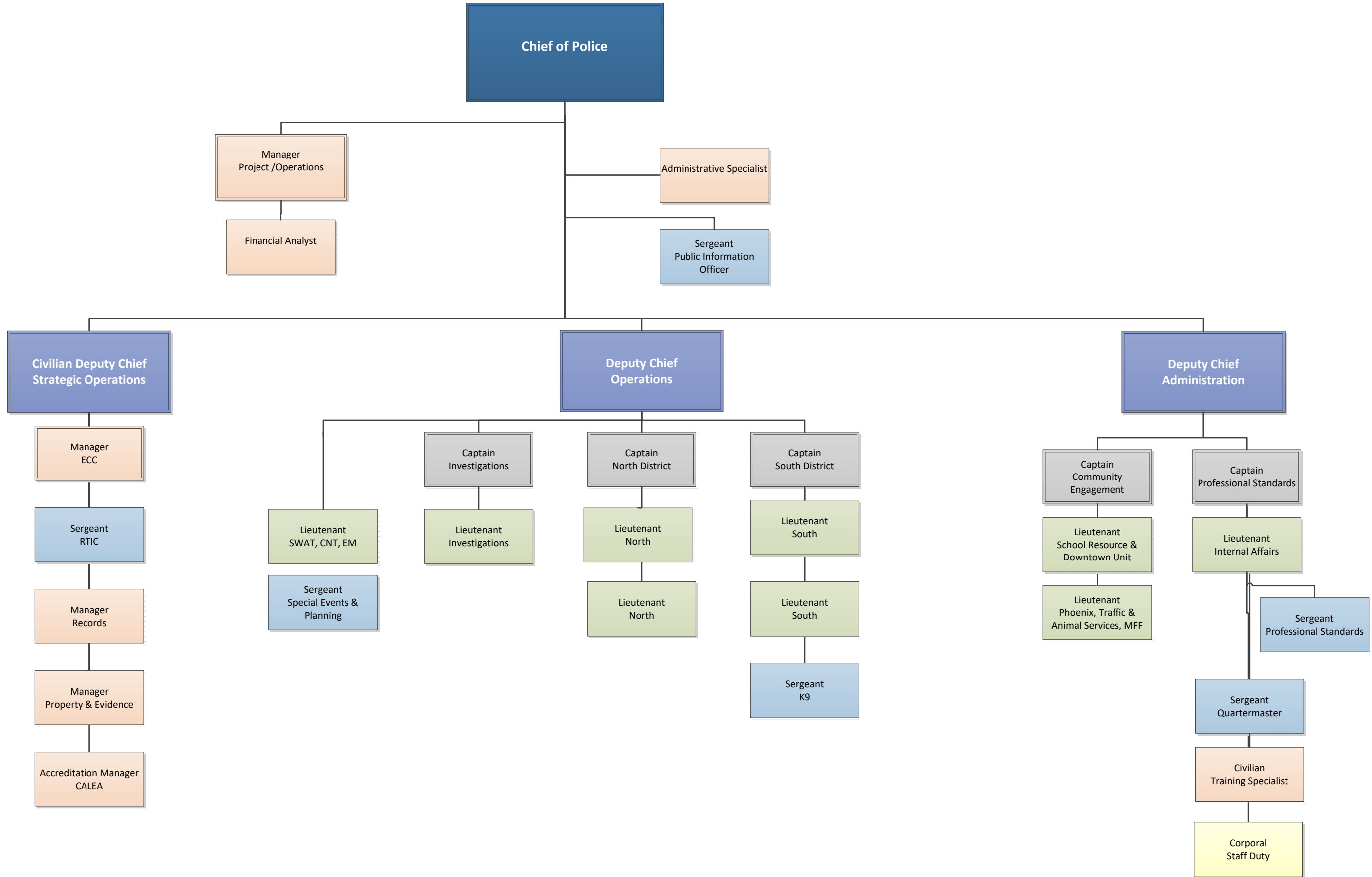
Figure 1

Fire & Police Generalized Rank Comparables		
General Organizational Element	Leadership Rank	
Department	Fire Department	Police Department
Department Head	Fire Chief	Police Chief
Bureau Supervisor/Manager	Deputy Chief	Deputy Chief
Division Supervisor/Manager	Assistant Chief	Captain
Division Supervisor/Manager	Battalian Chief	Lieutenant
Unit Leader	Captain	Sergeant
Unit Leader	Lieutenant	Corporal
Base Unit	Firefighter	Patrol Officer

