

AGENDA

EMS Working Group

Videoconference OR

**Jefferson County Courthouse
311 S. Center Avenue, Room C2063
Jefferson, WI 53549**

January 14, 2026

9:00 a.m.

EMS Working Group

Kim Cheney (Town of Koshkonong), Drake Daily (City of Lake Mills), County Board Supervisor Bruce Degner (Town of Ixonia), Kyle Ellefson (Village of Johnson Creek), John Kannard (Town of Sullivan), Travis Maze (Sheriff's Office), County Board Supervisor, Dwayne Morris (City of Watertown), Laura Payne (Town of Oakland), Bruce Peterson, MABAS Member (City of Fort Atkinson), Jenifer Quimby (City of Waterloo), Tanya Reynen (City of Watertown), Ron Wegner, MABAS Member (City of Jefferson), Dr. Chris Wistrom, Medical Director

[**Join the meeting now**](#)

Meeting ID: 212 418 417 154

Passcode: Vi3K2Mb3

1. Call to Order
2. Roll Call
3. Certification of compliance with Open Meetings Law
4. Review of Agenda
5. **Public Comment** (Members of the public who wish to address the committee on specific agenda items must register at this time)
6. Communications
7. Approval of December 10, 2025 EMS Working Group Minutes
8. Presentation – Shawna Marquardt, Regional Dean of Madison College
9. Brief Update on Emergency Medical Dispatching
10. Setting Focus in 2026
11. UniverCity Alliance Update
 - a. Student Projects – Spring Semester
 - b. Status of Fall Semester Projects
 - c. Group Goal Summary – Working Document
12. Discussion on next steps, timeline, and other miscellaneous matters
13. Discussion and possible action on tentative future meeting dates and agenda items

Next meeting scheduled for Wednesday, February 11 at 9:00 a.m.

14. Adjourn

A quorum of any Jefferson County Committee, Board, Commission, or other body, including the Jefferson County Board of Supervisors, may be present at this meeting.

Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.

MINUTES

EMS Working Group
Videoconference OR

Jefferson County Courthouse
311 S. Center Avenue, Room C2063
Jefferson, WI 53549
December 10, 2025
9:00 a.m.

1. Call to Order

Degner called the meeting to order at 9:01 a.m.

2. Roll Call

Members Present in Person: Drake Daily, Bruce Degner, John Kannard, Travis Maze, Dwayne Morris, Bruce Peterson, Jenifer Quimby, Tanya Reynen

Members Present via Teams: Kim Cheney, Kyle Ellefson, Laura Payne, Ron Wegner, Chris Wistrom

Others Present in Person: Michael Luckey, Megan McBride, Ryan Roecker

Others Present via Teams: Shawn Batnagar, Mohammad Rami Niazy, Gabriel Stephens, Ava Radabaugh, Srinivasa Rangan, Kushal Rao, Sabrena Ali Kapadia, Lana Nelson

3. Certification of compliance with open meetings law

Luckey certified compliance.

4. Review of Agenda

Motion by Morris, seconded by Kannard, to accept agenda as presented. Motion carried.

5. Public Comment (Members of the public who wish to address the committee on specific agenda items must register at this time)

None

6. Communications

None

7. Approval of November 12, 2025 EMS Working Group Minutes

Draft minutes were provided for review.

Motion by Quimby, seconded by Kannard, to approve November 12, 2025 EMS Working Group Minutes as presented. Motion carried.

8. Presentations from Student Groups

- a. Badger Consulting – EMS equipment inventory and analysis
- b. Badger Consulting – Exploring countywide EMS billing
- c. MSBA Graduate – Data cleaning and visualization dashboards
- d. Recap of MPH 780 Presentation

The Badger Consulting group on EMS equipment inventory and analysis shared their review. There was a scoring criteria included in this inventory analysis, and the group shared draft recommendations. Some EMS Working Group members questioned the accuracy of the data included and McBride was going to review what data was used. The Badger Consulting group on countywide EMS billing likewise shared their presentation and draft recommendations. Rangan from MSBA walked the group through his dashboard and data collection and visualizations. Luckey offered a recap of the MPH 780 presentation. McBride will follow up with all EMS Working Group members to provide finalized projects once she receives them. Wegner questioned whether the EMS Working Group was too far down the road of getting recommendations.

