

- 1. Call to Order**
- 2. Pledge of Allegiance**
- 3. Roll Call**
- 4. Identify Potential Conflicts of Interest**
- 5. Correspondence or Communications from Board and Staff**
- 6. Corrections and Approval of the Previous Meeting Minutes**
 - a. December 16, 2025 Meeting Minutes

7. Public Comments

The Board will receive information from the public in accordance with State Statute 19.84(2). Be advised board discussion is limited to only clarify the information received. No action shall be taken under public comments. General procedure is to allow each person three-minutes to speak, although the President may grant extensions, reduce the time, or limit the number of like-minded speakers on the same topic. Anyone wishing to speak should register their name on the sign-in sheet prior to the start of the meeting.

8. Old Business for Discussion, Consideration, and/or Action

- a. None.

9. New Business for Discussion, Consideration, and/or Action

- [a.](#) DPW Expansion Project: Pay Request No. 2
- [b.](#) Zoning Code Modernization: Discussion with SRF Consulting
- [c.](#) Fire Department Study Preliminary Findings: McMahon

10. Future Agenda Items

- a. None.

11. Future Meetings

January 27, 2026 - Village Board Meeting

February 10, 2026 - Listening Session

February 24, 2026 - Village Board Meeting

March 24, 2026 - Village Board Meeting

12. Adjournment

Agenda posted and published:

December 30, 2025 at Harrison Village Hall, Harrison Utilities and to www.Harrison-WI.org

/s/ Meghan Winkler, Clerk

Accessibility:

This is a public meeting, any person with hearing disabilities or requiring special accommodations to participate should contact the Clerk's Office (920-989-1062) at least 24-hours prior to the meeting.

VILLAGE BOARD MEETING

From: Chad Pelishek, Village Manager

VILLAGE OF HARRISON

Meeting Date: 1/6/2026

Title: DPW Expansion Project: Pay Request No. 2

Recommended Action: Motion to approve the Pay Request No. 2 for the DPW Expansion Project in the amount of \$396,611.57.

Background and Additional Information:

DPW Expansion Project: Bayland Buildings: \$396,611.57

Budget Impacts: Payment from Capital Funds- 2024 Capital Borrowings

Attachments: McMahon Memo



December 16, 2025

Village of Harrison
Attn: Chad Pelishek
W5298 State Road 114
Harrison, WI 54952

Email: cpelishek@harrison-wi.org

Re: Village of Harrison
Garage & New Addition Remodel
Certificate for Payment #2
McM. No. H0006-06-24-00138

Enclosed herewith is Certificate for Payment #2 for the above referenced project. This Certificate is issued to Bayland Buildings, Inc. in the amount of \$396,611.57 for partial payment for work performed through December 2, 2025.

Please process the attached and forward payment to Bayland Buildings, Inc. along with a copy of this certificate.

Should you have any questions, please contact our office at your convenience.

Respectfully,
McMahon Associates, Inc.

A handwritten signature in black ink, appearing to read "R. M. Lewandowski".

Richard M. Lewandowski
Construction Services Project Manager

RML:lam

Enclosure: Certificate for Payment #2

cc: Brandon Yaeger – byaeger@baylandbuildings.com
Mitch Beilfuss – mbeilfuss@baylandbuildings.com

AIA Type Document
Application and Certification for Payment

Page 1 of 3

TO (OWNER): Village of Harrison
W5298 State Rd 114
HARRISON, WI 54952

PROJECT: Village of Harrison Addition
W5298 STATE RD 114
HARRISON, WI 54952

APPLICATION NO: 2
PERIOD TO: 12/2/2025

DISTRIBUTION
TO:
☐ OWNER
☐ ARCHITECT
☐ CONTRACTOR

FROM (CONTRACTOR): Bayland Buildings, Inc.
P.O. Box 13571
Green Bay, WI 54307-3571

VIA (ARCHITECT):

ARCHITECT'S
PROJECT NO: 25-6094 Village of Harri:

CONTRACT FOR: 25-6094 Village of Harrison Addition

CONTRACT DATE: 5/6/2025

CONTRACTOR'S APPLICATION FOR PAYMENT

Application is made for Payment, as shown below, in connection with the Contract.
Continuation Sheet, AIA Type Document is attached.