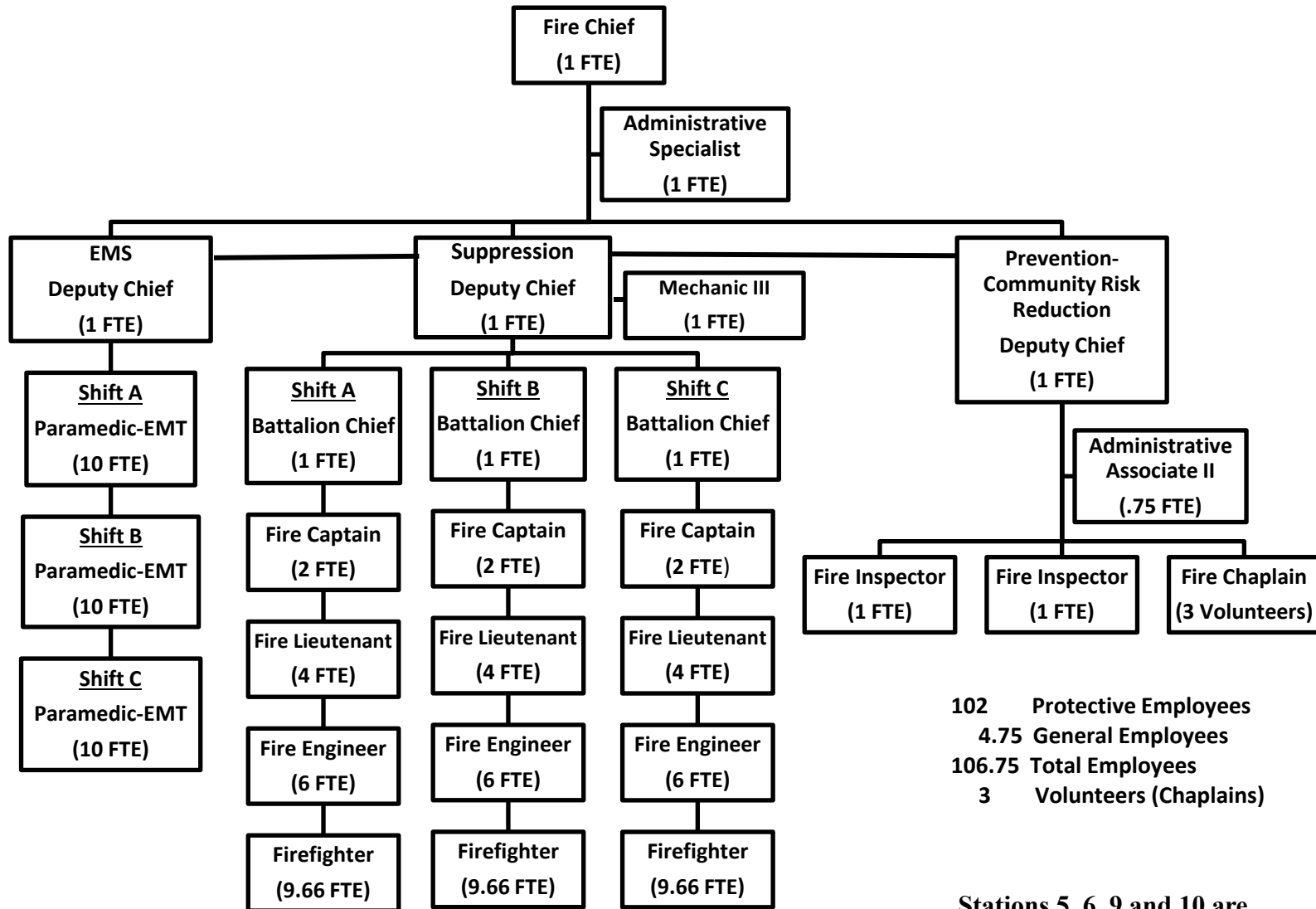
City of Davis Police Department



Town of Cary Police Department



City of Eau Claire Fire Department

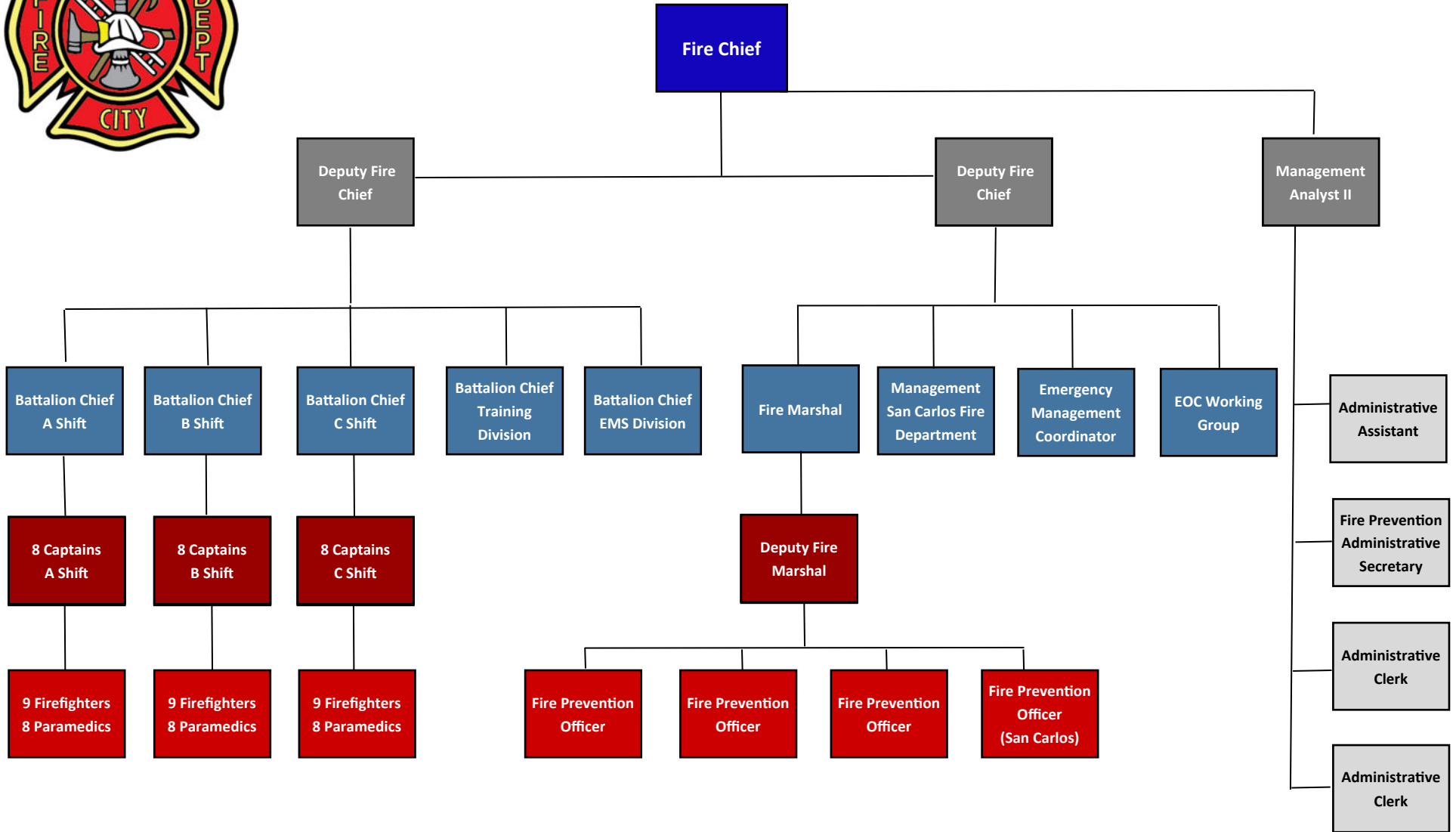


102 Protective Employees
