

Village of Mukwonago  
**Notice of Meeting and Agenda**

**JOINT VILLAGE & TOWN BOARD MEETING MEETING**  
**Monday, November 15, 2021**

Time: **6:00 pm**

Place: **Town of Mukwonago Town Hall Building, W320S8315 Beulah Rd., Mukwonago**

**1. Roll Call**

**2. New Business**

**2.1 Presentation by Chief Stien regarding Fire Department Operations and Possible Referendum.**

[V-T Population Growth Chart 2000-2020.xlsx](#)

[Staffing Payroll Costs with Benefits 2025.xlsx](#)

[Org Chart 07-21-2021.pdf](#)

[Org Chart 01-01-2023 Draft.docx](#)

[MFD Staffing Organization Presentation PPT 2021rev.2 T-V Board 11-15-2021.pptx](#)

[Fulltime staffing Q and A Justification r1 T-V Board.docx](#)

[Mukwonago Fire Department Referendum Recommendation 2021.docx](#)

[Area Staffing Referendums November 2018 Spreadsheet.xlsx](#)

[Area Department FT Costs 2021 Data Comparisons.xlsx](#)

**3. Adjourn**

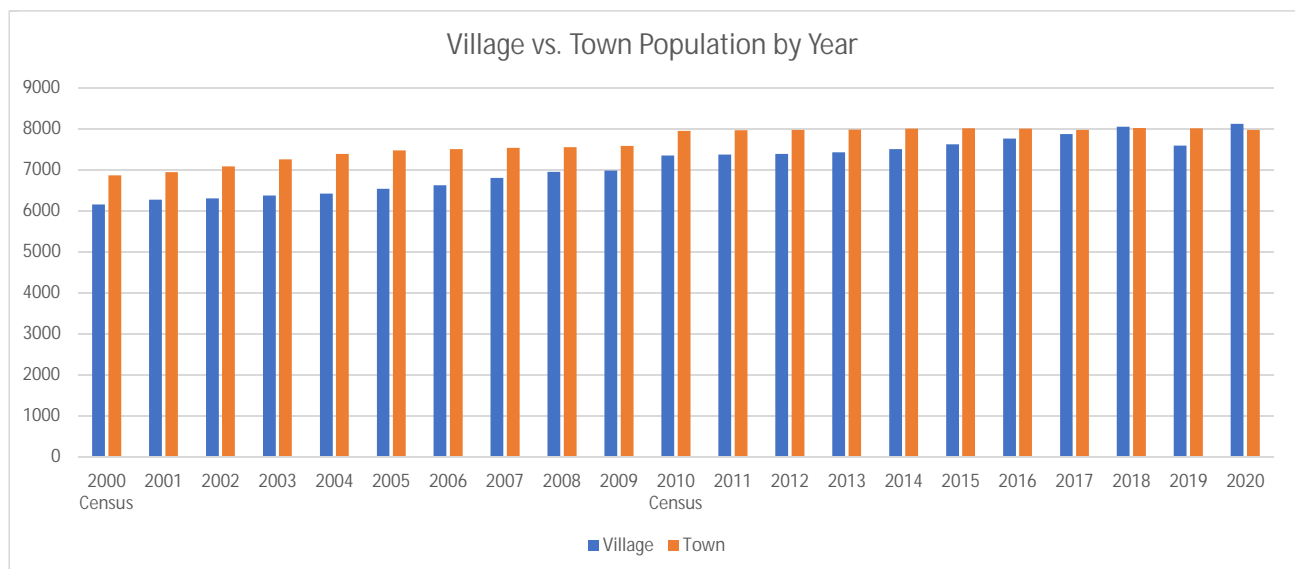
It is possible that a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Municipal Clerk's Office, (262) 363-6420.

Year	Population Village of Mukwonago- Walworth	Population Village of Mukwonago- Waukesha	Population Total Village of Mukwonago	Population Town of Mukwonago
2000 Census	0	6162	6162	6868
2001	31	6247	6278	6951
2002	31	6281	6312	7093
2003	31	6347	6378	7259
2004	31	6397	6428	7391
2005	34	6506	6540	7482
2006	33	6594	6627	7512
2007	42	6767	6809	7544
2008	56	6897	6953	7558
2009	68	6920	6988	7590
2010 Census	101	7254	7355	7959
2011	103	7272	7375	7972
2012	109	7281	7390	7976
2013	113	7319	7432	7990
2014	117	7390	7507	8010
2015	151	7478	7629	8020
2016	166	7606	7772	8014
2017	176	7702	7878	7980
2018	183	7874	8057	8024
2019	203	7394	7597	8016
2020	210	7916	8126	7979

