

# HOLMEN FIRE DISTRICT TRANSITIONAL PROJECT PLAN

April 9, 2021

## OVERVIEW

### 1. Project Background and Description

McMahon Associates, Inc. (McMAHON) has been providing the District with Fire Management Counsel. McMahon has provided extensive recommendations to improve the legal compliance, effectiveness, and efficiency of the Department. To date, some of those recommendations are being implemented, including several that have no cost to implement. The McMAHON team and the District Board feel that this puts the Department, Village and Towns at risk for liability issues. There is a lot of work that needs to be accomplished over the next several months to restructure and implement shared services with the City of La Crosse and possibly the City of Onalaska. Chief Gilliam of La Crosse may be willing to step forward as the Interim Chief but believes this needs to be part of the move towards a long-term shared service intergovernmental agreement between the City of La Crosse, the Village of Holmen, and Towns of Onalaska and Holland.

McMAHON also feels that it would be in the best interest of the Board, Department, Towns and Village, to move forward with the negotiations for a long-term shared services agreement for Fire and EMS protection. The McMAHON team will work closely with the Holmen Fire Department personnel and the La Crosse Fire Department Administration to put together an immediate short-term coverage plan and reorganization plan, that allows the Holmen Fire Department to move towards compliance with SPS-330 and related NFPA safety codes. This Transition Team will also prepare recommendations and a long-term Shared Service Agreement for the Board's approval. Once approved by the Board, the agreement would then go to the Towns and Village Boards, as well as the City of La Crosse Council, for approvals.

### 2. Project Scope

The Board approved, at their Board meeting on March 31, 2021, McMAHON moving forward with putting together a Shared Service Agreement with the City of La Crosse and the City of Onalaska Fire Departments. This agreement and discussions will focus on the following opportunities:

- Complete Service Area Coverage and effective response force goals
- MABAS Response enhancements
- Joint Response to Structure Fires and manpower-dependent emergency incidents
- Tiered EMS Response
- Mutual Policies, Procedures, and Standard Operating Guidelines
- Change of Quarters / System Status Management opportunities
- Equipment and Vehicle Coordination
- Emergency Communications enhancements
- Staffing
- Stations

- Community Risk Analysis
- Training and Professional Standards
- Fire Prevention and Education support
- Organizational Leadership and Administrative support

### 3. High-Level Requirements

The high-level requirements of the Board, the Towns, and the Village is to make every effort to provide an improved level of service to all of the communities in a more cost-effective and efficient means.

The new system must include the following:

- Ability to provide improvement in incident response times and resources for emergency incident response
- Ability to provide consistent and effective leadership, management, and supervision of daily department activities and incident management
- Ability to properly administer the aligned departments
- Improve Emergency Medical Response levels and quality of care
- Provide quality related services such as fire prevention and education, community risk analysis, and training

### 4. Deliverables

The Joint McMAHON, La Crosse, Onalaska, and Holmen Fire Transition Team was asked to work on several short-term areas and provide recommendations to the Board.

The Transition Team will prepare the following deliverables for Board approval:

- A recommendation to provide shared administration between Holmen Area Fire Department and the La Crosse Fire Department. The Team is recommending this cost-effective approach. The Team will continue to provide the details of this provision, including a new organizational chart, revised job descriptions and actual costs.
- Recommendations to provide improved Fire, Rescue, and EMS services to the Holmen response district.
- Associated costs and a purchase plan for all recommendations will be provided to the Board for approval.
- Expansion of the La Crosse Community Risk Analysis and Standards of Cover.
- Review future potential for a joint station with La Crosse and/or Onalaska.
- Holmen station staffing recommendations and expanded utilization of part time personnel.

### 5. Affected Parties

Shared Department Administration will affect all personnel on both departments, along with all the administrations of all associated communities. Joint Administration would provide increased

administrative services, better coordination, supervision, and cooperation with all personnel, at a reduced cost.

Completing or not completing a risk analysis and standards of cover will influence the selling or not selling of any potential future referendum. It is a strong component of establishing a need, or not having a need, and would be part of the educational process for the referendum.

## 6. Referendum Recommendations

The Transition Team will provide recommendations regarding any potential referendum options.

## 7. Affected Business Processes or Systems

The joint administration will change many of the current billing processes and administrative process of both departments. It is imperative that the billing service transition plan is well managed.

Shared services would alter the following processes and systems:

- Administrative Assistance
  - Fire/EMS reporting
  - Budget
  - Purchasing/invoicing
  - Personnel records
  - Medical/FSLA/FMLA and Workers Compensation
- Risk Reduction and Fire Prevention
  - Plan Review
  - Life Safety Inspections
  - Occupancy Inspections
  - Public Education
- Shared Service
  - Enhanced Incident Response
  - Expanded capabilities and resources
  - Shared training, Policies, Procedures, and Guidelines
- Shared Equipment
  - Share Apparatus
  - Joint apparatus and equipment purchasing
  - Joint Apparatus Maintenance Program
  - Strategic positioning of response apparatus for effective response

*Shared purchasing for apparatus and equipment could result in significant saving for all communities involved.*

- Shared Facilities
  - Potential of shared Fire Station or Stations

## 8. Specific Exclusions from Scope

The only current exclusion in the current transitional project plan would be that both departments keep their local identity. The Transition Team has taken the approach that the Departments should move forward with the concept of functional consolidation, where the two departments function as one, but keep their local identity.

## 9. Implementation Plan

Based on the approval of the Fire Board and all four (or five) municipalities, develop the implementation plan to facilitate the adoption of all recommended shared services.

## 10. High-Level Timeline/Schedule

### April – June 2021

Begin moving forward with all approved areas of shared services and develop the detail needed to determine cost sharing.

Provide short term administrative, supervisory, and emergency response assistance and coverage for all communities.

### July – December 2021

Implement all recommended shared services and manage the functional consolidation of both agencies.

Provide promotional processes needed to fill the new organizational chart.

Provide inter-department training associated with the functional consolidation and new guidelines and operations.

# APPROVAL AND AUTHORITY TO PROCEED

We approve the project as described above and authorize the team to proceed.

Name	Title	Date

Approved By \_\_\_\_\_ Date \_\_\_\_\_

Approved By \_\_\_\_\_ Date \_\_\_\_\_