



Intergovernmental Agreement Establishing a Joint Fire & EMS Department

April 12, 2022

Background

- In December, MOU Executed by Mequon, Thiensville
 - Established Working Group to Examine Fire Merger
 - Areas to be Addressed: Governance, Administration, Finance, Staffing, Response Times, Equipment, Facilities, 9-1-1 Dispatch, Future Growth
 - Group has Met on Near-Weekly Basis Since January
 - Proposed IGA Recommended for Approval
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Major Efforts: 2015-Present

YEAR	DELIVERABLE(S)
2015	Fire Intern Program Established
2016	Department Employees Receive 1 st Raise Since 2011
2017	Matrix Staffing Study Completed
2018	2 nd FT Position Authorized - Deputy Chief (DC)
2019	DC Hired; Future of Our Fire Department Formed
2020	\$700K in Funding Approved by CC; WPF Study Starts
2021	WPF Study Results Presented; 3 Battalion Chiefs Hired
2022	Joint Working Group Established; 3 FF/Paramedics Hired

Ozaukee County

- Over Last Few Years, Other Communities Hiring FT Staff

Cedarburg	3
Grafton	3
Fredonia	1
Saukville	2
Port Washington	2
Thiensville	2

- Joint Study Completed by WI Policy Forum in 2021
 - County has Approved \$5 Million to Supplement Staffing
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Rising 9-1-1 call loads, recruitment struggles put Wisconsin fire and EMS agencies on shaky ground, new report says

Alexa Jurado Milwaukee Journal Sentinel

Published 6:01 a.m. CT Dec. 27, 2021

Dodge Co. fire departments merge after staffing shortages



West Bend Fire Department study presented to council

Future options include potential staff increases, closing or replacing one station

By Melanie Boyung - Special to the Daily News Dec 8, 2021 Updated Jan 31, 2022

Fire departments in Milwaukee County are working together more than ever. Retiring Chief Rohlfing sees consolidation as next step.

Elliot Hughes Milwaukee Journal Sentinel

Published 6:30 a.m. CT Oct. 19, 2020

Hello Paramedics and Future Applicants!

Sun Prairie EMS is expanding its service area, and is currently seeking highly motivated and clinically adept paramedics to join our team!

*Immediate openings exist for **full-time** and **part-time** Paramedic positions to begin work in May 2022.*

Other opportunities for up to **7 additional full-time Paramedics** are expected later in 2022.

Sun Prairie intends to hire immediately to meet its need for May 2022 and then to create an eligibility list from which additional staff will be hired later in 2022.

Western Lakes Fire District considering referendum

Report to be released next week

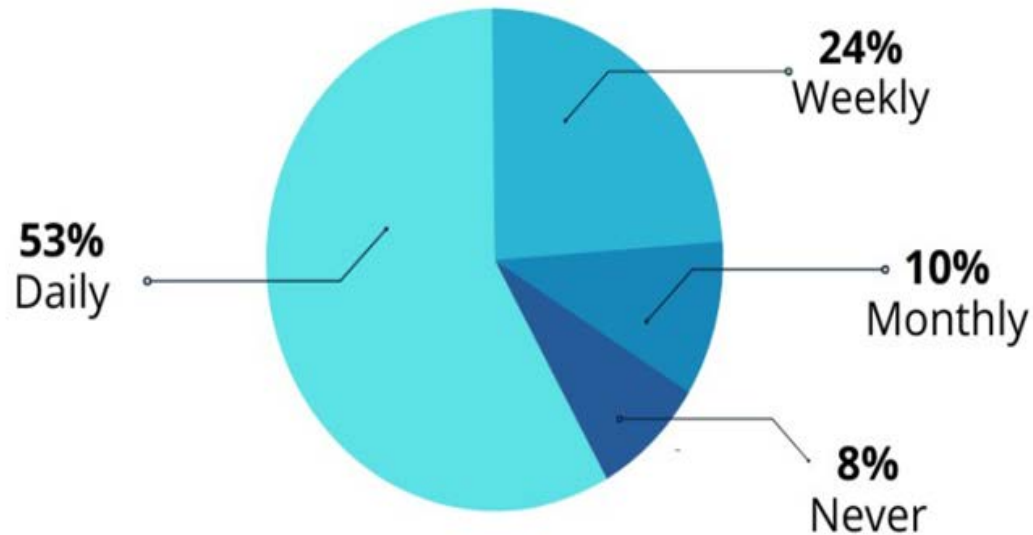
By Dan Colton - Enterprise Staff
Mar 3, 2022