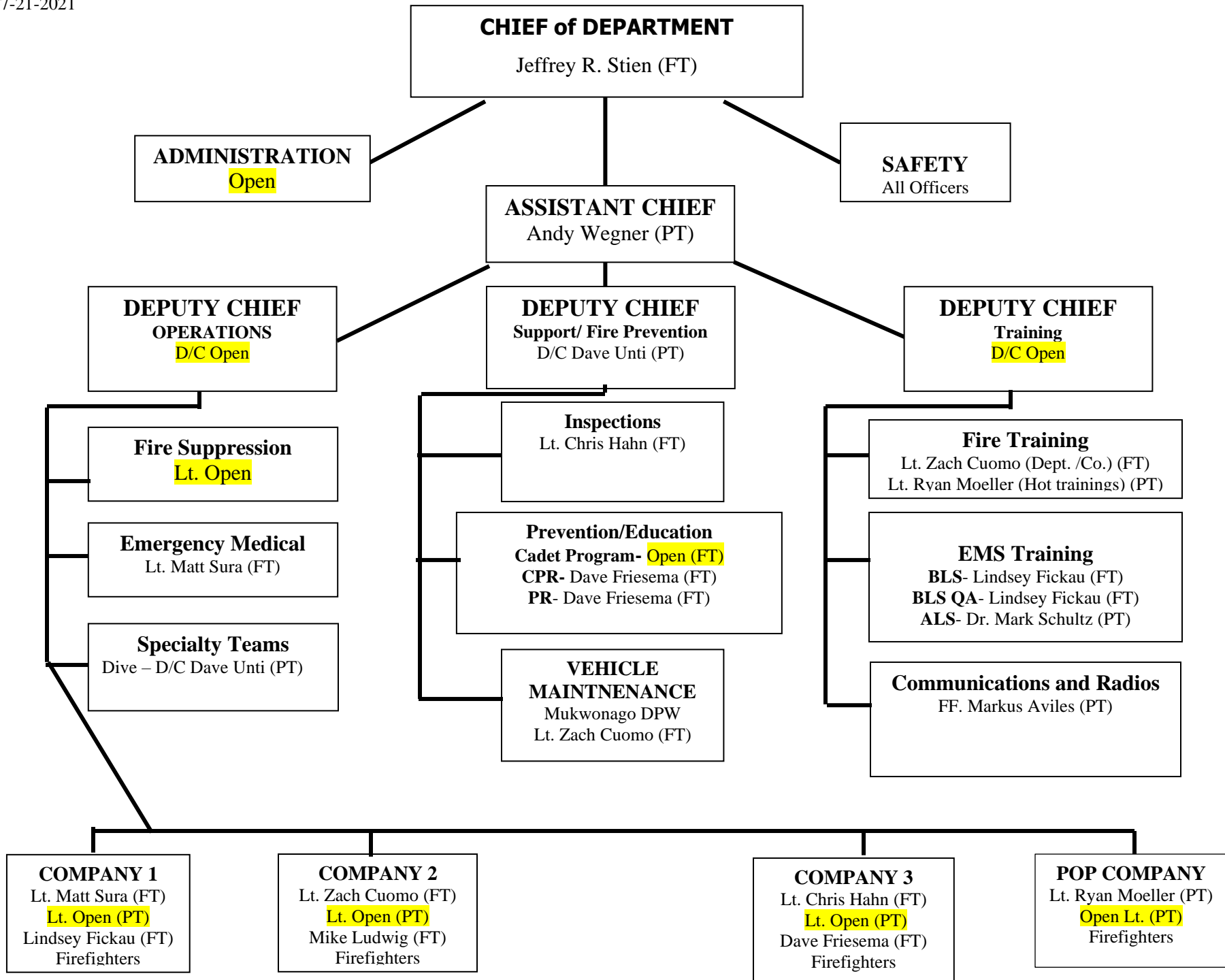
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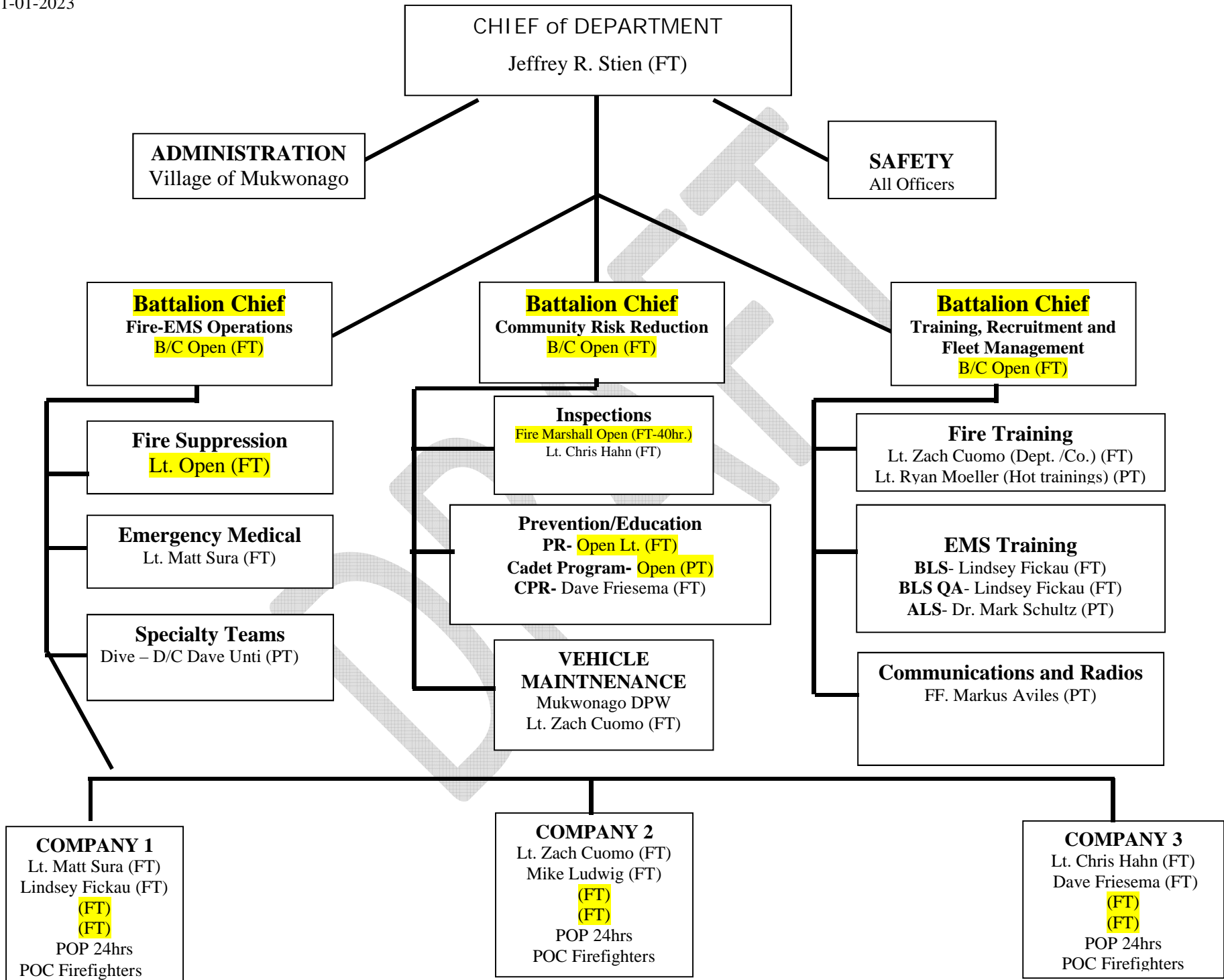
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# MUKWONAGO FIRE DEPARTMENT STAFFING

# MUKWONAGO FIRE DEPARTMENT

- Joint Fire Department
  - Village of Mukwonago
    - Population 8,190
    - 8.32 square miles in Waukesha and Walworth Counties
  - Town of Mukwonago
    - Population 7,979
    - 32 square miles surrounding the Village of Mukwonago

## MUKWONAGO FIRE DEPARTMENT

- Combination: Fire departments that have full-time, paid-on-call or volunteer members are classified as Combination or Part-Paid Fire Departments. The combination fire department may have one or more full-time staff, but rely upon part time, paid-on-call or volunteer firefighters to complement the fire department.
- Mukwonago Fire Department has full time (7 including the Fire Chief) and part time (43-Paid on Premise and Paid on Call) and 1- Cadet(s). There are no volunteer staffing.
- Fire Suppression, Emergency Medical Services, Hazardous Materials-Awareness, Ice/Cold-Water/Dive Rescue
- Station 1- Staffed 24hrs (Village), Station 2-Paid on Call response (Town)



## STAFFING CLASSIFICATIONS

- Full time staff (Most certification requirements)
  - Fire Chief
    - Office hours 0730-1530hrs
    - Duty Officer (D/O) coverage M-Thurs 0600-0600hrs
    - D/O Friday, Saturday, Sunday 0600-1800hrs or if on Company 3 then 0600-0600hrs
    - 2020 5,633.5 hours (Ave. 108hrs/week) in office/ meetings/ trainings and on call coverage
  - 6- Firefighter/Critical Care Paramedics
    - 24 hours on 48 hours off 0700-0700hrs

## STAFFING CLASSIFICATIONS

- Part time Staff
  - Paid on Premise (POP)- 8 Staff, Hourly pay at the station
    - FF1/EMT-Basic Minimum certification
    - M-F Two positions 0600-1800hrs
    - Saturday and Sunday 1-position 0600-1800hrs, 2-positions 0800-1800hrs
    - Apparatus checks
    - Inspections- Thursdays
    - Public Relations, Transfers, Intercepts, 911 and special projects, Daily station duties
    - Training and QA review

## STAFFING CLASSIFICATIONS

- Part time Staff
  - Paid on Call (POC)
    - None to several certifications
    - Assigned to a Company, on call every 3rd night 1800-0600 w/in the response area
    - Paid hourly wage while on a call no standby pay
    - Have fulltime jobs outside of MFD
    - Needs to meet training and certification requirements as FT staff

