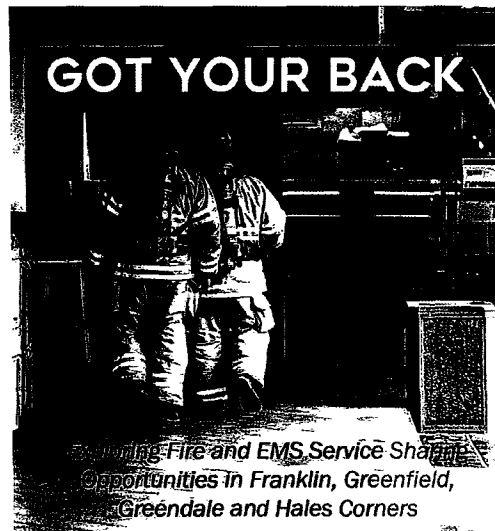


**EXPLORING FIRE AND EMS  
SERVICE SHARING OPPORTUNITIES IN:  
  
Franklin, Greenfield,  
Greendale, & Hales Corners**

**Released  
December 2019**



**WISCONSIN  
POLICY FORUM**

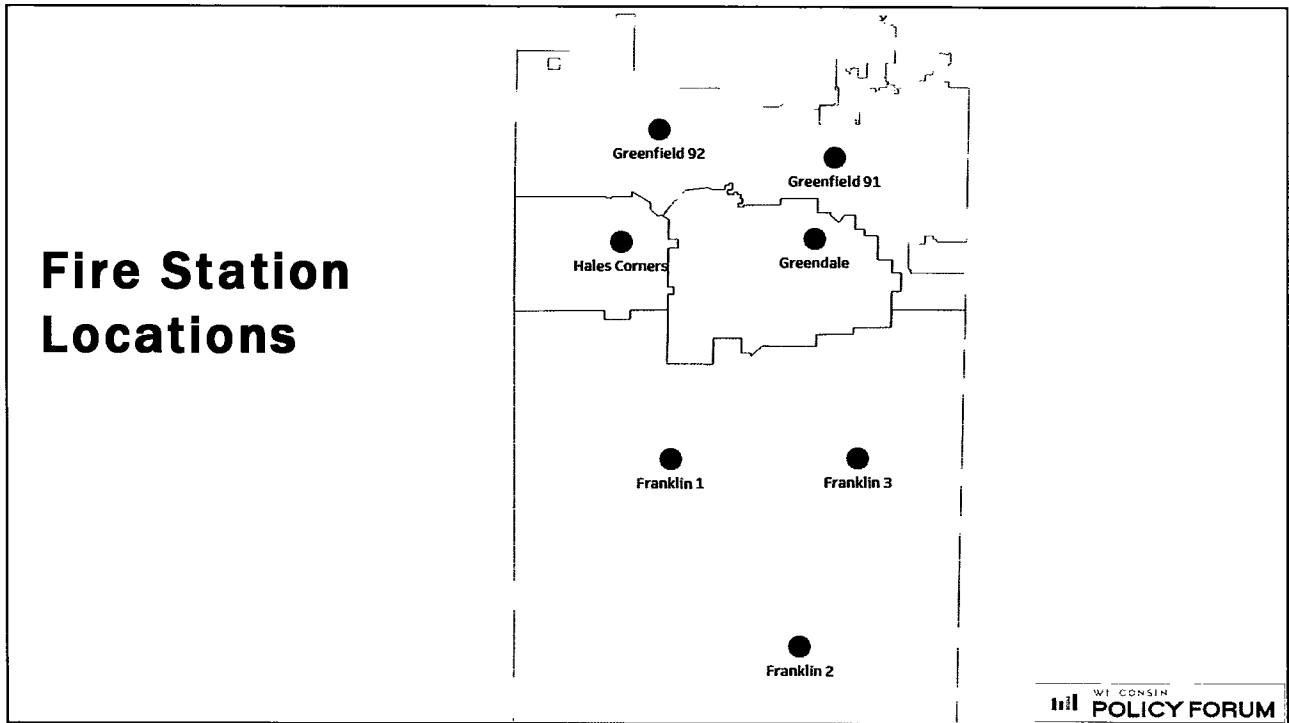
## WHEN TO PURSUE SERVICE SHARING

The real promise lies **not in saving money**, but in the potential for individual governments to join forces to achieve **levels of service quality and efficiency** they could not achieve alone.