The U.S. & Internationally

EMS 1 Poll of 700 Respondents - April 8:

<https://tinyurl.com/5353k3nv>

How often does your service have no available units to respond?



Guiding Principles

- Stabilize Staffing
 - Sustain Hybrid Staffing Model
 - Improve Service (e.g., Response Times, Health Outcomes)
 - Eliminate Redundancies (e.g., Chiefs, Equipment, Stations)
 - Control Costs
 - Preserve Scalability
 - Advance Community Relations
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Current Partnerships

- **Education:** School District, Weyenberg Library
 - **Governance:** Bikeway, River Committees
 - **Business:** Chamber of Commerce
 - **Public Safety:** School Resource Officer, Mutual Aid
 - **Civic Groups:** Rotary Clubs, Lions, Optimists, Etc.
 - **Athletics:** Recreation, Cardinal Football, TMYBA, Etc.
 - **Culture/Events:** Historical Society, Fun Before the 4th
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General Considerations

- MFD Tries to Staff 2 FR's & 2 Ambulances 24/7/365
 - 1 Fully Staffed Ambulance = 2 First Responders
 - Industry Best Practice: 1 Ambulance/1,000 Calls
 - Industry Best Practice: 1 Ambulance/10,000 Residents
 - 2021: Average Ambulance Run Time = 56 Minutes
 - Early 2022: 27% of MFD Shifts Going Unfilled
 - Simultaneous Response: 2 Calls (27%); 3 Calls (15%)
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What it Takes to Provide EMS