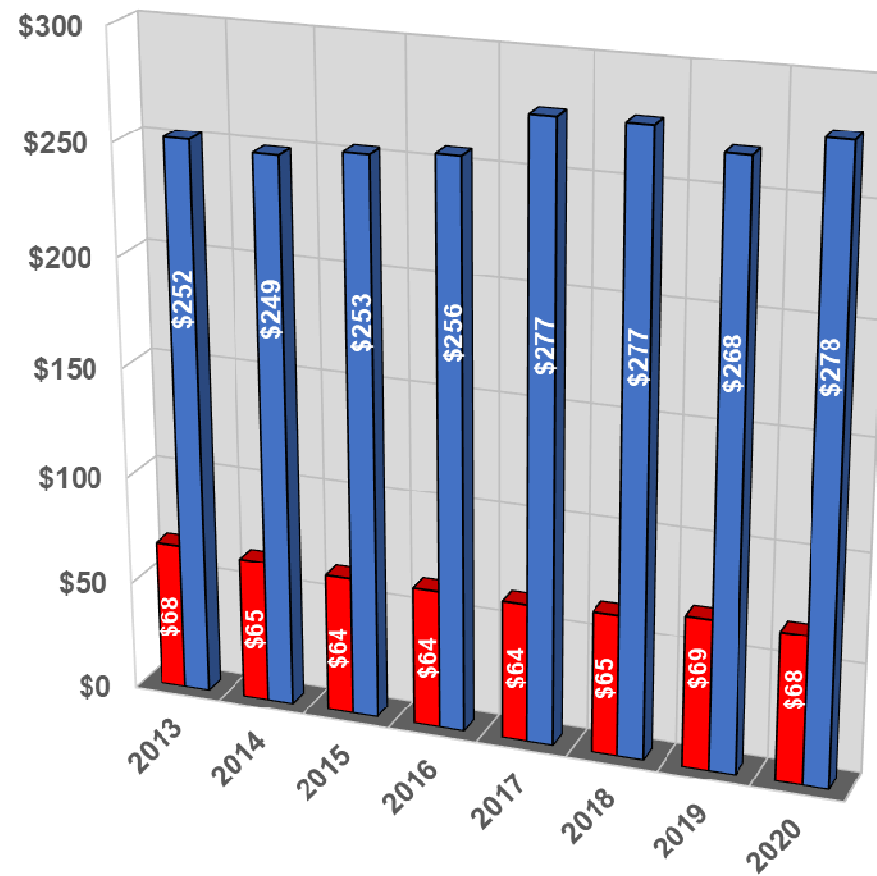
## RECRUITMENT AND RETENTION CHALLENGES

Year	Staff Hired	Staff Retired	Resigned Family	Resigned Job/Personal	Terminated	Total Lost	Net Result
2012	15	1	3	13	1	18	-3
2013	12	0	0	14	2	16	-4
2014	19	0	0	7	4	11	8
2015	16	0	0	12	3	15	1
2016	15	0	3	11	1	15	0
2017	14	0	1	8	2	11	3
2018	22	2	1	12	6	21	1
2019	10	1	1	12	2	16	-6
2020	13	0	0	13	3	16	-3
Total	136	4	9	102	24	139	-3

## FINANCIAL SUPPORT

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Fire Ambulance (Final Budgets)	1,774,759	1,433,064	1,442,694	1,506,618	1,480,107	1,085,650	1,238,384	1,205,249	1,204,708	1,435,874	1,405,908	1,118,439
Total Other Finance Uses	230,036	32,546	89,790	50,346	99,385	5,900	153,102	151,302	198,628	477,735	524,422	301,100
Operating Budget	1,544,723	1,400,518	1,352,904	1,456,272	1,380,722	1,079,750	1,085,282	1,053,947	1,006,080	958,139	881,486	817,339
Taxes (Town & Village Contribution)	445,708	436,968	428,400	420,000	420,000	420,000	432,000	445,800	387,970	114,474	113,860	113,860
Total Other Financing Sources	-	-	-	-	16,824	84,238	143,976	136,208	5,697	137,501	110,500	23,470
Total	445,708	436,968	428,400	420,000	436,824	504,238	575,976	582,008	393,667	251,975	224,360	137,330
Taxes %	28.9%	31.2%	31.7%	28.8%	30.4%	38.9%	39.8%	42.3%	38.6%	11.9%	12.9%	13.9%

Cost/Average Household ■ Fire & EMS ■ Police

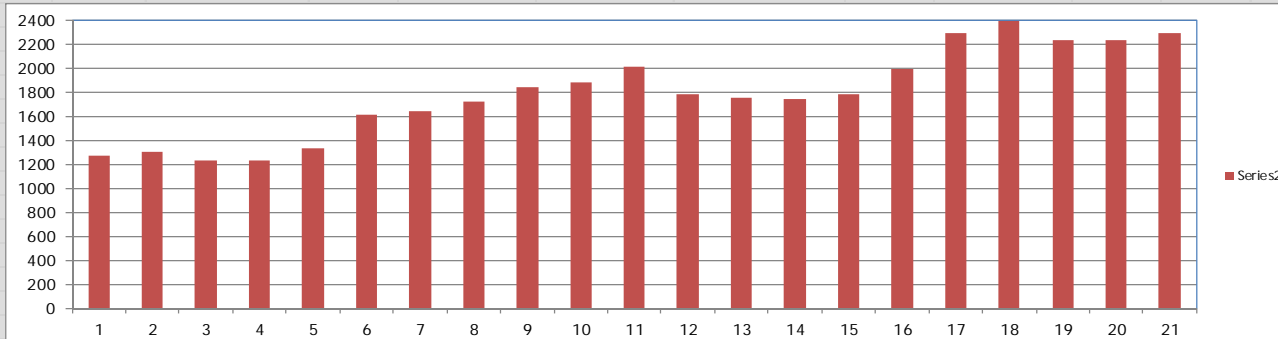


(data sources:  
2013 - 2020 annual Fire Department settlement reports;  
2013 - 2021 Town of Mukwonago adopted annual budgets)

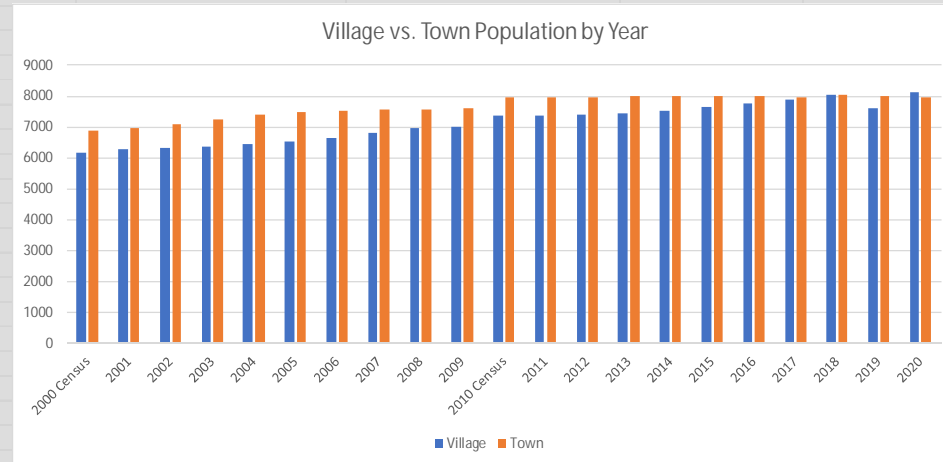
## FIRE/EMS CALL SUMMARY 2000-2020

Year	Total	Total % Change	EMS	EMS % Change	Transfers	Transfer % Change	Fire	Fire % Change
2000	1277	0.0			0			
2001	1312	2.7			0	0.0		
2002	1239	-5.6			0	0.0		
2003	1241	0.2			0	0.0		
2004	1342	8.1			0	0.0		
2005	1615	20.3			0	0.0		
2006	1646	1.9	1361		0	0.0	285	
2007	1730	5.1	1426	4.8	0	0.0	304	6.7
2008	1845	6.6	1537	7.8	0	0.0	308	1.3
2009	1883	2.1	1625	5.7	0	0.0	258	-16.2
2010	2015	7.0	1694	4.2	0	0.0	321	24.4
2011	1791	-11.1	1563	-7.7	0	0.0	228	-29.0
2012	1756	-2.0	1508	-3.5	0	0.0	248	8.8
2013	1745	-0.6	1497	-0.7	0	0.0	248	0.0
2014	1784	2.2	1531	2.3	0	0.0	253	2.0
2015	1998	12.0	1357	-11.4	362	0.0	279	10.3
2016	2298	15.0	1206	-11.1	814	124.9	278	-0.4
2017	2399	4.4	1246	3.3	871	7.0	282	1.4
2018	2241	-6.6	1218	-2.2	776	-10.9	247	-12.4
2019	2234	-0.3	1241	1.9	729	-6.1	264	6.9
2020	2302	3.0	1282	3.3	781	7.1	239	-9.5
% Inc.	80.27							