 4.75 General Employees
 106.75 Total Employees
 3 Volunteers (Chaplains)

Stations 5, 6, 9 and 10 are
 staffed for Paramedic Response



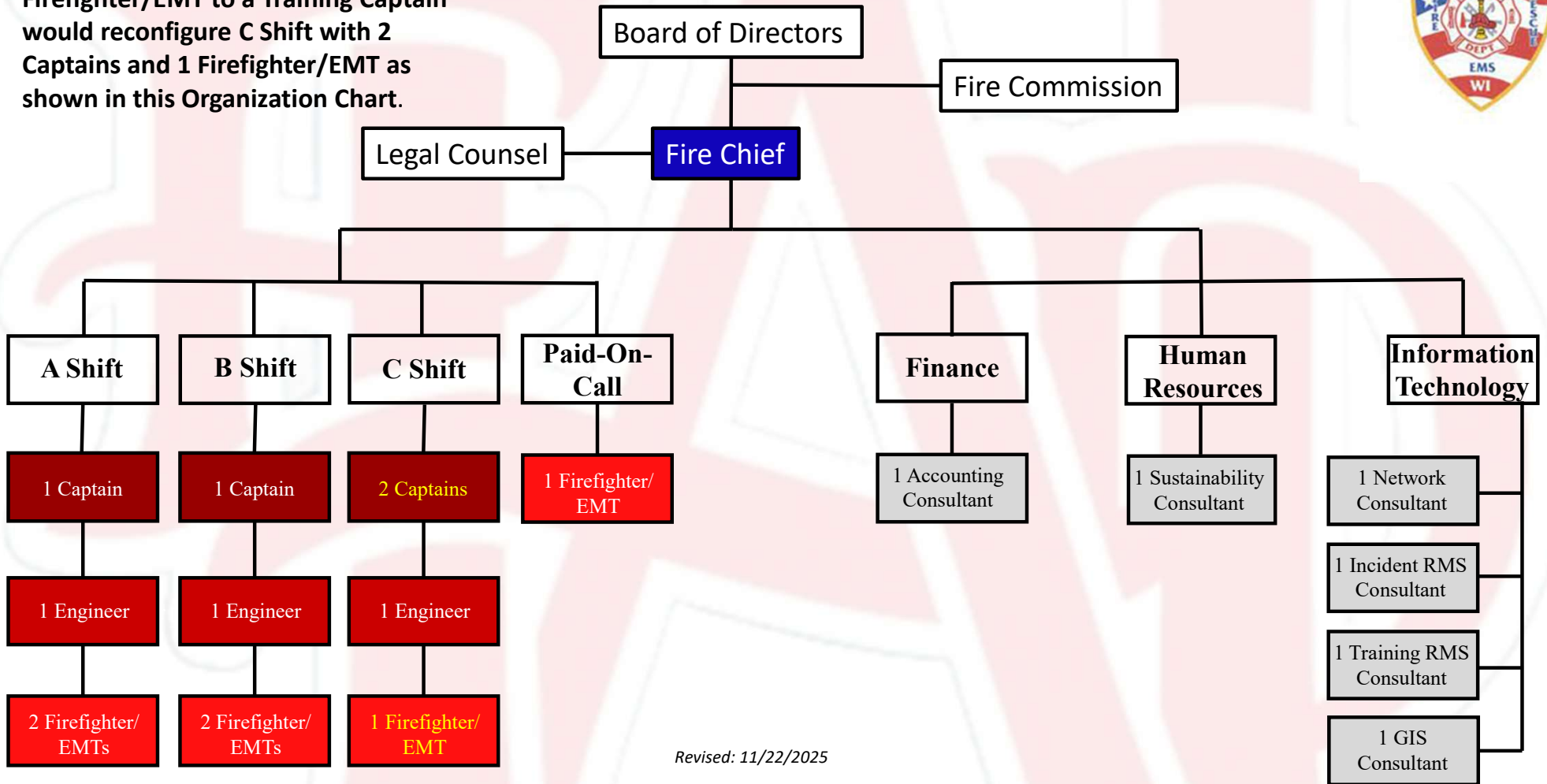
Redwood City Fire Department (RCFD)