National research cautions that pursuit of service sharing only may make sense under the right conditions.

## SIX CRITERIA

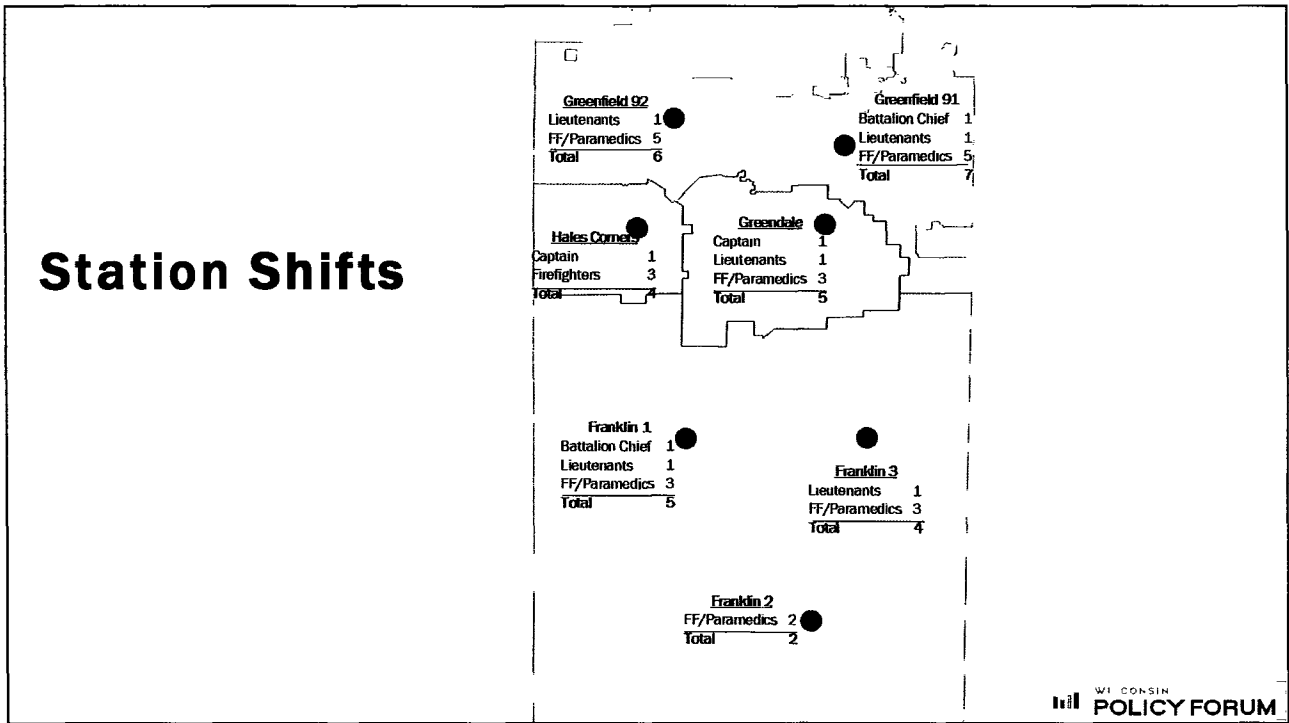
1. Is demand for **new technology/equipment** or **new state/federal regulations** causing costs to become unaffordable?
2. Are **key staff** scheduled for retirement or are there **other organizational developments** suggesting an opportunity for new service models?
3. Are there areas of **clear cost inefficiency** or **redundancies** among neighboring municipalities that suggest potential for cost savings through shared services?
4. Could **service sharing** improve the level, type, or mix of services?
5. Is one municipality providing a service that is **benefiting the larger region**?
6. Are **capital replacement** needs intensive?