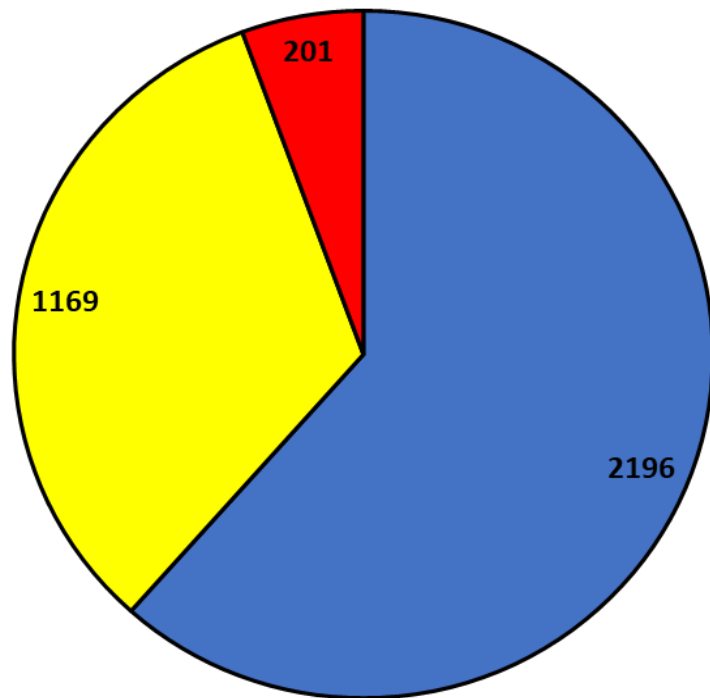


Resuscitation Demo

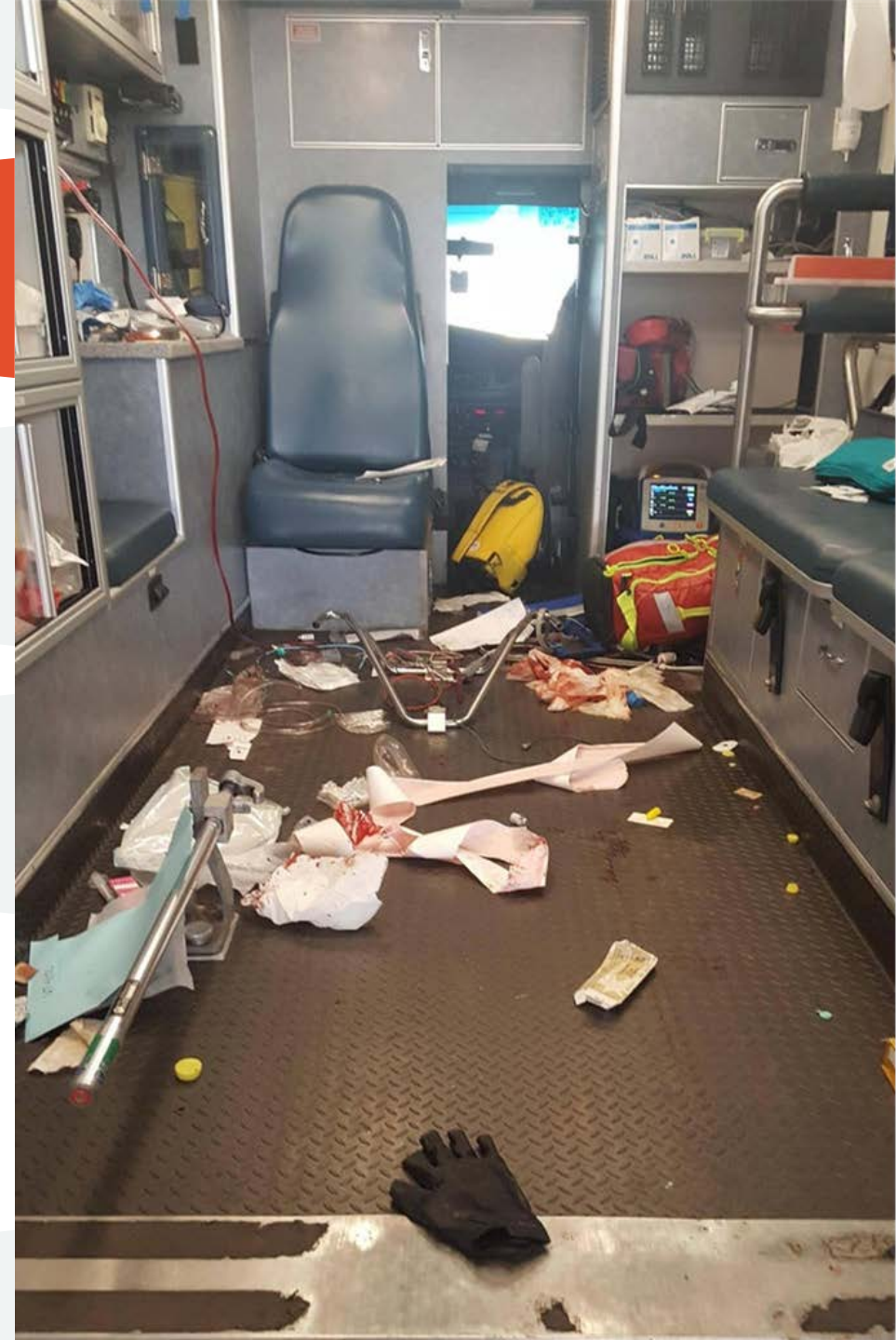


<https://youtu.be/1g6eeogC91s?t=15>

Staffing Considerations



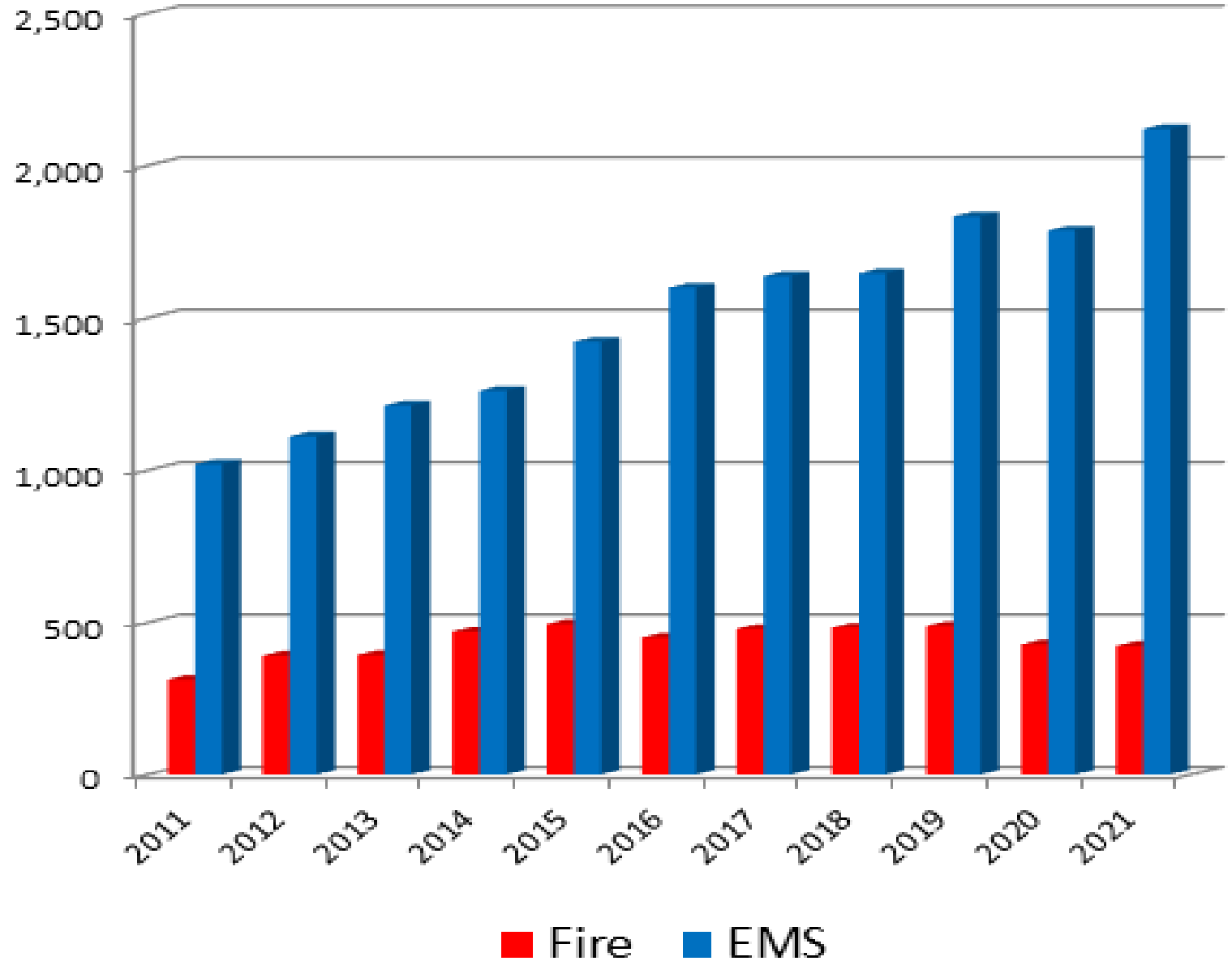
■ Single Call ■ Simultaneous ■ Triple