Holmen Area Fire Department Organizational Chart



Proposed promotion of a Firefighter/EMT to a Training Captain would reconfigure C Shift with 2 Captains and 1 Firefighter/EMT as shown in this Organization Chart.



Revised: 11/22/2025



Memo

To: Fire Board
From: Ryan Ostreng
cc:
Date: November 24, 2025
Re: Fire Chief Performance Evaluation

To continue to move the fire chief performance evaluation process forward, the following attachments are ideas for review that have been submitted by HAFD staff and the fire chief to feed into the fire chief evaluation process.

Ideas received related to the Fire Chief Evaluation

Nov 24, 2025

Patrick Barlow, Fire Board Chair

These are the list of ideas or talking points I received related to the fire chief evaluation.

Response 1:

- Leadership, both on incident scenes and around the fire house
- Succession planning
- Promoting professional growth throughout the department
- Community engagement, involvement and presence
- Promotes and lives the department's mission statement, goals and values
- Budget planning and management
- Effectively manages time and resources

Response 2:

- Providing clear, accessible leadership and open communication. Being visible and approachable, and keeping staff informed about decisions and the direction of the department, especially during this period of transition.
- Ensuring operational readiness and safety. Making sure staffing, training, equipment, and policies allow us to respond safely and effectively to an increasing and more complex call volume.
- Supporting training, development, and professional growth. Encouraging consistent, high-quality training and providing opportunities for staff to grow and advance so the department can meet the community's evolving needs.
- Fostering a positive culture and supporting morale. Maintaining a respectful, team-oriented environment, addressing issues fairly, and recognizing the demands and stresses of the job. This also includes advocating for the needs of the staff, as well as how to best serve our community by utilizing the experience of a Chief hired to operate this organization.
- Planning strategically for the future. Leading long-term planning for facilities, staffing, and service levels to keep pace with community growth while managing resources responsibly.

Response 3:

- Timely Communication and Completion of Tasks.
- Succession Planning through support of staff attending trainings and conventions.
- Building better group cohesion across staff members
- Supporting Accountability for Staff Completion of their Duties
- Wise Budgeting incorporating staff input
- Setting Goals/Benchmarks to Improve Services

Fire Chief Input for Fire Chief Evaluation

Resource for Today

These elements ensure the organization is capable, reliable, and effective Today.

- **Clear Mission**
Redefine a clear mission that applies to today's HAFD
- **Staff Training**
Ensuring personnel are well-trained for risk associated with the HAFD district.
- **Competency Development**
Ensure personnel meet professional standards and are competent to provide EMS and fire rescue related services.
- **Reliable Apparatus, Equipment, and Facilities**
Defined fleet maintenance program, equipment replacement schedules, maintain/update current station to supports daily service, and design/construct a modern station that supports daily service.
- **Clear Policies and Procedures**
Update standard operating guidelines and policies that guide safe, consistent operations.
- **Strong Internal Communication**
Keep staff informed on operational issues, expectations, and mission priorities.
- **Efficient Resource Allocation**
Proper staffing levels, balanced workloads, and strategic deployment of resources.
- **Operational Safety Focus**
Ensure personnel return home safely after each shift.

Position for Tomorrow

These elements secure future capacity, resilience, and organizational growth for Tomorrow.

- **Clear Vision**
Define a clear vision to drive HAFD toward tomorrow.
- **Long-Term Operational Planning and Forecasting**
Identify future community needs, call volume trends, and staffing projections.
- **Succession Planning and Leadership Development**
Build tomorrow's leaders through mentorship, training, and structured advancement opportunities.