1. ORIGINAL CONTRACT SUM \$ 1,790,745.00

2. Net Change by Change Orders \$ 1,300.36

3. CONTRACT SUM TO DATE (Line 1 + 2) \$ 1,792,045.36

4. TOTAL COMPLETED AND STORED TO DATE \$ 1,335,829.21

5. RETAINAGE:

a. 3.34 % of Completed Work \$ 44,658.33

b. 0.00 % of Stored Material \$ 0.00

Total retainage (Line 5a + 5b) \$ 44,658.33

6. TOTAL EARNED LESS RETAINAGE \$ 1,291,170.88
(Line 4 less Line 5 Total)

7. LESS PREVIOUS CERTIFICATES FOR PAYMENT
(Line 6 from prior Certificate) \$ 894,559.31

8. CURRENT PAYMENT DUE \$ 396,611.57

9. BALANCE TO FINISH, INCLUDING RETAINAGE
(Line 3 less Line 6) \$ 500,874.48

CHANGE ORDER SUMMARY	ADDITIONS	DEDUCTIONS
Total changes approved in previous months by Owner	24,266.00	-28,677.84
Total approved this Month	21,422.20	-15,710.00
TOTALS	45,688.20	-44,387.84
NET CHANGES by Change Order	1,300.36	

The Undersigned Contractor certifies that to the best of the Contractor's knowledge, information and belief the work covered by this application for Payment has been completed in accordance with the Contract Documents, that all amounts have been paid by the Contractor for Work for which previous Certificates for Payment were issued and payments received from the owner, and that current payment shown herein is now due.

CONTRACTOR: Bayland Buildings, Inc.
P.O. Box 13571 Green Bay, WI 54307-3571

By: [Signature]
Brandon Yaeger / Project Manager

Date: 12/12/2025

[Signature]
MEGAN VERHAGEN
NOTARY PUBLIC
STATE OF WISCONSIN
2025

State of: WI

County of: Brown

Subscribed and Sworn to before me this 12th Day of Dec

Notary Public:

My Commission Expires: 04/09/2027

ARCHITECT'S CERTIFICATE FOR PAYMENT

In Accordance with the Contract Documents, based on on-site observations and the data comprising the above application, the Architect certifies to owner that to the best of the Architect's knowledge, information and belief the Work has progressed as indicated, the quality of the work is in accordance with the Contract Documents, and the Contractor is entitled to payment of the AMOUNT CERTIFIED.

AMOUNT CERTIFIED \$ 396,611.57

(Attach explanation if amount certified differs from the amount applied. Initial all figures on this Application and on the Continuation Sheet that are changed to conform to the amount certified.)

ARCHITECT:

By: [Signature] Date: December 16, 2025

This Certificate is not negotiable. The AMOUNT CERTIFIED is payable only to the Contractor named herein. Issuance, Payment and acceptance of payment are without prejudice to any rights of the Owner or Contractor under this Contract.

AIA Type Document
Application and Certification for Payment

Page 2 of 3

TO (OWNER): Village of Harrison
W5298 State Rd 114
HARRISON, WI 54952

PROJECT: Village of Harrison Addition
W5298 STATE RD 114
HARRISON, WI 54952

APPLICATION NO: 2
PERIOD TO: 12/2/2025

DISTRIBUTION
TO:
☐ OWNER
☐ ARCHITECT
☐ CONTRACTOR

FROM (CONTRACTOR): Bayland Buildings, Inc.
P.O. Box 13571
Green Bay, WI 54307-3571

VIA (ARCHITECT):

ARCHITECT'S
PROJECT NO: 25-6094 Village of Harri:

