

AGENDA

EMS Working Group

Videoconference OR

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

March 11, 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

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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 February 19, 2025 EMS Working Group Minutes
8. Mid-semester presentation from Masters in Business Analytics Capstone Group (studying the costs of EMS and determining a funding formula)
9. UniverCity Alliance Update
10. Update on requests for advocacy through Wisconsin Counties Association (Luckey)
11. Impact of countywide tax levy scenarios (Luckey)
12. Case study: Shared & Contracted Service (Luckey)
13. Discussion on next steps, timeline, and other miscellaneous matters
14. Discussion and possible action on tentative future meeting dates and agenda items
Next meeting scheduled for Wednesday, April 8, 2026 at 9:00 a.m.
15. 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.

**JEFFERSON COUNTY EMS WORKING GROUP
MINUTES**

February 19TH, 2026

**Jefferson County Courthouse
311 S Center Ave Rm C2063
Jefferson, WI 53549**

1. Call To Order

Bruce Degner called the meeting to order at 8:01 a.m.

2. Roll Call

EMS Working Group Members Present in Person: Bruce Degner, Jenifer Quimby, Bruce Peterson, Dwayne Morris, Dr. Chris Wistrom, Travis Maze, Kim Cheney, Drake Daily, Laura Payne, and Kyle Ellefson

Absent: Ron Wegner

EMS Working Group Members Present via Teams: Tanya Reynen, and John Kannard

Others Present via Teams: Shawna Marquardt, Danielle Thompson, Mark Flood, and Megan McBride

Others Present: Michael Luckey, Rebecca Houseman, Steve Nass, and Jess Holmes

3. Certification of compliance to open meeting law

Luckey certified compliance

4. Review Agenda

Motion by Kannard, Seconded by Payne to approve agenda as written. Motion passed

5. Public Comment

None

6. Communications

None

7. Approval of January 14th, 2026 Meeting

Draft minutes were provided for review

Motion by Quimby to approve, seconded by Ellefson. Motion carried.

8. Presentation- Shawna Marquardt, Regional Dean of Madison College

Discussed the beginning stages of what is needed for Rural Apprenticeship and Paramedic models. Ideas of a possible mock simulation in a high school setting for youth career path options. Marquardt also shared information on recently-enacted legislation, namely Act 35 and Act 36, which can provide additional funding for EMS

education, both to the technical colleges and to the students/agencies themselves. Funding and enrollment were other topics of discussion

9. UniverCity Alliance Update

Megan McBride presented updates from Master of Business (3 students). She requested the team attend the March 11th meeting, which was approved by the group. Industrial System Engineering students will be providing reports and will give recommendations on systems mapping. The Dashboard and form changes that were requested at the previous meeting are in progress and Megan will send them over when finished.

10. Mapping Exercise

Degner gave a presentation of the EMS county map that he created which covers the county emergency response time concerns.

11. County Board Information Plan

Luckey communicated the proposal he put together: “EMS Education Sessions” with Jefferson County Board. It would be presented as Special Order of Business during monthly County Board meetings. Running May 2026 through September 2026, being 10 minutes per meeting. Morris added that it may be favorable to have an EMS Working Group Member present to answer questions as well.

12. Discussion on Next Steps, Timeline, and Other Miscellaneous Matters

No Discussion

13. Discussion and Possible Action on Tentative Future Meeting Dates and Agenda Items

Luckey sought any documents for proposal for the next meeting. Daily asked Peterson for an estimate of cost of 24/7 ambulance services.

Next Meeting scheduled for March 11th, 2026 at 9:00 a.m.

14. Adjourn

Motion by Peterson, seconded by Daily. Meeting adjourned at 9:58 a.m.

EMS Countywide Levy Scenarios

This document uses budget assumptions from the estimate provided by Chief Bruce Peterson in his document *Projected Costs and Operational Overview for a 24/8 EMS Service*. That document “estimates the annual operating cost to staff a single 24 hour advance life support (ALS) ambulance in Jefferson County with one paramedic and one EMT Advanced on duty at all times.” This model excludes capital items and further assumes that volunteers would continue to assist on EMS calls when the full-time crew is committed or unavailable.

Total operating costs under that model are assumed to be **\$716,818**. The model assumes a revenue offset of 700 calls per year, with a \$666 average transport fee per call, leading to a revenue assumption of **\$466,200**. Netting revenue and expenses equals a net operating cost of **\$250,618**.

Total Operating Cost (operational)	\$716,818
<u>EMS Revenue</u>	- \$466,200
Net Operating Costs	\$250,618

There are currently 12 EMS departments serving Jefferson County: Cambridge EMS, Edgerton EMS, Fort Atkinson EMS, Ixonia EMS, Jefferson EMS, Johnson Creek EMS, Palmyra EMS, Ryan Brothers EMS, Waterloo EMS, Watertown EMS, Western Lakes, and Whitewater EMS. Further analysis by UniverCity Alliance is needed to determine call volume and average transport fee. For the purpose of this model, I make an assumption that all EMS will be treated equally and provided the same staffing numbers.

Jefferson County Budget

The 2026 Jefferson County Budget sets a countywide mill rate of 2.739. Equalized Value is \$12,565,910,700 and the countywide tax levy is \$34,419,898. When factoring in all levy sources (including the two non-countywide levies described below and the debt service levy), the total tax levy for 2026 is \$36,728,286.

Jefferson County also sets non-countywide mill rates for the library levy (which includes areas not served by a municipal library service) and the Jefferson County Health Department (including all areas except Watertown, who has their own Health Department). Those are included in the comparative table below.