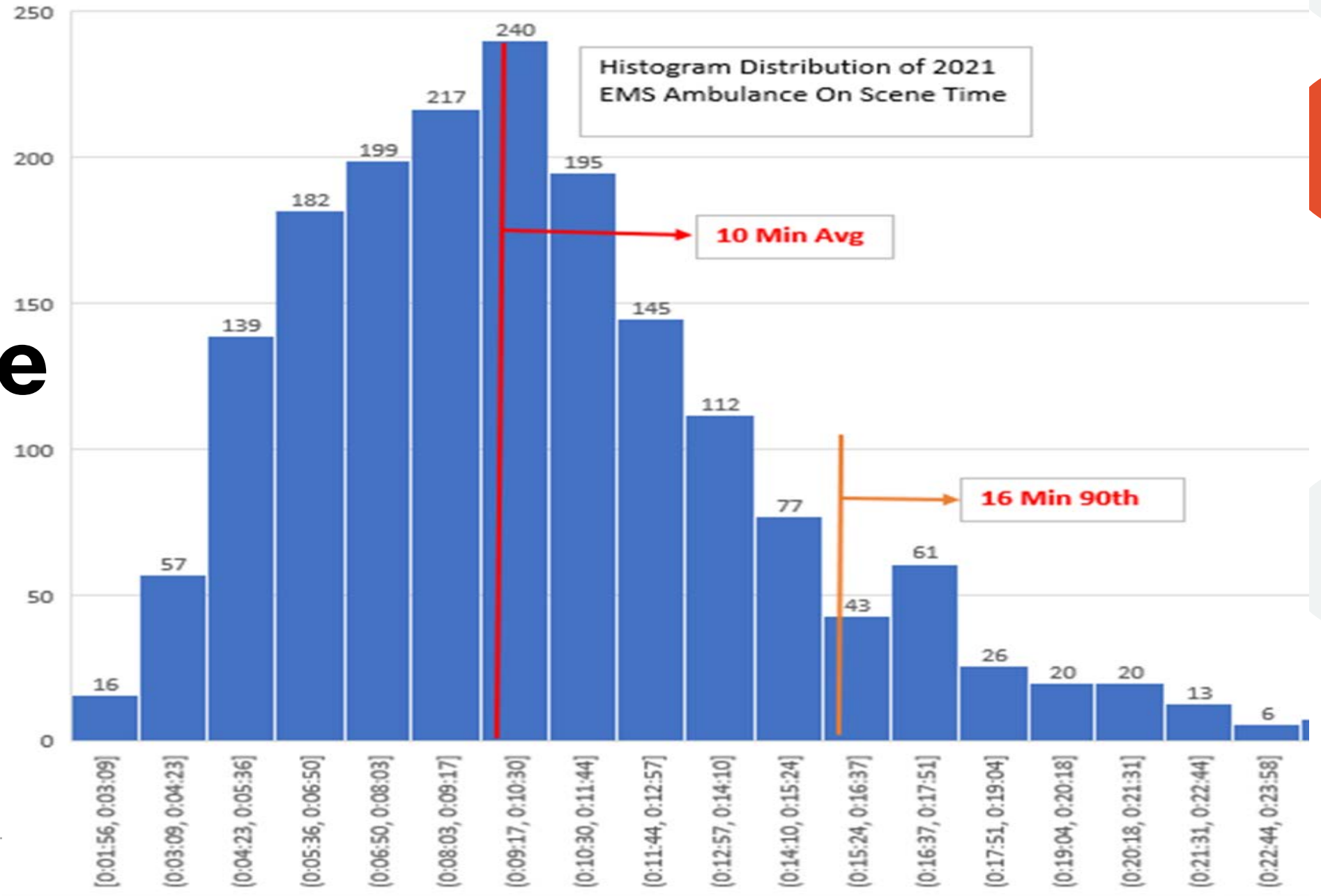
Staffing Challenges

- Baby Boomer Generation Hitting Retirement
 - Declining Rates of Volunteerism
 - Labor Market Shifts Due to Pandemic (e.g., Personal Safety)
 - Additional Training Requirements
 - Loss of Staff to FT Jobs w/ Other Area Departments
 - Recruitment Effort: Yielding More Members/Less Hours
 - Recurring Staffing Gaps in Thiensville: COVID, Holidays
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Mequon Call Volume History: 2011- 2021