Inter-Facilities 07-06-15



Year	Population	Population	Population Total	Population
	Village of Mukwonago- Walworth	Village of Mukwonago- Waukesha	Village of Mukwonago	Town of Mukwonago
2000 Census	0	6162	6162	6868
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% Change			31.87	16.18





## Why do we need fulltime staffing?

- Severe gaps in organizational chart (See 2021 and 2023 Organizational Chart)
- Succession planning- Current POC Chief Officers could leave at any time without notice
- Job (PT) vs. career (FT)- Vested in fire department
- Delegation of responsibilities and tasks
  - Annual and bi-annual fire inspections- 2% Dues compliance/ Re-Inspection/Pre-planning
- POP/POC Staffing Level Critical
  - 28% decrease in POC recruitment/ untrained/training requirements/development time/100% turnover rate (Reference Referendum Recommendation Statistical sheet)
    - Training requirements same as FT staff
    - Family/ Time commitment/ Hired FT another department
  - 78.6% POP hours are filled, 178 days-12 hours per year unfilled
    - Will be utilized to back fill for vacation/time off FT staff
  - Minimum level of personnel needed to respond to an EMS critically ill patient is 3 persons
  - National Fire Protection standard 1720 - 10 personnel within 10 minutes on the first alarm
  - Paid on call and Part time employees are no longer long-term solution anymore
- Consistency in companies, skill levels, staffing levels, expectations
  - EMS calls take a minimum of two to transport and more in critical patients leaving the community unprotected during transport, average transport- 1.5 to 2 hours.
  - Minimize response times improves patient outcomes, fire growth and life safety
- Growth in Village and Town- larger multi-story, square foot residential, multi-family, elderly residence
  - RW Management Fire Department Study recommends 5 FT staff per shift
  - ISO 2021 report identifies 3.91 per shift and recommends 9.0 per shift

### What are the additional fulltime staff going to be doing and how are they productively utilized?

- Fire and EMS emergency incident response
  - Can handle multiple backup Fire/EMS calls- 16% of the time while the primary ambulance is out there a second request and another 1.3% for a third request when two ambulances are out. Average ambulance run is 1.5-2hrs.
  - Fire calls require a minimum of 3-4 personnel staffing per apparatus and Command Officer
- Pre-Plan development- severe lack of preplanning of commercial structures
- Training development and implementation
- 2% Dues fire inspection compliance/ Re-inspections/ Compliance
- Public education and relation participation
  - Intern Program
  - Dual Enrollment with Tech Colleges
- Protective services should be considered an essential utility
- Chief should be taken out of the rotation and can be a 40-45 hour a week chief and lead the department. Assist on additional calls, cover for the BC when needed.
- Battalion Chiefs, run the 24-hour shift, have accountability of all reports that need to be completed, direct shift staff to calls of service and lead emergency scenes, have office hours that they work on special projects for the chief as well as normal responsibilities.

### What has FD done to be more efficient and financially responsible?

- Downsize fleet
- Dispatching services to WCCC 2021
  - auto aid and mutual aid established on response plans
  - Pre-alert on all call types
  - Storm mode operations
- Addition of daytime staffing onsite 2 FT and 2- POP staffing per shift, POC coverage at night, if not in class
- Additional 3 FT staff hired in 2016, directly supported and funded from inter-facility transfers- no municipal funding provided, no additional tax support

## Mukwonago Fire Department Referendum Recommendation 2021

In July 2020 RW presented the Mukwonago Fire Department Study results to the Town and Village Board Members and both Administrators. In this study RW Management examined the following factors in relation to Mukwonago FD:

- Governance and Administration
- Assessment and Planning
- Goal and Objectives
- Financial Resources
- Programs
- Physical Resources
- Human Resources
- Essential Resources
- Training
- External Systems Relations
- Staffing

The study resulted in 43 recommendations in the areas of improvement listed above. Since the presentation FD Staff have been working to complete the recommendations. The completed recommendations are listed on the Project Management Progress Form. This form lists the recommendation, who it is assigned to, what category it is related to and completion date. The remaining recommendations require additional funding and additional staffing to complete. The study identified a drastic and significant inadequacy in staffing levels. The recommendations are as follows:

- RW recommends filling vacant officer positions on the current organizational chart. The Department should consider creating additional career path steps for current full-time Lieutenants in the Department that provide those positions opportunity to promote to chief officer positions.
- Beginning in 2021, the Department should always schedule five firefighter/paramedics every day.
- Administrative support staff should be added to the department to assist staff with the administrative functions of the Department.
- The Department should consider engaging a project manager with shared service experience to develop additional shared service agreements and options for consideration.
- The Department should begin transitioning its staffing to more reliance on full-time positions as opposed to Paid on Premise and paid-on-call. The current call volume and service requirements supports the need for additional on-duty staff.
- The Department should plan to add on-duty staff to Fire Station 2 after completion of the staffing transition included in this report. Development in the Town continues and the availability of paid-on-call staff to supplement the on-duty staff of the Department will likely continue to dwindle throughout time.

The study recommends staffing levels to be 5 fulltime staff per day plus the Fire Chief, Administrative Assistant, Fire Inspector to start 2021. Keeping Paid on Premise staff to help fill vacancies due to time off. Keep Paid on call staff to assist when we have multiple calls for service and calls that go to a larger response than the still alarm.

The financial recommendation was as follows:

- RW finds that the Department is heavily reliant on fees for service to support its budgetary needs. The Department should diversify its revenue source and transition costs resulting from this report to tax levy or other annual revenue sources. The following chart indicates that nearly 70%+ of revenue is dependent on fees for service and is not sustainable.

	2020	2019	2018	2017	2016	2015	2014	2013	2012	2011	2010	2009
Fire Ambulance (Final Budgets)	1,774,759	1,433,064	1,442,694	1,506,618	1,480,107	1,085,650	1,238,384	1,205,249	1,204,708	1,435,874	1,405,908	1,118,439
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Taxes %	28.9%	31.2%	31.7%	28.8%	30.4%	38.9%	39.8%	42.3%	38.6%	11.9%	12.9%	13.9%

With the understanding of Expenditure Restraints and Tax Levy restrictions imposed by the state the only way to increase FD funding is through a referendum.

Mukwonago FD is proposing the following Daily staffing:

Current	2021							
	Sun	Mon	Tues	Wed	Thurs	Fri	Sat	Total
Full Time	24	24	24	24	24	24	24	168
Full Time	24	24	24	24	24	24	24	168
POP	32	24	24	24	24	24	32	184
Recommended								
Full Time BC	24	24	24	24	24	24	24	168
Full Time Lt. CCP	24	24	24	24	24	24	24	168
Full Time CCP	24	24	24	24	24	24	24	168
Full Time P	24	24	24	24	24	24	24	168
Full Time B	24	24	24	24	24	24	24	168
Full Time FM		8	8	8	8	8		40
POP	24	24	24	24	24	24	24	168

The RW study recommends an Administrative Assistant and Project Manager, which is not reflected above. Justification to adding the vacant FT Officer/Command staff positions, Fire Marshall (FM) and additional FT staffing as recommended, **would provide adequate time for the Fire Chief and/ or designee to review and address shared services/consolidation/merger with area fire departments.** The additional FT Command Staff would address Succession Planning. Succession Planning is addressed with development within the job descriptions. The Assistant and Deputy Chief positions are currently filled by Paid-On-Call staff where one individual has FT outside employment, and the other is retired. Assistant and Deputy Chief positions would be replaced by the Battalion Chiefs. Regards to an Administrative Assistant position each staff member can continue to complete their respective administrative duties and best utilize funds for the Fire Marshall.