	Equalized Value	Tax Levy	Mill Rate
Countywide	\$12,565,910,700	\$34,419,898	2.7391
Library System	\$6,290,234,500	\$1,321,622	0.2101
Health Department	\$10,959,344,300	\$986,766	0.0900

Calculations on the effects of various mill rates on the countywide and library system levies are included in the table below:

	0.1 Mill	0.25 Mill	0.5 Mill	1.0 Mill
Countywide	\$1,256,591.07	\$3,141,477.68	\$6,282,955.35	\$12,565,910.70
Library System	\$629,023.45	\$1,572,558.63	\$3,145,117.25	\$6,290,234.50

Impact on property tax payers below:

	0.1 Mill	0.25 Mill	0.5 Mill	1.0 Mill
Each \$100,000 in value	\$10	\$25	\$50	\$100
Average home value (Zillow) of \$348,920	\$34.89	\$87.23	\$174.46	\$348.92

Countywide Multiplication

Multiplying the numbers from the first section by 12 (one for each current EMS Department) brings us to the following:

Total Operating Cost (countywide)	\$8,601,816
Total EMS Revenue (countywide)	- \$5,594,400
Total Net Operating Costs (countywide)	\$3,007,416

Discussion Points

- Initial reaction to the numbers?
- Analyze assumptions used for budget – how realistic?
- How does this compare to the existing run data?
 - Expected revenue?
 - Anticipated need?
- Countywide or non-countywide levy?
 - How does this impact the Town contracts and their payments?
 - Compare to “Library Model”
- Capital costs
- Overall direction



Fort Atkinson Fire Department

124 W. Milwaukee St.
Fort Atkinson, WI 53338
(920) 397-9908

Bruce W. Peterson
Fire Chief

Projected Costs and Operational Overview for a 24/7 EMS Service

Overview

This document estimates the annual operating cost to staff a single 24 hour advance life support (ALS) ambulance in Jefferson County with one paramedic and one EMT Advanced on duty at all times. The intent is to show the ongoing cost of a full time model and to provide a clear comparison point to a volunteer or paid on call model.

Capital items are excluded with assumption the community already has an ambulance(s), required medical equipment, and a station capable of housing full time personnel. In addition, a volunteer fire department would continue to assist on EMS calls when the full time crew is committed or unavailable.

This model assumes staff are employees of a fire department under direction of a fire and/or EMS chief paid for out of separate fire operations budget. The model does not address the added benefit and cost savings of classifying the EMS personnel as firefighter, which would be required to use the FSLA 40 hour workweek exemption. Cost benefits as firefighters may include fire prevention services and reduced paid on call responses for routine incidents (service calls).

EMS Operations Budget

Operating Costs	Annual Cost	Notes
Salaries (EMT-A & Paramedics)	\$ 371,697	3 EMT-A & 3 Paramedics
Overtime	\$ 24,894	130 hours per employee
Benefits	\$ 178,466	FICA, Medicare, Unemployment, Employer Health
WRS	\$ 27,761	Employer contribution
EMS Supplies	\$ 28,000	Average \$40 per EMS call
Clothing Allowance	\$ 3,000	\$500 per employee annually
Ambulance Maintenance	\$ 7,000	Assuming 2 ambulances
Ambulance Equipment	\$ 2,000	
Insurance	\$ 67,500	Liability, Ambulance, Workman's Comp, Umbrella
Equipment Maint & Testing	\$ 500	
Training Expense	\$ 1,000	
Admin Expense	\$ 5,000	
Total Operating Cost	\$ 716,818	
EMS Revenue	\$ 466,200	Assuming 700 calls x \$666 average transport fee per call
Net Operating Costs	\$ 250,618	



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Core assumptions used in the estimate and rationale

- **Staffing Model:** This staffing approach aligns with peer agencies in the county, so wages, training time, and overtime assumptions reflect area comparables. The model assumes a traditional 24/48 hour schedule with 1 paramedic and 1 EMT-A on duty at all times.
- **Salaries:** Three paramedics and three EMT Advanced positions for a total staff of 6 personnel. Paramedics earn \$64,332 annually and EMT-A's earn \$59,567 annually.
- **Overtime:** 130 overtime hours per employee per year. This captures the overtime payment used to address FLSA cycle and to cover routine backfill for training and short term absences. 2 hours per pay period are included explicitly for training time. The overtime costs can be significantly reduced with aggressive use of part time staff to supplement for PTO, FSLA (Use of Kelly Days in lieu of overtime payment) and sick time.
- **Benefits:** A benefits load of 45% above wages is applied to account for employer health insurance, FICA, Medicare, and unemployment costs. This is consistent with municipal benefit loads in Wisconsin. The employer Wisconsin Retirement System contribution is shown as a separate line at the current employer rate.
- **Leave:** Each employee receives 12 shifts of vacation per year and accrues sick leave of 12 hours per month and an assumed use of thirty six hours per employee annually. The overtime figure accounts for backfill of leave and training.
- **Supplies and fuel:** Supplies are calculated at \$40 per EMS call and fuel at \$10 dollars per EMS call. With an assumed call volume of 700 calls per year, this yields typical annual supply and fuel budgets. These are conservative and intended to cover routine consumables and response fuel only.
- **Insurance and risk:** The estimate includes general and professional liability, ambulance auto coverage, workers compensation, and an umbrella policy. Worker compensation is sized to reflect an EMS classification with higher risk than general municipal categories.
- **Maintenance and routine admin:** Ambulance maintenance, equipment testing, training expense, and basic administrative costs are included as recurring operating lines.
- **Revenue:** Transport revenue is estimated using an average transport fee received of \$666 per call. This produces a revenue projection that reduces the net cost to the municipality.