Fire Chief Input for Fire Chief Evaluation

- **Capital and Fleet Planning**
Replacement cycles for apparatus, define new apparatus type needs for future service delivery, facility expansion, and infrastructure planning.
- **Community Growth and Risk Assessment**
Understand expanding hazards, new construction types, demographics, and service expectations.
- **Fiscal Sustainability**
Responsible budgeting, grant acquisition, and strategic financial planning.
- **Organizational Adaptability**
Design organizational systems that can evolve with technology, regulations, and community needs.

Build/Maintain Relationships

These elements provide stability today and expand opportunity tomorrow.

- **Labor–Management Relations**
Positive, collaborative culture that reduces conflict and improves performance.
- **Community Partnerships**
School programs, community groups, local government cooperation, public involvement.
- **Automatic/Mutual Aid Strengthening**
Build and maintain aid partnerships to enhance current capabilities and long-term regional readiness.
- **Transparency**
Providing data-driven updates, clear expectations, and honest insights about needs.

Drive Organizational Culture

These elements keep the statement alive in everyday practice.

- **Service-First Mindset**
The priority is community care, customer focus in service delivery, exhibit compassion, and responsiveness with a *The Hand to Reach For* mentality.
- **Safety Consciousness**
Hazard recognitions, proactively safety behavior, hazard mitigation, safe environment to speak up about safety issues.

Fire Chief Input for Fire Chief Evaluation

- **Professionalism**
Define and maintaining standards, attain and maintain credibility, be accountable for professionalism.
- **Innovation and Continuous Improvement**
Learn from after-action reviews, embracing new ideas, and seeking better practices.
- **Pride and Ownership**
Staff who feel valued and invested help the organization thrive today and tomorrow.

HOLMEN AREA FIRE DEPARTMENT

JOB DESCRIPTION

FIRE CHIEF

REPORTS TO: Fire Association Board of Directors

NATURE OF WORK: This job description is intended as an illustration of the various types of work performed at this rank. The absence of specific statements of duties does not exclude those tasks from the position if the work is similar, related, a logical assignment of the position, or of an imminent nature.

PURPOSE OF POSITION: The Fire Chief is responsible for the administration, supervision, management and planning for the Holmen Area Fire Department. In addition, the Fire Chief coordinates emergency fire and medical services operations and oversees community risk reduction activities including fire prevention, fire education and fire/life safety inspections.

ESSENTIAL FUNCTIONS:

- 1) Responsible for the developing and administering of the Fire Department budget. Ensures that intergovernmental controls and relations are maintained, and purchases are accomplished.
- 2) Coordinates department personnel in an effective and productive work force. Implements department goals and objectives, develops activities and plans to meet these goals.
- 3) Oversees all emergency operations, which includes firefighting, emergency medical services, hazardous material response, natural or man-made disasters and mass casualties.
- 4) Insures coordination with and acts as liaison between municipal, county, state and federal emergency management agencies.
- 5) Coordinates all mutual aid agreements between other community and county organizations. Establishes communications, emergency plans and ensures compliance.
- 6) Oversees all operations, training, inspections and operating procedures are followed through department guidelines.
- 7) Follows proper hiring, discipline, transfers, promotions, and procedures to maintain an effective work force under applicable guidelines and agreements.
- 8) Acts as liaison with the Board of Directors and other community departments to insure cooperation of services.
- 9) Attends meetings at the village, town, county and state level to ensure cooperation and

maintain communication.

PHYSICAL DEMANDS OF POSITION: These physical demands are representative of demands that must be met by an employee to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable persons with disabilities to perform essential functions.

- 1) Standing, walking and sitting.
- 2) Stooping, kneeling, crouching and crawling.
- 3) Running, grappling, climbing, balancing and bending/twisting.
- 4) Reaching, feeling, talking and hearing.
- 5) Meets the Eyes and Vision Requirement of N.F.P.A 1582.
- 6) Lifting, carrying, pushing/pulling: 100 lbs. or more.
- 7) Handling, grasping and fingering.

ENVIRONMENTAL/WORKING CONDITIONS OF POSITION:

- 1) Outside workplace environment that is confined.
- 2) Exposure to extreme cold and normal, or hot and normal temperature changes.
- 3) Contact with water or liquids.
- 4) Exposure to loud noise with a minimum of 90 decibels and vibrations from tools, equipment, machinery, etc.
- 5) Exposure to hazardous conditions such as mechanical, electrical, chemical, burns, explosives, heights, physical injury, and fast moving vehicles.
- 6) Exposure to atmospheric conditions such as fumes, gases, noxious odors, dust and poor ventilation.
- 7) Exposure to blood borne pathogens, i.e., blood on self and clothing from EMS related calls.

EQUIPMENT USED:

- 1) Computer, calculator, copy machine, fax machine, telephones, mobile data devices and

two-way radios.

- 2) Camera and measuring devices.
- 3) Hand tools.
- 4) Automobiles.
- 5) First aid equipment, oxygen, general medical equipment, and patient lifting devices.
- 6) Breathing apparatus, steel tip boots, hearing and eye protection, and fire/medical/rescue protective clothing.