#### Paid on Premise Staffing Trends:

POP Coverage Hours			
	Available Hours	Hours Covered	Percent Covered
2016	13140	11737	89.32
2017	13140	12320	93.76
2018	9768	7827	80.13
2019	9984	9170	91.85
2020	9984	7847	78.60

This chart demonstrates the difficulty of filling Paid on Premise positions and the delinquencies in daily shift coverage. Example, 2020 states of the 9984 hours of available hours for POP staffing only 7847 were filled, unfilled for 2137 hours in 2020. This equates to 178 days of 2020 were not filled by POP staffing. Not only does the study identify gross staffing shortages, but it also recommends not to rely on POP staffing, as it has identified the issue as unreliable. Reliance and consistency need to come from Fulltime staffing and utilize POP staff to back fill for FT time off. A temporary fix to some of the staffing shortages has been using Waukesha County Communications center for our dispatch by using response plans that include auto-aid and mutual aid assistance. This is a great opportunity to work with other departments on shared services to help with staffing.

Paid on Call/ Paid on Premise Trends:

Year	Staff Hired	Staff Retired	Resigned Family	Resigned Job/Personal	Terminated	Total Lost	Net Result
2012	15	1	3	13	1	18	-3
2013	12	0	0	14	2	16	-4
2014	19	0	0	7	4	11	8
2015	16	0	0	12	3	15	1
2016	15	0	3	11	1	15	0
2017	14	0	1	8	2	11	3
2018	22	2	1	12	6	21	1
2019	10	1	1	12	2	16	-6
2020	13	0	0	13	3	16	-3
<b>Total</b>	<b>136</b>	<b>4</b>	<b>9</b>	<b>102</b>	<b>24</b>	<b>139</b>	<b>-3</b>

Conclusion:

The staffing struggle has been identified through the department study, POP staffing trending chart, POP and POC turnover. **The staffing level cannot be ignored any further and action must be taken.** The services provided by the Mukwonago Fire Department are not sustainable. Safe operations as defined by NFPA 1710/1720 cannot be met at current staffing and funding levels. The only forward decision is to let the residents of the communities decide by taking a referendum vote.

Contingency plan:

In event that approval not received to go to referendum or referendum is unsuccessful:

- Continue requesting additional staffing annually as presented in the Strategic Plan
- Suspend intercepts/ inter-facility transports- resulting in significant loss of revenue and additional tax contribution from municipalities
- Elimination of POP and POC staffing- **resulting two available on staff daily**
- Downgrade EMS services to BLS only starting 2026

Municipality	Contact Name	Position	Contact Phone	Contact Email	Promotion	Election	Referendum Increase	Company Used	Cost	Started Program	# of new FD	# of new PD	Yes Votes	No Votes	Passed	Result
City of Franklin	Paul Rotzenberg/ Mark Luberd (Retired)	Dircetor of Finance and Treasurer/ Director of Administration	414 427-7514/ 414-858-1100	<a href="mailto:PRotzenberg@franklinwi.gov">PRotzenberg@franklinwi.gov</a> , <a href="mailto:mluberd@franklinwi.gov">mluberd@franklinwi.gov</a>	website and newsletter	11/6/2018	2.55% (\$531,258.00)	Mueller Communications used for assessment and survey not for promotion	\$ 35,000.00		0	3	5192	6880	No	Initial request was for 9 FF and then LE wanted to add staff. Request sent to elected officials. Referendum look at top staff costs at year 10. Fire Chief realized not enough education and pulled FF staff.  Had to cut services
City of Greenfield	Dave Patrick	Interim Police Chief	414-761-5378	<a href="mailto:david.patrick@gfpd.org">david.patrick@gfpd.org</a>	Social media, newspaper, fact sheet comparisons, mailings	11/6/2018	6.96% (\$975,000.00)	Internal Staff	color mailings- \$7,000.00	5 months	2	5	9776	7243	Yes	Projecting top pay 5 years calculated culmative year to year  Loss of Expenditure restraint funding so had to staggering hirings thru 2019  If not successful would have to cut community involvement and programs
City of Kenosha	Steve M. Stanczak	Director of HR	262-653-4130	<a href="mailto:ssstanczak@kenosha.org">ssstanczak@kenosha.org</a>	Mayor announced at several meetings, newspaper, Chiefs talking to area groups	11/6/2018	1.73% (\$900,000.00)	Internally iniated	minimal	6 months	2	5	19970	14743	Yes	Planned for the following year, used state restrictions (levy limits/Expenditure Restraints)  Added staff  Would have to continue at current staffing levels, possible service cuts in future
Village of Bloomfield	Lloyd Cole	Interim Administrator	262-279-6039	<a href="mailto:yobadministrator@bloomfield-wi.us">yobadministrator@bloomfield-wi.us</a>	newsletter w/survey and website- information, 4 public meetings hosted	11/6/2018	32% (\$600,000.00)	No outside consultant, AdHoc Committee established	mailings	1 year	Maintain	Maintain	480	1118	No	Village established 2011, Public Safety and Road Maintenance to pay down debt over the next 5 years  Attrition to court and municipal clerk to PT staff, reduction is board salaries, FT utility position not filled, FT to PT positions to continue
Village of Random Lake	Matthew Brockmeier	Village President	920-254-0408 cell	<a href="mailto:mbrockmeier@randomlakewi.com">mbrockmeier@randomlakewi.com</a>	FD face to face, letter to editor, no village involvement	11/6/2018	8.295% (\$70,204.00)	Village approved referendum question used attorney	None	1 year	1	0	526	233	Yes	Had first referendum for one year to hire but due to wrong verbaige had to come back following year for another referendum to extend out tax levy, costs calculated out 5 years at top pay  Followup referendum due to volunteers worked outside community and unable to respond during daytime
Germantown	John Delain	Fire Chief	262-502-4701	<a href="mailto:john.delain@germantownfirespt.com">john.delain@germantownfirespt.com</a>	Referendum prepared by FD	11/1/2015	\$1,600,000.00	None	None	6 months prior	16	0	600	800	No	Only item on ballot very low voter turnout  Funded by combining PT positions and TID's came off
South Milwaukee	Joe Knitter	Fire Chief		<a href="mailto:knitter@smwi.org">knitter@smwi.org</a>	Mailed survey, responses via mail or online	2017	\$616,642.00	Mueller Communications	\$ 25,000.00	1 year	status quo	2			Yes	Only referendum on ballot, used reposne times, FD loss of County funding
Elkhorn FD	Rod Smith	Fire Chief	262-749-4042	<a href="mailto:rsmith@cityofelkhorn.org">rsmith@cityofelkhorn.org</a>	Social Media, mailers, in (4) person meeting	11/1/2020	1,625,902.00	Internal staff/ School District	None	1.5 Years	24	0			Yes	Contracted Fire/EMS Services for \$800,000. This referendum replaces contract and adds municiple staffing on each shift. The referrendum ammount reflects additional costs for staffing above and beyond contract costs. Claculated costs at Shift Commander level for each position to provide funding for a few coming years and then revenue based after.