EMS Response Time



Training Requirements

Emergency Medical Technician (EMT) Basic

- 180 Hours - Initial Certification (18 Weeks)
- 3-Year Recertification = +30 Hours

Firefighter Level 1 & HazMat Response

- 120 Hours Initial Certification (16 Weeks)
- One School Year Need to Obtain Both

Paramedic

- 1,800 Hours (1 Year of Full-Time Schooling)
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IGA Key Provisions

- Establishes 5-Person Board of Directors
 - Creates Joint Fire Commission (Same Members)
 - Implements Separate Financial Records System
 - Increased FT EMS Staffing, w/ POC Fire & EMS
 - Initial Funding Ratio: Mequon 84.4% / Thiensville 15.6%
 - Initial Term: 5 ½ Years; Automatic Renewals Thereafter
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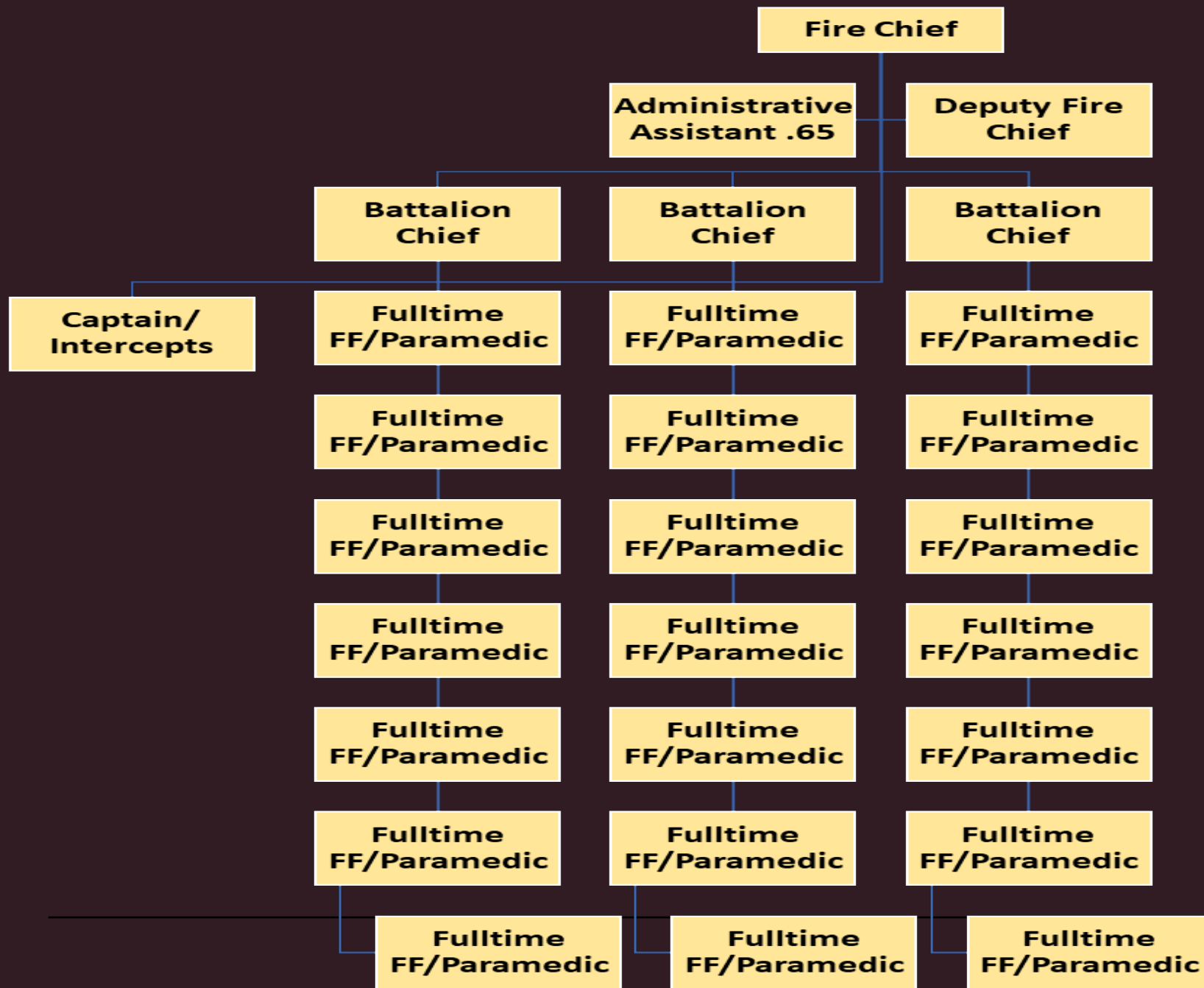
Key Milestones - IGA