CONTRACT FOR: 25-6094 Village of Harrison Addiion

CONTRACT DATE: 5/6/2025

ITEM	DESCRIPTION	SCHEDULE VALUE	PREVIOUS APPLICATIONS	COMPLETED THIS PERIOD	STORED MATERIAL	COMPLETED STORED	%	BALANCE	RETAINAGE
1	General Conditions	49,752.77	25,360.31	10,000.00	0.00	35,360.31	71.07	14,392.46	1,268.02
2	Site Work	110,004.00	49,343.00	45,226.00	0.00	94,569.00	85.97	15,435.00	2,467.15
3	Concrete	147,317.00	81,918.00	40,000.00	0.00	121,918.00	82.76	25,399.00	4,095.90
4	Masonry	69,995.00	30,000.00	8,000.00	0.00	38,000.00	54.29	31,995.00	1,500.00
5	Metals	114,961.25	20,628.23	66,533.00	0.00	87,161.23	75.82	27,800.02	1,031.41
6	Woods & Plastics	64,046.41	35,192.00	28,854.41	0.00	64,046.41	100.00	0.00	1,759.60
7	Thermal & Moisture Protection	16,288.47	7,309.38	0.00	0.00	7,309.38	44.87	8,979.09	365.47
8	Doors & Windows	126,048.31	13,500.00	17,480.00	0.00	30,980.00	24.58	95,068.31	675.00
9	Finishes	221,758.54	153,469.00	9,289.00	0.00	162,758.00	73.39	59,000.54	7,673.45
10	Specialties	11,224.88	846.11	10,378.77	0.00	11,224.88	100.00	0.00	42.31
11	Special Construction	152,262.00	144,351.61	7,910.39	0.00	152,262.00	100.00	0.00	7,217.58
12	Mechanicals	346,315.00	172,156.00	40,983.50	0.00	213,139.50	61.54	133,175.50	8,607.80
13	Electical	177,150.00	83,675.00	64,629.50	0.00	148,304.50	83.72	28,845.50	4,183.75
14	Supervision, Overhead, Profit	183,621.37	105,000.00	43,600.00	0.00	148,600.00	80.93	35,021.37	3,770.89
CO#1	Change Order #1	-5,284.84	0.00	0.00	0.00	0.00	0.00	-5,284.84	0.00
CO#2	Change Order #2	2,887.50	0.00	0.00	0.00	0.00	0.00	2,887.50	0.00
CO#3	Change Order #3	1,182.50	0.00	0.00	0.00	0.00	0.00	1,182.50	0.00
CO#4	Change Order #4	3,700.00	0.00	3,700.00	0.00	3,700.00	100.00	0.00	0.00
CO#5	Change Order #5	4,000.00	4,000.00	0.00	0.00	4,000.00	100.00	0.00	0.00
CO#6	Change Order #6	12,496.00	12,469.00	27.00	0.00	12,496.00	100.00	0.00	0.00
CO#7	Chane Order #7	-22,600.00	0.00	0.00	0.00	0.00	0.00	-22,600.00	0.00

AIA Type Document
Application and Certification for Payment

Page 3 of 3

TO (OWNER): Village of Harrison
W5298 State Rd 114
HARRISON, WI 54952

PROJECT: Village of Harrison Addition
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ARCHITECT'S
PROJECT NO: 25-6094 Village of Harri

CONTRACT FOR: 25-6094 Village of Harrison Addiion

CONTRACT DATE: 5/6/2025

ITEM	DESCRIPTION	SCHEDULE VALUE	PREVIOUS APPLICATIONS	COMPLETED THIS PERIOD	STORED MATERIAL	COMPLETED STORED	%	BALANCE	RETAINAGE
CO#8	Change Order #8	-793.00	0.00	0.00	0.00	0.00	0.00	-793.00	0.00
CO#9	Change Order #9	11,762.20	0.00	0.00	0.00	0.00	0.00	11,762.20	0.00
CO#10	Change Order #10	-275.00	0.00	0.00	0.00	0.00	0.00	-275.00	0.00
CO#11	Change Order #11	-15,435.00	0.00	0.00	0.00	0.00	0.00	-15,435.00	0.00
CO#12	Change Order #12	9,660.00	0.00	0.00	0.00	0.00	0.00	9,660.00	0.00
REPORT TOTALS		\$1,792,045.36	\$939,217.64	\$396,611.57	\$0.00	\$1,335,829.21	74.54	\$456,216.15	\$44,658.33