EDUCATION/LICENSE/CERTIFICATION REQUIREMENTS:

Prior to the due date for application for appointment to the rank of Fire Chief, a candidate shall have the following credentials:

1. Three consecutive years of experience at or above the rank of a company officer, or five consecutive years in a position of equivalent authority and
2. A bachelor's degree in a discipline related to the responsibilities of the Fire Chief, and
3. Wisconsin Fire Officer I Certification or equivalent, and
4. Wisconsin Fire Instructor I Certification or equivalent, and
5. Wisconsin Fire Inspector I Certification or equivalent, and
6. State of Wisconsin Emergency Medical Technician License, and
7. Completion of the following courses or their equivalent as described by the United States Federal Emergency Management Agency within one year of appointment:
 - ICS-100: Introduction to the Incident Command System
 - ICS-200: ICS for Single Resources and Initial Action Incidents
 - ICS-300: Intermediate ICS for Expanding Incidents
 - ICS-400: Advanced ICS – Complex Incidents
 - IS-700: National Incident Management System
 - IS-800: National Response Framework
8. Demonstrated capacity to administer, supervise and manage a fire department of a size comparable to the Holmen Area Fire Department and perform all other responsibilities assigned to rank of Fire Chief, and

9. Valid, unrestricted, driver's license or such valid operator's permit recognized by the Wisconsin Department of transportation as authorizing operation of a motor vehicle in Wisconsin.
10. Residency within geographical boundaries as established by the Board of Directors, provided that a candidate who does not live within those boundaries at the time of application shall have six months from the first date on which he or she occupies the position of Fire Chief within which to comply with the residency requirement.

KNOWLEDGE AND SKILLS REQUIRED FOR POSITION:

- 1) Proficient management, budget and personnel skills in fire department administration.
- 2) Effective communication, oral and written, with supervisors, peer and public.
- 3) Understanding and following work rules, and Suggested Operating Procedures/Guidelines.
- 4) Read, write, add, subtract, multiply, and divide.
- 5) Knowledge of national, state and local laws and fire/safety codes.
- 6) Organize, direct, and coordinate written and oral reports.
- 7) Skilled in report writing, use of computer, calculator, copy machine, fax machine, telephone, adding machine, and two-way radio.
- 8) Knowledge of fire protection, water supply, building construction, direct fire and rescue operations, disaster control, and extinguishment of combustible and flammable materials.
- 9) Knowledge of Incident Command System, emergency medical services, firefighting, fire inspection, and public relations.

MEDICAL: Applicants will be required to submit to a medical examination consistent with the requirements of the position, which will include drug testing, after an offer of employment and prior to appointment. This medical exam is designed to reveal any medical condition that might put the Fire Chief at increased risk to self or others as a result of certain exposures or activities and to exhibit freedom from any physical, emotional or mental condition which adversely affects the performance of duties as a firefighter in the essential functions of employment, with reasonable accommodation.

SALARY AND BENEFITS: Wages and benefits are determined by the Holmen Area Fire Department Board of Directors.

BACKGROUND: All appointees may be fingerprinted and a record check made of local, state or federal authority. A conviction is not an automatic bar to employment.

Example 1

These goals have been established for the Chief in a collaborative effort between the Chief and the Fire Board.

The intentions of these Goals are:

- 1) to assist in providing direction for the Chief in operations of the Lebanon Fire District,
- 2) to provide personal growth opportunity for Chief Sletmoe,
- 3) to be used as a tool to aid in the compensation evaluation of the Chief.

The Goals will consist of three sections.

- Section 1 will be quantifiable Goals specific to the Operations of the District.
- Section 2 will be Goals that require Board observations to evaluate the personal interaction of the Chief with Staff and Board.
- Section 3 will be Goals for the next rating period.

Each Board member will be asked to complete their evaluation independently.

Please evaluate the performance of the Chief using the following definitions:

- *Distinguished*: Must demonstrate continued excellence in all area described. Performance must be at a level that demonstrates a complete knowledge of the area and all associated functions.
- *Commendable*: Must consistently exceed the expectations of the Board.
- *Meets Expectation*: Must consistently meet the expectations of the Board.
- *Below Expectation*: Must have functioned at a level below what is expected the Board.
- *Fails to Meet Expectation*: Must have failed to meet the objective or failed to manage appropriately.

(Please use a bullet point format for comments to promote more specific details in the evaluation)

Each definition will also have a numeric value given to it.

- *Distinguished* = 5
- *Commendable* = 4
- *Meets Expectation* = 3
- *Below Expectation* = 2
- *Fails to Meet Expectation* = 1

It is the intention of this process to achieve one numeric value, between 1 and 5, that represents the Boards evaluation of the Chief. Each individual Goal will be scored by the average of the values assigned by the Board members.

A final number representing the overall rating of Chief performance will be the average of all goal values.