9. EMS Budgets and Budgeting Exercise

The Fire Chiefs present shared information on their departmental budgets. Chair Degner led the group in a discussion on a hypothetical scenario wherein an existing Fire/EMS Department wished to become a full-time Department with paid full-time staff. No action taken.

10. UniverCity Alliance Update

- a. Student Projects – Fall Semester**
- b. Student Projects – Spring Semester**
- c. Group Goal Summary – Working Document**

Megan McBride informed the group that the fall semester projects had all presented earlier at the meeting. For the Spring Semester, this project was not selected as a capstone project for La Follette. For the spring semester, the Applied Leadership Competencies in Engineering class will explore the benefits, costs, and feasibility of centralizing contracts through the county. The Industrial Systems Engineering Capstone will look at existing locations of assets and crews and make process recommendations for efficient countywide coverage. The Masters in Business Analytics class will look at the costs and revenues for all EMS departments in the county and recommend any suggested improvements. Furthermore, the data analytics student will continue with the data dashboard of EMS calls.

11. Discussion on next steps, timeline, and other miscellaneous matters

General discussion. No action taken.

12. Discussion and possible action on tentative future meeting dates and agenda items

A presentation is planned for the January meeting from Shawna Marquardt from Madison College. The request for a tabletop EMS exercise was also repeated. Also a request to do a more in-depth review of the goals document and where we stand now six months in. Next meeting to be held on Wednesday, January 14, 2026.

13. Adjourn

Motion by Kannard, seconded by Morris, to adjourn. Motion carried. Meeting adjourned at 11:10 a.m.

Minutes respectfully submitted by: Michael Luckey

Jefferson County EMS Working Group Goals

Fall 2025 Projects

Potential Spring 2026 Projects

Confirmed Spring 2026 Projects

| | Goal | UW-Madison Course Match |
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| OPERATIONAL CONSISTENCY AND COORDINATION | 1A. Update the “Taking the Pulse” study | Master of Public Health 780: Evidence-Based Decision-Making MSBA Consulting Practicum |
| | 1B. Establish uniform medical direction throughout the county | La Follette School of Public Affairs Cost-Benefit Analysis (Fall 2026) |
| | 1C. Standardize dispatch countywide | TBD |
| | 1D. Stabilize jurisdictional boundaries | GIS student internship or capstone – Projects selected at the start of the semester |
| | 1E. Establish a countywide billing system | Part 1: Badger Consulting Part 2: TBD |
| | 1F. Implement Emergency Medical Dispatch (EMD) throughout the county | La Follette School of Public Affairs Cost-Benefit Analysis (Fall 2026) |
| FUNDING AND FINANCIAL SUSTAINABILITY | 2A. Effectively leverage county support for EMS | Master of Public Health 780: Evidence-Based Decision-Making |
| | 2B. Ensure sufficient funding to support existing and future needs | MSBA Consulting Practicum |
| | 2C. Identify opportunities for cost savings | Badger Consulting or Wisconsin Consulting Club |
| | 2D. Conduct an analysis of existing equipment | Badger Consulting |
| | 2E. Standardize billing rates throughout the county | MSBA Consulting Practicum |
| | 2F. Develop funding formulas that are based on service levels | MSBA Consulting Practicum |
| | 2G. Implement a uniform funding system (no individual/town contracts) | Interdisciplinary Engineering 303: Applied Leadership Competencies in Engineering |
| SERVICE QUALITY AND SCALABILITY | 3A. Ensure appropriate staffing to maintain consistent coverage | Strategic HR Management Capstone or UniverCity Alliance Scholar project (Fall 2026) |
| | 3B. Plan for scalability to meet future needs and growth | Population Health student internship or capstone |
| | 3C. Provide paramedic-level service throughout the county | Master of Public Health 780: Evidence-Based Decision-Making (Fall 2026) |

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| | 3D. Ensure the closest district responds to calls | Master of Public Health 780: Evidence-Based Decision-Making (Fall 2026) |
| | 3E. Examine physical location of crews and assets to determine countywide coverage through shared service | Industrial Systems Engineering Capstone – Projects selected at the start of the semester |