VILLAGE BOARD MEETING

From: Chad Pelishek, Village Manager

VILLAGE OF HARRISON

Meeting Date: 1/6/2026

Title: Zoning Code Modernization: Discussion with SRF Consulting

Recommended Action: Discussion Only

Background and Additional Information:

The Village Board retained SRF Consulting to help with modernization of the Zoning Code. A representative from SRF will be in attendance to review the information and that is suggested to be updated based on the preliminary review of the code. Powerpoint slides will be provided prior to the meeting to the Trustees.

Budget Impacts: None

Attachments: None

VILLAGE BOARD MEETING

From: Chad Pelishek, Village Manager

VILLAGE OF HARRISON

Meeting Date: 1/6/2026

Title: Fire Department Study Preliminary Findings: McMahon

Recommended Action: Discussion Only

Background and Additional Information:

The Village Board retained McMahon to complete a study of the fire department related to staffing needs for the future, ambulance analysis and compare cost share models. McMahon will present the preliminary results of their study.

Budget Impacts: None

Attachments: Powerpoint as provided by McMahon

RECOMMENDATIONS MEETING

McMahon Public Safety & Municipal Management Group

Kevin Kloehn
Mark Rohloff
Gerry Kudek
Kevin Bierce

January 6, 2025

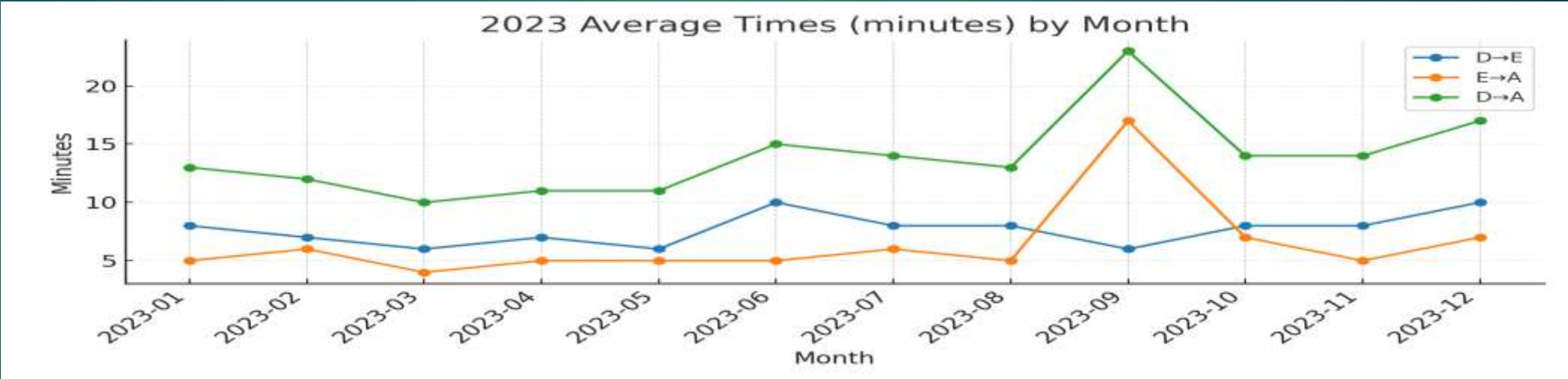
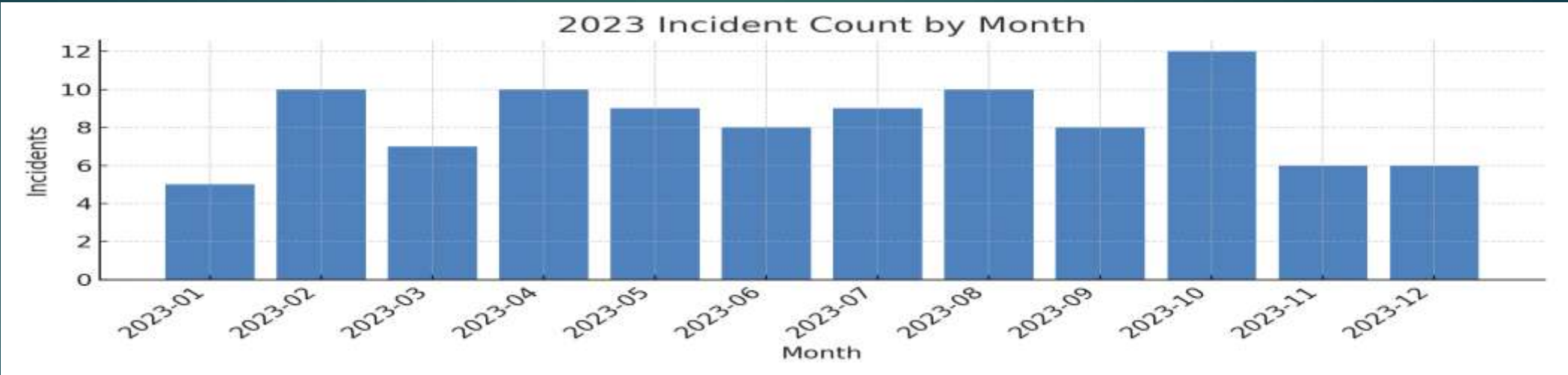
VILLAGE OF HARRISON FIRE DEPARTMENT STAFFING STUDY,
INTERGOVERNMENTAL COST SHARE EVALUATION, AND AMBULANCE SERVICE
ANALYSIS