Section 1: Review of Goals for District Operations

1. Establish and fund capital apparatus and equipment replacement program.

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

2. Increase percentage of time a staffed engine is available for response in the District.

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

3. Implement non-traditional volunteer program.

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

4. Develop a plan for increased staffing

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

5. Apply for SAFER grant and AFG grant.

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

Section 2: Evaluation of Chief's Interaction with Staff and Board

1. Ability to Effectively Communicate:

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

-
-
-
-
-

2. Ability to Effectively Lead Employees

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

-
-
-
-
-

3. Ability to Cooperate with Governing Body, Staff, Community Citizens & Leaders, Peer Organizations, Neighboring Towns, Other Districts, and the County

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

-
-
-
-
-

4. Management Skills Necessary to Maximize Fire Service Availability to the Patrons while Minimizing Cost to the Taxpayers

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

-
-
-
-
-

5. Provides full and efficient management of the budget and demonstrates fiscal responsibility

- Distinguished
- Commendable
- Meets Expectations
- Below Expectations
- Fails to Meet Expectations

Comments:

-
-
-
-
-

The Board will be allowed to recognize that circumstances may occur that make a particular Goal unachievable or that another District need replaces that Goal as a priority. That particular Goal can be removed from the evaluation.

Section 3: Goals for the next rating period

1. Begin development of long-range facility replacement plan
2. Complete Strategic Plan and begin implementation of goals and objectives
3. Revise and re-adopt response performance goals
4. Develop a system to track and make mandatory annual performance evaluations

By signing below the Chief has read and approved the above goals, timelines and the intentions of the goals.

Fire Chief

Date

By signing below the Board President is representing the Lebanon Fire District Board in its approval of the above goals, timelines and the intentions of the goals.

Board President

Date

Witness of signatures

Date

Example 2

0.00

*For Type of Appraisal
indicate: Annual, Semi-
Annual, Self-
Assessment, etc.*

Fire Chief: _____
Appraiser ID #: _____
Type of Appraisal: _____
Date: _____

Scale				
1	2	3	4	5
Unsatisfactory	Needs Improvement	Meets Standard	Exceeds Standard	Exceptional

General Instructions:

1. Complete the entire form, being objective and constructive in your evaluation of the Fire Chief.
2. When completed, return to the Fire Board Chairperson.

General Performance Factors:

1. **Unsatisfactory:** Consistently performs below division standards in this area.
2. **Needs Improvement:** Occasionally performs below division standards in this area.
3. **Meets Standard:** Demonstrates performance consistent with division standards.
4. **Exceeds Standard:** Frequently performs extremely well in all situations.
5. **Exceptional:** Always performs extremely well in all situations.

Rate each performance factor by indicating the appropriate number.

Performance Factors	Rating	Comments
LEADERSHIP		
<p><u>Directs the actions and efforts of others toward a common purpose.</u> This element addresses performance in directing, persuading, motivating, encouraging and inspiring others to achieve organization objectives and accomplish tasks, both individually and in cooperation with others; being assertive and self-confident in interactions with others; encouraging and stimulating new ideas; accepting responsibility for the actions of subordinates; inspiring others to maintain a positive outlook and attitude toward accomplishing tasks and solving problems; and being recognized and accepted as a leader by others.</p>		
<p><u>Solves problems.</u> This element addresses performance in identifying problems effectively rendering sound judgments, making decisions and taking corrective actions; and taking initiative in originating actions to influence events rather than passively accepting or only responding to events.</p>		
<p><u>Exhibits professional skills, habits and behaviors.</u> This element addresses performance in applying, improving and developing professional knowledge and skills; demonstrating appropriate deportment; maintaining a high standard of excellence; and setting an example for others to follow.</p>		

MANAGEMENT EFFECTIVENESS

Plans, prioritizes, organizes and schedules resources to achieve goals. This element addresses performance in initiating and developing creative and thorough plans that are timely, feasible, logical and supported by facts; organizing scheduling and deploying resources to carry out plans in a cost effective manner; setting priorities within one's scope of responsibility that are logical and consistent with the needs of the organization and the community; and modifying plans; reestablishing priorities, and rescheduling and deploying resources to respond to changes in circumstances, conditions or policies.

Delegates and controls. This element addresses performance in delegating duties, responsibilities and authority; establishing and using mechanisms for organizational control; and taking corrective actions when necessary.

Communicates. This element addresses performance in conveying and receiving information and ideas clearly and accurately through oral and written communication.

Plans and manages budget and financial resources. This element addresses performance in planning, developing and responsibly managing the budget and financial resources for one's area of responsibility; forecasting annual budgetary and financial requirements; identifying and achieving savings opportunities; and maintaining and presenting complete and accurate budget documents and financial records.

INNOVATION AND SPECIAL CONTRIBUTIONS TO THE DISTRICT

Develops and adopts new ideas and practices. This element addresses performance in initiating and developing original and innovative ideas, practices and work methods that are beneficial to the District and the community.

PERSONNEL MANAGEMENT

Recruits, selects and promotes employees. This element addresses performance in recruiting, selecting and promoting, to the extent possible, qualified, responsible and productive employees; complying with personnel rules and procedures; and being sensitive to and in compliance with Equal Employment Opportunity concerns.