2022: Intergovernmental Agreement
Approved; Operations Combined

2023: Merger Official; New Budget Effective

2024: Equipment/Apparatus Combined

2025: Facilities Plan Established



Conceptual Staffing Plan: 2022-2027

Key Action Steps - 2022

Fire-Related Ordinance Amendments Adopted	June 12
Staffing, Command & Operational Service-Sharing Start	July 1
Application for Ozaukee Co. ARPA Funding Filed	July 1
Ambulance Billing Under One Vendor	Aug. 1
Secure Benefits & Insurance Pricing for 2023	Aug. 15
New MABAS Agreements Approved	Sept. 1
2023 Fiscal Year Budget Approved by Fire Board	Sept. 15
Fiscal Year 2023 Budget Adopted by Village & Board	Nov. 14
Vehicle/Apparatus Items Finalized (Lettering, Title, Etc.)	Dec. 1

Financial Impacts

- IGA Contains Five-Year Financial Forecast: 2023-2027
 - Attempt to Enumerate 'All-In' Operating Costs of Merger + Transition to Full EMS Staffing
 - FT Staff: Salary, Health/Dental, FICA, Retirement, Other
 - 3% Annual Wage Adjustments + Step Increases per CBA
 - Oz. Co. Funds Conservatively Estimated (1 Municipality)
 - Figures to be Refined in Connection w/ 2023 Budget
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Ozaukee County EMS Grants Program

- Municipalities w/ Fire & EMS: \$200,000/Year
 - Provide Justification Supporting Improved Response Times
 - Sustainability Plan Also Required by July 1
 - Municipalities w/ Consolidation Agreements Eligible for Additional \$100,000/Year
 - If 3 or More Municipalities Consolidate Services, Each Eligible for \$100,000 Capital Award
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Other Wisconsin Communities

Agency	Population	Area	Call Volume	FT Staff	Daily Minimum	Budget (mil.)
Caledonia	25,761	45	3,175	50	10-12	\$5.8
Beaver Dam	20,000	100	2,900	25	6-8	\$3.6
Brookfield	41,000	27	3,848	58	16	\$10.5
Cudahy	18,271	5	2,400	25	8	\$3.1
Germantown	20,000	34	2,373	13	5	\$2.5
Mukwonago	17,000	40	2,300	7	4	\$1.5
New Berlin	39,700	37	5,100	49	12	\$5.6
Oak Creek	36,000	28	4,558	54	16	\$5.9
Pewaukee	24,152	26	2,900	37	10	\$5.5
S. Milwaukee	21,000	5	3,390	25	6-8	\$3.6
So. Ozaukee	28,432	49	2,991	27.5	8	\$4.3
South Shore	33,534	38	4,500	71	16-17	\$8.0
West Bend	31,596	15	4,759	33	13-15	\$5.0



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