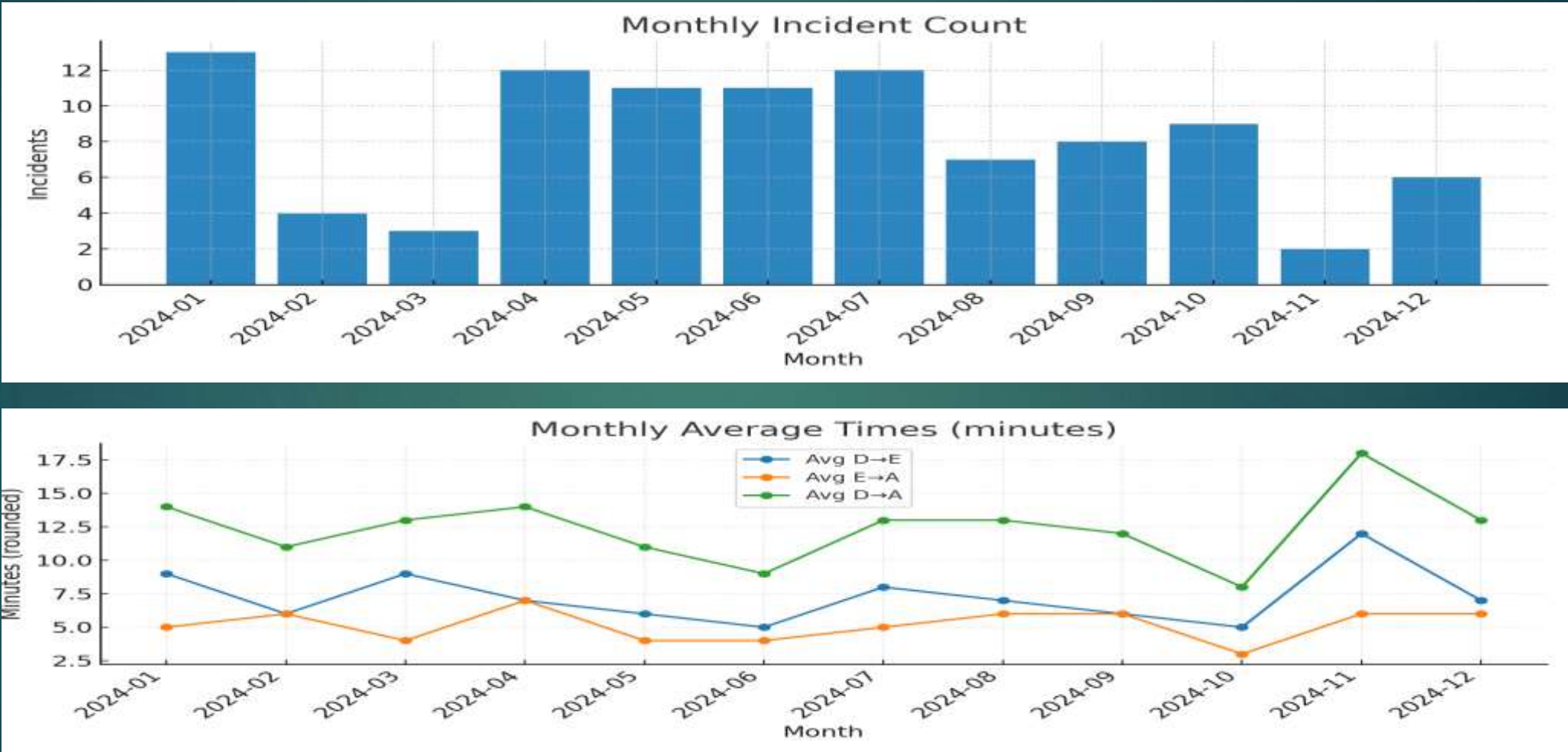
Recommendations and Findings

- ▶ Fire Department Staffing Study
 - ▶ What Staffing Options are Feasible? What are Costs of Options?
 - ▶ When should Harrison go to full-time status?
 - ▶ What type of funding will offset costs?
 - ▶ What positions will/would need to be added?
- ▶ Intergovernmental Cost Share Model Evaluation
 - ▶ Sharing Fire and EMS services with the Village of Sherwood and the Town of Woodville
 - ▶ Is current formula correct?
 - ▶ What are some samples of other shared service formulas?
 - ▶ Harrison Options
- ▶ Ambulance Service Analysis
 - ▶ Current Transport service is Gold Cross Ambulance
 - ▶ If Gold Cross Ambulance begins to charge per capita, what are Village of Harrison's options?
 - ▶ What would be start-up costs to fund an ambulance for Village of Harrison?

Response Times - 2023



Response Times - 2024



If it wasn't for Station 60, the average response times would be much higher

Fire Department Staffing

Option A – Training Officer (FT)

DAY-TIME STAFFING MODEL – HARRISON FIRE RESCUE			
MONDAY – FRIDAY			
TARGET IMPLEMENTATION 2027			
POSTION	NUMBER	FULL TIME/PART TIME/ON CALL	HOURS
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Training Officer	1	FT	Varies, 40 hrs/week
Paid-on-Call FFs	55	On-Call	On-Call
Paid-on-Call EMRs	17	On-Call	On-Call

Difference over 2026 Budget = \$139,280
(Includes Salaries and Benefits)

Benefits of Training Officer

- ▶ A FT Training Officer could help manage hours and set up stipulations on how training could work between Day Staff and POCs.
- ▶ Day Staff and POCs Streamline Training.
- ▶ Set a guideline both groups must train “x” hours per month, year, etc.
- ▶ Set a guideline that both groups reach a certain percentage of offered trainings.
- ▶ Conduct the same training for both groups and have the day staff periodically train with the POCs at night.
- ▶ Keep track of training hours within categories and have mandatory make up sessions.
- ▶ Relieves Fire Chief of Training Responsibilities.