\$8,722,464,000	\$7,963,734,700	\$758,729,300	\$76	\$1,551,866,500	\$1,000	\$317
WLFD				C-Delafield		
All EVI	Fire/EMS Evi	EMD EVI	Fire	EVI	Total	Law

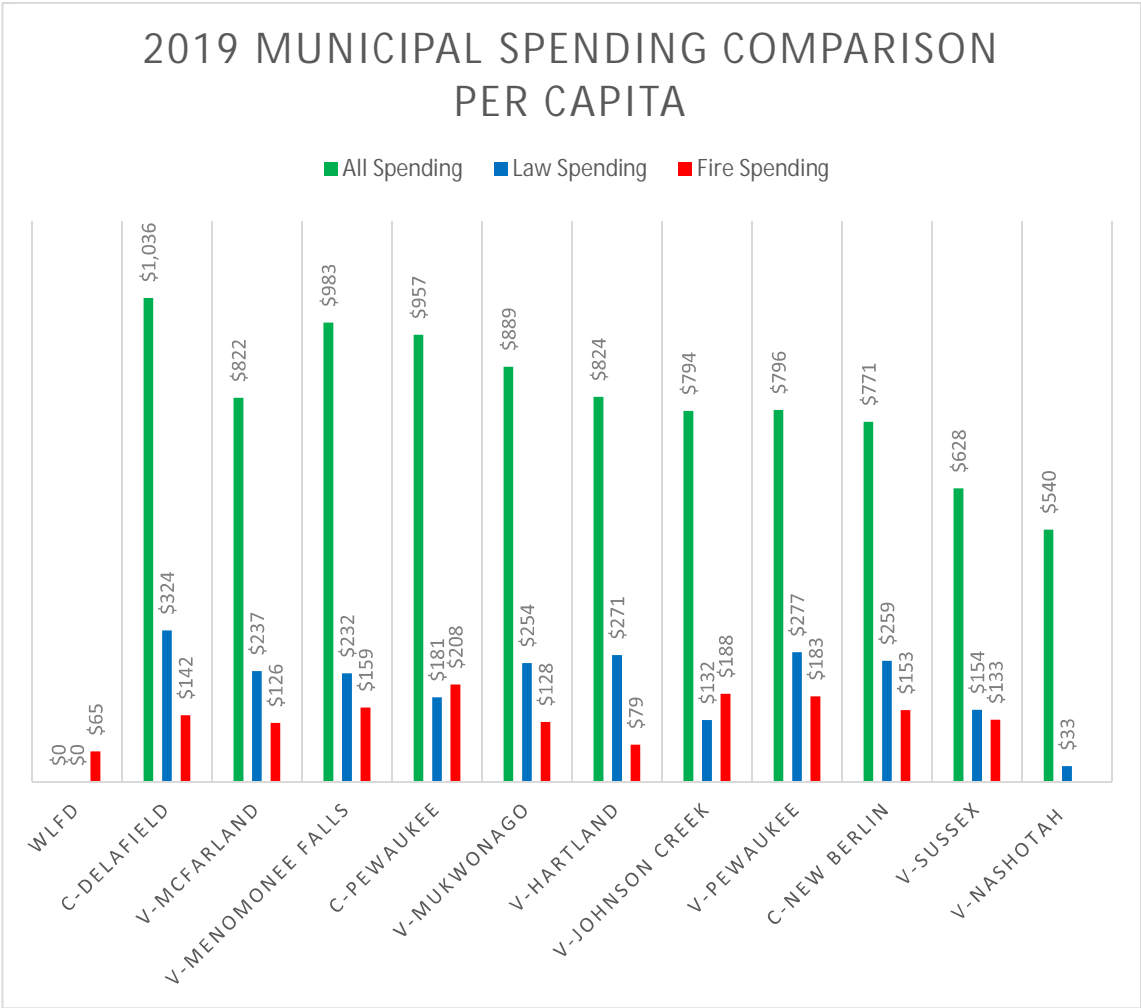
All EVI \$8,722,464,000  
 Fire/EMS EVI \$7,963,734,700  
 EMS EVI \$758,729,300  
 WLFD \$76

C-Delafield \$1,000  
 C-Delafield Law \$317  
 C-Delafield Fire \$138

V-McFarland \$978  
 V-McFarland Law \$236  
 V-McFarland Fire \$128

	All Spending	Law Spend	Fire Spending
WLFD	\$0	\$0	\$65
C-Delafield	\$1,036	\$324	\$142
V-McFarland	\$822	\$237	\$126
V-Menomonee Falls	\$983	\$232	\$159
C-Pewaukee	\$957	\$181	\$208
V-Mukwonago	\$889	\$254	\$128
V-Hartland	\$824	\$271	\$79
V-Johnson Creek	\$794	\$132	\$188
V-Pewaukee	\$796	\$277	\$183
C-New Berlin	\$771	\$259	\$153
V-Sussex	\$628	\$154	\$133
V-Nashotah	\$540	\$33	\$199

\$138	\$1,056,153,600	\$978	\$236	\$128	\$5,289,929,600	\$928	\$241	\$160
	V-McFarlad				V-Menomonee Falls			
Fire	EVI	Total	Law	Fire	EVI	Total	Law	Fire





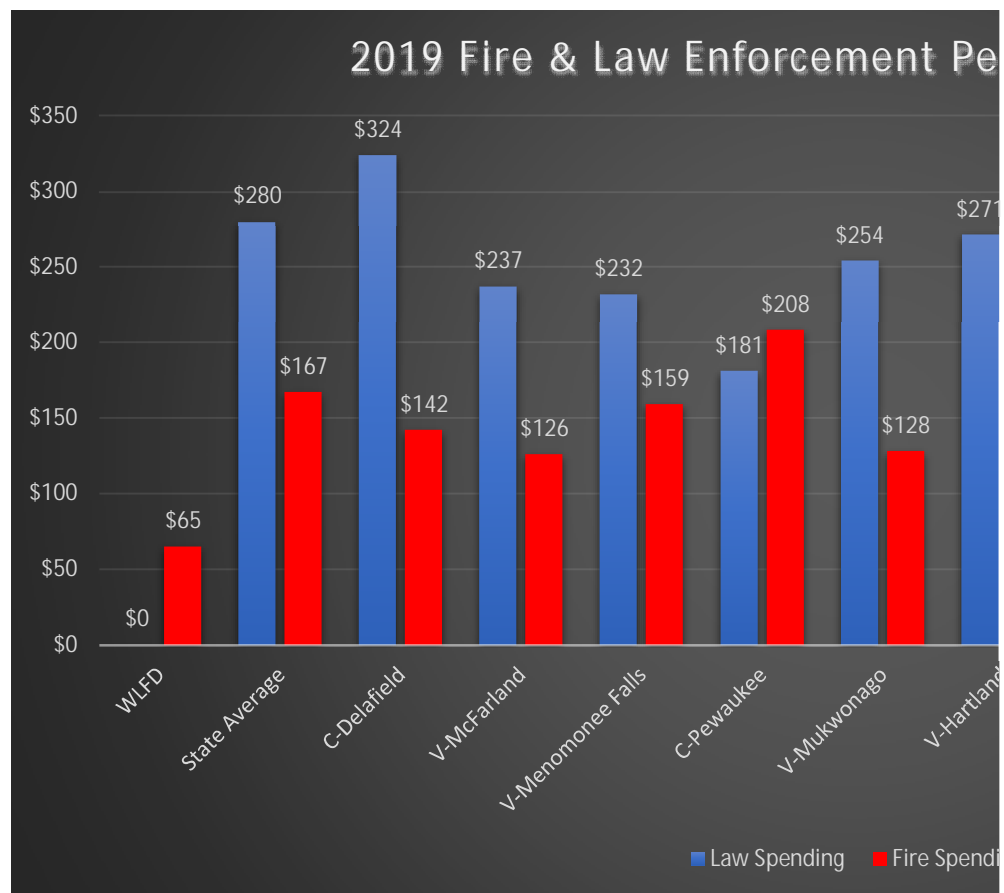
\$3,333,311,300	\$921	\$177	\$193	\$926,137,500	\$880	\$263	\$137
C-Pewaukee				V-Mukwonago			
EVI	Total	Law	Fire	EVI	Total	Law	Fire