Develops subordinates. This element addresses performance in evaluating subordinates in a thorough, fair, consistent and timely manner; providing feedback to employees during both day-to-day activities and in formal performance evaluations; using the evaluation process to motivate employees; working with employees in preparing employee development plans; and encouraging and providing employees with opportunities to develop themselves through in-service and external training programs. *(Refer to employee Board presentations and District accomplishments.)*

Interacts with and responds to employees' needs. This element addresses performance in dealing with employees as individuals in an unbiased manner and treating employees fairly; demonstrating sensitivity and responsiveness to employee concerns; supporting employees and standing up for their legitimate needs; inspiring employees and making them feel that they are part of a team; and maintaining a healthful and safe workplace environment.

DISTRICT FOCUS AND PUBLIC SERVICE ORIENTATION

Balances commitment to discrete organizational and personal professional goals with commitment to the District organization-wide goals. This element addresses performance in demonstrating commitment to organization-wide goals; establishing and pursuing personal professional goals; practicing interdepartmental cooperation, functioning as part of a District team; showing enthusiasm, cooperation, and dependability in dealing with others at all levels and in all parts of the organization; and maintaining awareness and knowledge of the operations and activities District-wide and within the scope of one's immediate responsibility.

Complies with Fire Board and governing body policies, rules, procedures and direction. This element addresses performance in understanding and following policies, rules, procedures and directions of the Fire Board; contributing to improving policies, rules, procedures and directions, when necessary; and maintaining awareness of legal liability issues and taking action to eliminate or reduce legal risks.

Interacts with citizens, the Fire Board and members of boards, committees and commissions. This element addresses performance in interacting with and demonstrating a positive public service orientation toward citizens, their public representatives and other governmental entities.

TOTAL

0

0.00%

Rater's Comments:

1. Noteworthy strong areas of present performance:	
2. Areas requiring improvement in job performance:	

Additional Rater's Comments:

Fire Chief Comments:

Chairperson Signature: _____

Date: _____

Fire Chief Signature: _____

Date: _____



Example 3

Yamhill Fire Protection District

PO Box 249 – 275 South Olive St.

Yamhill, Oregon 97148-0249

Phone: (503) 662-4653

Fax: (503) 662-3740

<http://www.yamhillfpd.org>

Serving the people of the Yamhill Fire Protection District since 1896

Appendix 747-A

FIRE CHIEF'S

PERFORMANCE APPRAISAL

Name _____

Position *FIRE CHIEF*

Evaluation Period _____

Confidential Document:

This is a confidential Document intended for Yamhill Fire Protection District Directors to use as a tool to evaluate the Fire Chief. Any unauthorized viewing, use or distribution is strictly forbidden. This document is exempt from public record according to ORS 192.660 (1) (i).

STRATEGIC PLAN

20____

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____

GOAL REVIEW

INSTRUCTIONS:

List the objectives set during the previous performance appraisal. Provide appropriate commentary as to whether or not the goal was accomplished, how it was accomplished, and /or why it was not accomplished.

I. Specific Performance Objectives

A. Strategic Goal _____

GOAL	RESULTS	MET / NOT MET

B. Strategic Goal _____

GOAL	RESULTS	MET / NOT MET

C. Strategic Goal _____

GOAL	RESULTS	MET / NOT MET

D. Strategic Goal _____

GOAL	RESULTS	MET / NOT MET

E. Strategic Goal _____

GOAL	RESULTS	MET / NOT MET

F. Strategic Goal _____

GOAL	RESULTS	MET / NOT MET

II. Management & Leadership – Behaviors Modeled

GOAL	RESULTS	MET / NOT MET
<i>Communication with Board</i> - The Fire Chief should proactively share relevant information in a timely manner, seeking direction and input.		
<i>Professional Relationships</i> - The Fire Chief is expected to establish and maintain positive, effective relationships with public officials and active memberships in appropriate professional organizations.		
<i>Employee Relations</i> – The Fire Chief works to maintain positive, effective, respectful relationships with employees and their leadership, consistent with Board direction.		
<i>Personal Conduct</i> – The Fire Chief is expected to demonstrate the highest professional comportment, consistent with the expectations of the Board.		
<i>Innovation</i> – The Fire Chief seeks to bring new concepts to the District, not for the sake of “newness,” but in order to maintain a competitive position in the provision of efficient, effective emergency services.		
<i>Management Team Effectiveness</i> – The Fire Chief successfully strives to retain, and when necessary, recruit high caliber, non-traditional leaders who can effectively establish direction, motivate, and gain commitment from their staff.		

III. Operational Involvement/Response Readiness

GOAL	RESULTS	MET / NOT MET
The Fire Chief <i>personally</i> maintains appropriate certifications and participates in drills, incidents, and continuing education.		
The Fire Chief <i>organizationally</i> meets operational objectives, including the highest levels of response capability indicating that Operations is the organization’s highest priority.		

OBJECTIVES FOR 20__

Instructions:

Both the Fire Chief and the Board should take part in establishing priorities and setting objectives for the coming year. These should be based on job-related duties assignments as set and communicated by the job description, department objectives, individual objectives, special assignments, etc. Objectives should be specific, clearly defined, and measurable.

	OBJECTIVES/GOALS
1.	
2.	
3.	
4.	
5.	
6.	

ADDITIONAL COMMENTS

Fire Chief's Signature

Date

Sub-Committee Member's Signature

Date

Sub-Committee Member's Signature

Date