Fire Department Staffing

Option B – Driver Operator (PT) & Firefighter (PT)

DAY-TIME STAFFING MODEL – HARRISON FIRE RESCUE			
MONDAY – FRIDAY			
TARGET IMPLEMENTATION 2027			
POSTION	NUMBER	FULL TIME/PART TIME/ON CALL	HOURS
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Driver Operator	1	PT	8am-4pm
Firefighter	1	PT	8am-4pm
Paid-on-Call FFs	55	On Call	On Call
Paid-on-Call EMRs	17	On Call	On Call

Difference over 2026 Budget = \$50, 970
(Includes Salaries and Benefits)

Fire Department Staffing

Option C – Training Officer (FT), Driver Operator (PT) & Firefighter (PT)

DAY-TIME STAFFING MODEL – HARRISON FIRE RESCUE			
MONDAY – FRIDAY			
TARGET IMPLEMENTATION 2027			
POSTION	NUMBER	FULL TIME/PART TIME/ON CALL	HOURS
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Training Officer	1	FT	Varies, 40 hrs/week
Driver Operator	1	PT	8am-4pm
Firefighter	1	PT	8am-4pm
Paid-on-Call FFs	55	On Call	On Call
Paid-on-Call EMRs	18	On Call	On Call

Difference over 2026 Budget = \$178,480
(Includes Salaries and Benefits)

Fire Department Staffing

Option D – Training Officer, Captain, Driver Operator, Firefighter (24/7/365)

DAY-TIME STAFFING MODEL – HARRISON FIRE RESCUE			
7 Days a Week – 24 Hours a Day			
TARGET IMPLEMENTATION 2027			
POSTION	NUMBER	FULL TIME/PART TIME/ON CALL	HOURS
Fire Chief	1	FT	Daytime, M-F
CRRO – Captain	1	FT	Daytime, M-F
Training Officer	1	FT	Mon-Fri
Admin Assist	1	FT	8am-4pm
Officer - Captain	3	FT	24-hour Shift
Driver Operator	3	FT	24-hour Shift
Firefighter	9	FT	24-hour Shift
Paid-on-Call FFs	55	On Call	On Call
Paid-on-Call EMRs	17	On Call	On Call

Difference over 2026 Budget = \$1,884,520
(Includes Salaries and Benefits)

When Does Harrison Go To Full Time Status?

- ▶ **Volunteer Availability and Response Gaps** – Typically short staff during daytime hours, weekends, and holidays.
- ▶ **Call Volume and Workload** – An increase in workload with Inspections, Re-Inspections, Pre-Fire Planning, Plan Approval, Meetings, Training, Seminars, Managing Multiple Stations, Call Volume, Managing Employees during daytime and evening, Fire Department Planning, etc. (1.5 Calls Per Day)
- ▶ **Response Times** – When turnout and response times are more than what NFPA 1720 recommends. Depends on Response Zone (Urban, Suburban, Rural, Remote).
 - ▶ Urban – 9 min 90%, Suburban 10 min 80%, and Rural 14 min 80% of the time
 - ▶ Must be able to initiate attack within 2 minutes of arrival, 90% of the time
- ▶ **NFPA and OSHA Standards** – 2 In / 2 Out Rule. (Wisconsin Safety Prof Services 330)
- ▶ **Community Growth and Risk Profile**
- ▶ **Financial Feasibility**
- ▶ **Long Term Sustainability**
- ▶ **Burnout of Existing Staff**

Daytime Staff

What Can They Do?

- ▶ Fire and Apparatus Readiness
 - ▶ Apparatus and Equipment Checks: Tools, Pump Tests, Hose Testing, and Maintenance (Daily, Weekly, Monthly)
 - ▶ Station Maintenance (Mowing Lawn, Snow Removal, Cleaning Stations, Minor Repairs)
 - ▶ Inventory and Supply Management (SCBAs, Fit Testing, Flow Testing of Air Bottles and Packs)
- ▶ Training and Professional Development
 - ▶ Training, setting up for evening training, Updating of SOGs/SOPs
 - ▶ Pre-Incident Planning and Fire Inspections
- ▶ Community Risk Reduction
 - ▶ Station Tours, School Programs
 - ▶ Training for Businesses (e.g. Extinguisher Training)
 - ▶ Work with Water Department with Hydrants
- ▶ Emergency Response