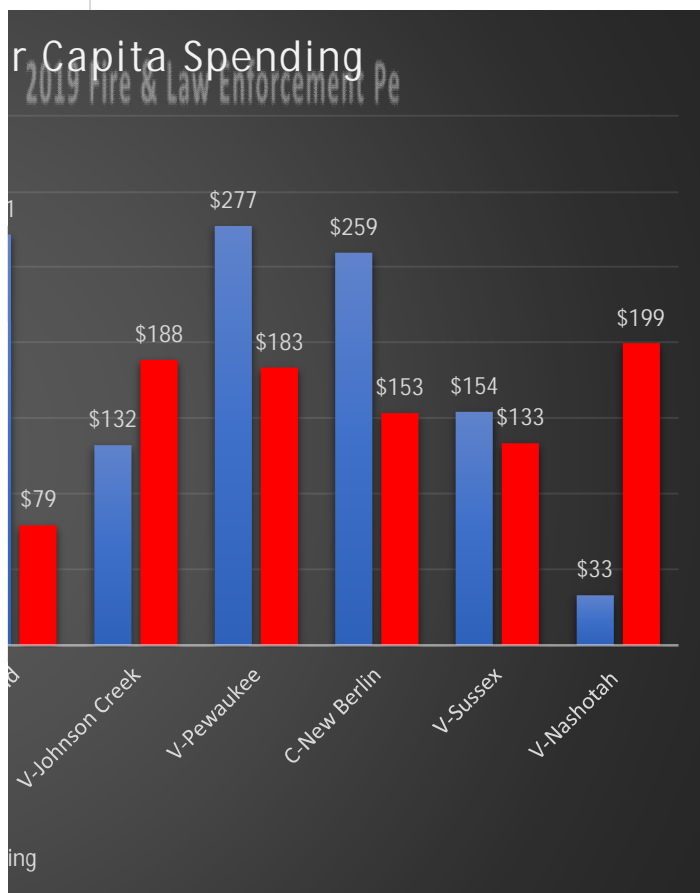
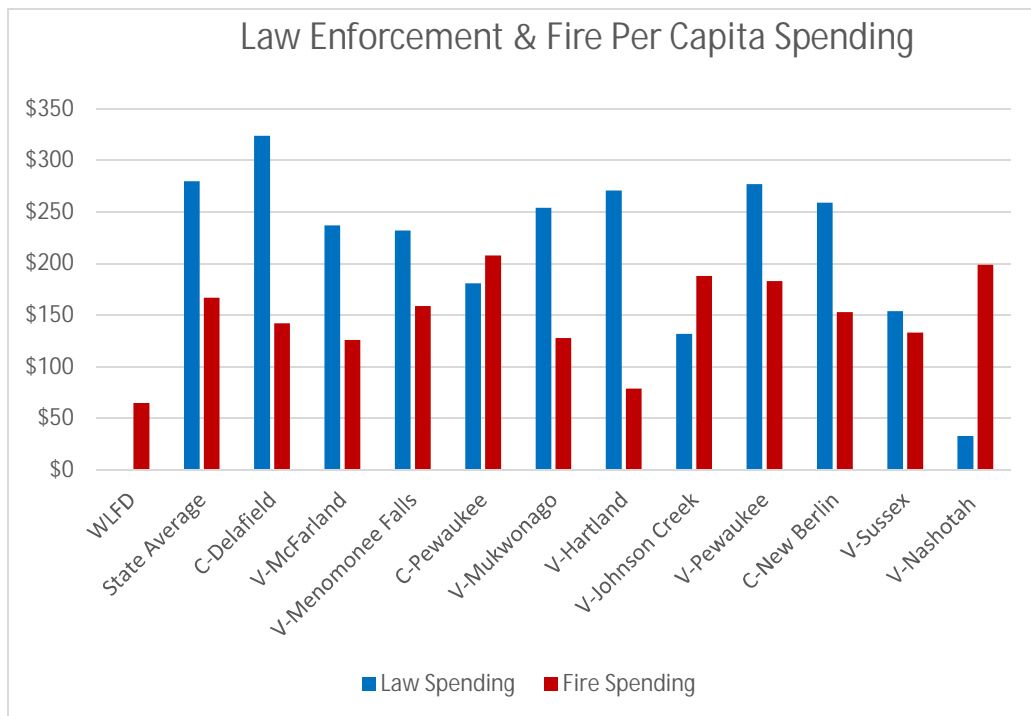
\$1,397,844,200	\$788	\$261	\$69	\$372,706,900	\$775	\$142	\$169
V-Hartland				V-Johnson Creek			
EVI	Total	Law	Fire	EVI	Total	Law	Fire

\$1,060,241,200	\$750	\$262	\$177	\$5,714,405,700	\$748	\$254	\$145
V-Pewaukee				C-New Berlin			
EVI	Total	Law	Fire	EVI	Total	Law	Fire

\$1,429,991,200	\$637	\$154	\$133	\$204,363,700	\$607	\$37	\$199
V-Sussex				V-Nashotah			
EVI	Total	Law	Fire	EVI	Total	Law	Fire

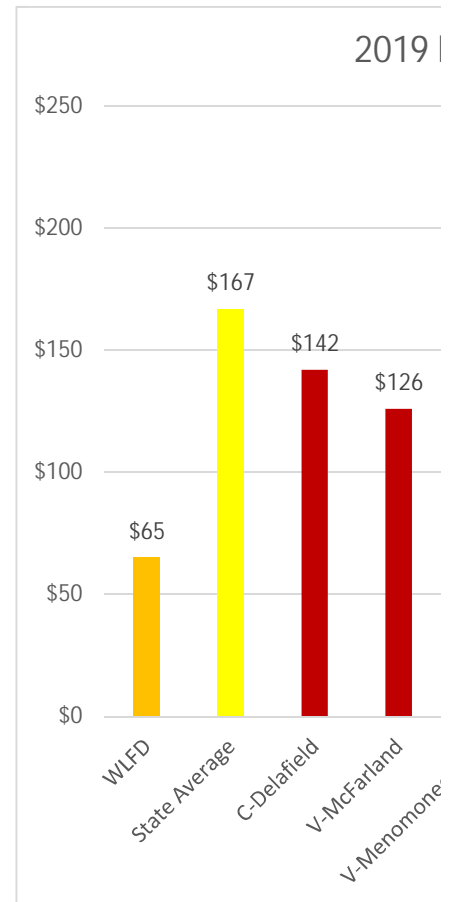
	Law Spending	Fire Spending
WLFD	\$0	\$65
State Average	\$280	\$167
C-Delafield	\$324	\$142
V-McFarland	\$237	\$126
V-Menomonee Falls	\$232	\$159
C-Pewaukee	\$181	\$208
V-Mukwonago	\$254	\$128
V-Hartland	\$271	\$79 15 percent increase
V-Johnson Creek	\$132	\$188 12 percent
V-Pewaukee	\$277	\$183
C-New Berlin	\$259	\$153
V-Sussex	\$154	\$133
V-Nashotah	\$33	\$199



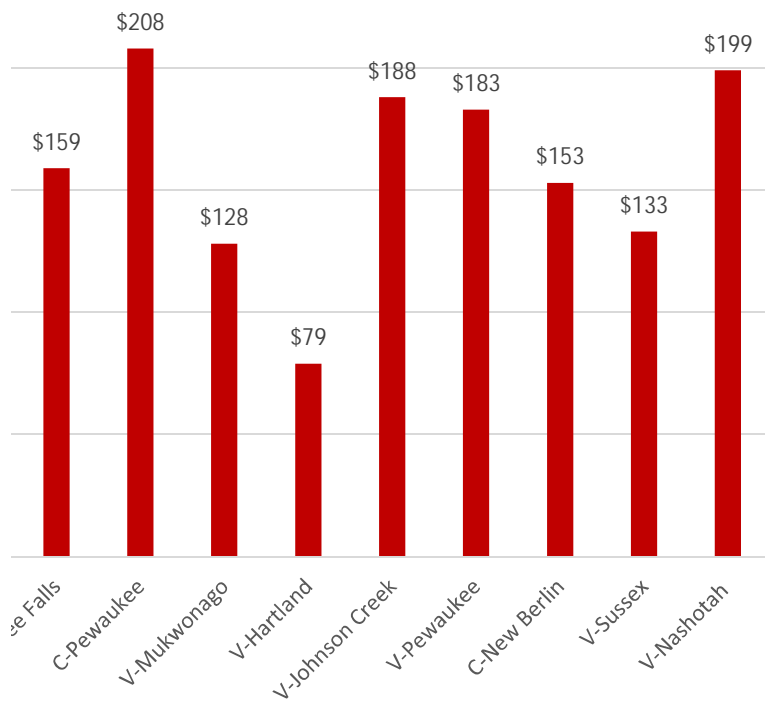


# Fire/EMS Spending

WLFD	\$65
State Average	\$167
C-Delafield	\$142
V-McFarland	\$126
V-Menomonee Falls	\$159
C-Pewaukee	\$208
V-Mukwonago	\$128
V-Hartland	\$79
V-Johnson Creek	\$188
V-Pewaukee	\$183
C-New Berlin	\$153
V-Sussex	\$133
V-Nashotah	\$199