Intergovernmental Cost Share Model

Factors to Consider

Weight of Criteria	
Population	30%
Calls – Fire	30%
Equalized Value	30%
Area (sq. mi.)	10%
Weighted Share	
Harrison, V.	77.6%

Intergovernmental Cost Share Model

Using 2025 Operating Expenditures and 20-year Capital Projections

Using 2025 Budget Figures				Harrison	Sherwood	Woodville
Expenditures		\$ 637,900		\$ 494,730	\$ 114,874	\$ 28,296
Est. Village Overhead	5%	\$ 31,895		\$ 24,736	\$ 5,744	\$ 1,415
Gross Expenditures		\$ 669,795		\$ 519,466	\$ 120,618	\$ 29,711
Less: Revenues from each Muni		\$ (271,000)		\$ 79,000	\$ 23,041	\$ 2,038
Net Cost		\$ 398,795		\$ 440,466	\$ 97,577	\$ 27,673
Share of Capital Costs		\$ 842,185		\$ 653,165	\$ 151,662	\$ 37,358
average per year over 20 years						
based on current capital plan						
Total Operating + Capital cost per year		\$ 1,240,980		\$ 1,093,632	\$ 249,239	\$ 65,031

Weighted Share		
Harrison, V.		77.6%
Sherwood, V.		18.0%
Woodville, T (served by HFD)		4.4%

Recommendations

- ▶ McMahon and Staff Recommend – Option C for Future Staffing
 - ▶ Training Officer (FT), Driver Operator (PT) & Firefighter (PT)
 - ▶ Total Additional Cost in 2027 = \$178,480

- ▶ McMahon and Staff Recommend the Weighted Share Model of:
 - ▶ Village of Harrison 77.6%
 - ▶ Village of Sherwood 18.0%
 - ▶ Town of Woodville 4.4%
 - ▶ Revisit Cost Sharing at least every 3-5 years

Ambulance Service Analysis

Steps to Start Own Ambulance

- ▶ Decide the level of service you would provide (EMT, A-EMT, or Paramedic)
 - ▶ If EMT level, GCA or Medic provider would still have to transport all Paramedic level type calls.
 - ▶ Can only transport patients from level of service with level of type of call
- ▶ Initial Feasibility (Cost Analysis)
- ▶ Contact DHS Regional EMS Coordinator for guidance and forms needed
- ▶ Prepare the EMS Provider Operational Plan and apply for a provider license (E-Licensing)
- ▶ Appoint a Medical Director and document medical oversight
- ▶ Staffing & Credentialing
- ▶ Training & Scope upgrades
 - ▶ Determine level of service, current members may need further certification requirements

Ambulance Service Analysis

Steps to Start Own Ambulance

- ▶ Vehicle procurement & DOT / vehicle standards
 - ▶ Decide what ambulance type I,II, or III.
 - ▶ Determine type of Equipment
 - ▶ Spare Ambulance should be included and in operational plan
- ▶ Medical Control and Substance Handling
- ▶ Draft Policies, protocols, QA/QI and documentation
- ▶ Billing & finance operations (Vendor or Internal)
- ▶ Mutual aid / interfacility / intercept agreements
- ▶ Inspections & final DHS approval
 - ▶ DHS satisfied with your operational plan, vehicle compliance, staffing, and medical oversight
- ▶ Ongoing compliance

Ambulance Service Analysis

Revenue vs. Expenses – Year 1

Expenses	Salaries, Personnel, and Administration		(\$421,460)
	Based on 24 hours a day, 7 days a week, \$18.25 (per hour)		
Expense	Purchase of 2 Ambulances and Equipment + Contingency Fund (10%)		(\$810,150)
Revenue	Based on 550 Calls		\$230,935
	60% ALS @ \$1,800		
	40% BLS @ \$1,100		
Balance	Expense vs Revenue		(\$1,000,675)

Questions / Comments

Contact: Kevin Kloehn

Email: kkloehn@mcmgrp.com

Phone: (920) 419-8950