## Fire/EMS Spending Per Capita





Fire Department	Call Volume	FT Firefighters	FT Employees	# FT/500 Calls	Stations	2021 Equalized Value	Per Capita Cost (POP*Cost)/1000	Population	Firefighters per 1,000 population FT FF/(POP/1000)	Public Protection Classification (ISO Ranking)
NFPA Standard									1.81	
US Fire Protection									1.32	
Inter-City Managers									1.52	
Lisbon	1,200	6	7	2.5	2	\$ 1,545,464,200	?	10,731	0.56	
Hartland	880	3	4	1.7	1	\$ 1,513,508,000	\$79	9,434	0.32	
Sussex	833	9	10	5.4	1	\$ 1,629,687,900	\$133	11,587	0.78	2
Mukwonago*	2,302	6	7	1.3	2	\$ 2,126,475,900	V-\$64/T-\$64	16,251	0.37	3
Mukwonago* Target (2023)	2,500	15	17	3.0	2	\$ 2,126,475,900		16,251	0.92	3
Beaver Dam*	2,696	30	33	5.6	1	\$ 1,999,868,500	\$157	23,230	1.29	3
De Pere*	2,723	24	30	4.4	2	\$ 2,465,447,700	\$158	24,817	0.97	2
Fond du Lac*	3,918	57	67	7.3	3	\$ 3,212,315,900	\$192	44,349	1.29	1
Watertown*	2,000	26	28	6.5	1	\$ 1,663,635,300	\$107	29,165	0.89	2
City of Brookfield	3,848	51	60	6.6	3	\$ 8,052,747,400	\$255	40,276	1.27	2
City of Waukesha	8,043	78	105	4.8	5	\$ 7,596,911,800	\$202	71,856	1.09	2
Greenfield	5,500	45	54	4.1	2	\$ 3,590,760,100	\$199	36,856	1.22	2
Pleasant Prairie	2,761	24	27	4.3	2	\$ 4,760,165,000	\$183	22,866	1.05	2
West Bend	3,335	35	40	5.2	3	\$ 3,431,798,400	\$149	32,269	1.08	2
Pewaukee*	2,598	30	37	5.8	2	\$ 4,757,961,400	\$208	22,881	1.31	2
New Berlin	4,614	36	42	3.9	5	\$ 6,173,025,900	\$153	40,821	0.88	
Menomonee Falls*	4,746	27	37	2.8	4	\$ 6,211,098,800	\$159	40,852	0.66	
Lake Country*	2,000	18	25	4.5	5	\$ 6,523,974,000	\$95	28,505	0.63	4
North Shore*	8,949	90	104	5.0	5	\$ 9,583,500,300	\$197	65,122	1.38	2
Western Lakes 21**	6,250	15	24	1.2	6	\$ 9,687,114,734	\$65	48,485	0.31	4
WLFD Target (2025)*	8,315	87	98	5.2	6	\$ 11,025,804,169	\$138	62,229	1.40	2
AVERAGES	3810	34	41	4.4	3.0	\$ 4,432,596,857	\$158	31,830	1.07	2
LCFR EV t-del 1880208400 t-gen 1205643900 chen 562697100 nash 229730100 ocon lake 428739100 wales 478683400 c-del 1738272000 \$ 6,523,974,000										

Village and Town 8190 8061

Beaver Dam, 5 17038 3926 1045 1221

6 Municipalities 24091 2040 566 1153 1315

City and Village 14948 7933

Falls and Lannon 39379 1473

7 Municipalities 7235 8614 593 1359 607 2669 7428

11 Municipalities 2377 5159 3941 17808 8777 3159 0 663 2255 1369 304 2673

12 Municipalities 2377 5159 3941 17808 8777 8537 3756 663 2255 1369 304 2673 8445808

## Law Spending

State Average	\$280
C-Oconomowoc	\$209
V-Summit	\$200
V-Lac LaBelle	\$204
C-Delafield	\$324
V-McFarland	\$237
V-Menomonee Falls	\$232
C-Pewaukee	\$181
V-Mukwonago	\$254
V-Hartland	\$271
V-Johnson Creek	\$132
V-Pewaukee	\$277
C-New Berlin	\$259
V-Sussex	\$154
V-Nashotah	\$33



## W Spending Per Capita

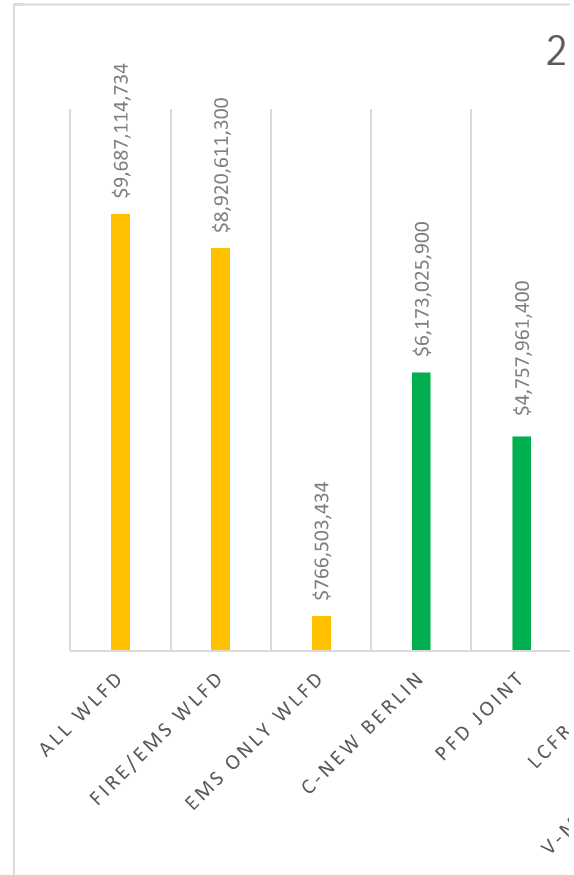


# EVI

All WLFD	\$9,687,114,734	*
Fire/EMS WLFD	\$8,920,611,300	*
EMS Only WLFD	\$766,503,434	*
C-New Berlin	\$6,173,025,900	*
PFD Joint	\$ 4,757,961,400	
LCFR Joint	\$ 6,523,974,000	
V-Menomonee Falls	\$6,031,584,900	*
C-Waukesha	\$7,596,911,800	
C-Pewaukee	\$3,647,608,900	*
V-Pewaukee	\$1,110,352,500	*
C-Delafield	\$1,738,272,000	*
V-Nashotah	\$229,731,100	
V-Mukwonago	\$1,019,417,600	*
V-Hartland	\$1,513,508,000	*
V-Johnson Creek	\$429,743,400	*
V-McFarland	\$1,210,957,200	*
V-Sussex	\$1,629,687,900	*

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021 MUNICIPAL EQUALIZED VALUE