**WISCONSIN POLICY FORUM**

## CALLS FOR SERVICE

	Franklin	Greenfield	Greendale	Hales Corners
2011	3,261	4,911	1,625	937
2012	3,381	4,758	1,749	875
2013	3,556	4,821	1,897	967
2014	3,586	4,796	2,031	1,048
2015	3,782	5,110	2,029	1,060
2016	3,652	5,245	2,204	1,216
2017	4,099	5,351	2,288	1,356
2018	4,062	5,604	2,110	1,312
Change	24.6%	14.1%	29.8%	40.0%
2018 calls/day	11.13	15.35	5.78	3.59



WISCONSIN POLICY FORUM

NON-SHIFT STAFFING

	Total	Franklin	Greenfield	Greendale	Hales Corners
Chief	4.00	1.00	1.00	1.00	1.00
Asst Chief	2.00	1.00	1.00		
Battalion Chiefs (non-shift)	2.00		2.00		
Admin Asst	1.00	1.00			
FT Case Manager	1.00		1.00		
FT Fire Marshal - code & inspection	1.00		1.00		
PT Fire Marshal - code	0.50		0.50		
PT Fire Marshal - inspection	0.50		0.50		
Fire Prev Spec	1.00	1.00			
<b>Total FTE</b>	<b>13.00</b>	<b>4.00</b>	<b>7.00</b>	<b>1.00</b>	<b>1.00</b>

## OPERATING BUDGETS

	Franklin	Greenfield	Greendale	Hales Corners
<b>Total Operating Expense</b>	<b>\$6,310,186</b>	<b>\$7,178,038</b>	<b>\$2,452,867</b>	<b>\$1,025,099</b>
<b>Total Revenue</b>	<b>\$1,431,500</b>	<b>\$1,669,846</b>	<b>\$603,668</b>	<b>\$328,287</b>
<b>Net Operating Expense</b>	<b>\$4,878,686</b>	<b>\$5,508,192</b>	<b>\$1,849,199</b>	<b>\$696,813</b>
<b>Net Expense per Capita</b>	<b>\$136.36</b>	<b>\$151.47</b>	<b>\$128.91</b>	<b>\$91.42</b>

## CONSOLIDATION OPTIONS: SHARING OF COMMAND/SPEC STAFF

**Four communities share the cost of Greenfield's training officer and/or EMS officer**

**Four communities formally share Greenfield and Franklin shift-based battalion chiefs**

## CONSOLIDATION OPTIONS: SHARING OF COMMAND/SPEC STAFF

**Hypothetical distribution of cost of training  
officer or EMS officer by calls for service**

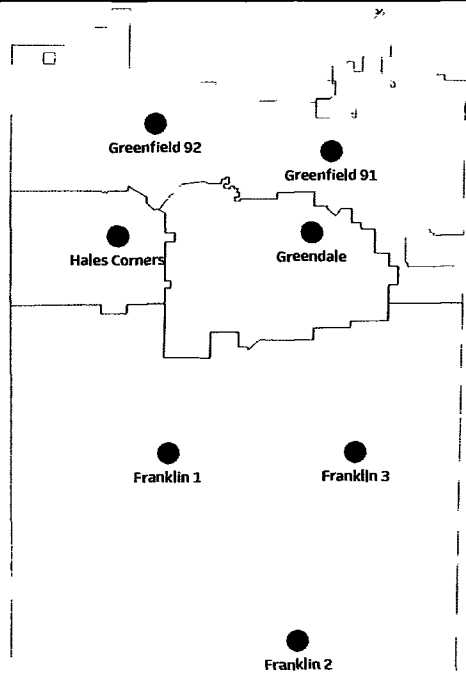
	<b>2018 Calls</b>	<b>% Distribution</b>	<b>Allocated Cost</b>
Franklin	4,062	31.0%	\$44,000
Greenfield	5,604	42.8%	\$60,000
Greendale	2,110	16.1%	\$23,000
Hales Corners	1,312	10.0%	\$14,000
<b>Total</b>	<b>13,088</b>	<b>100.0%</b>	<b>\$141,000</b>

## CONSOLIDATION OPTIONS: MODIFYING THE RESPONSE FRAMEWORK

**Move to “closest unit responds” framework**

**Consider “dynamic resource deployment”**

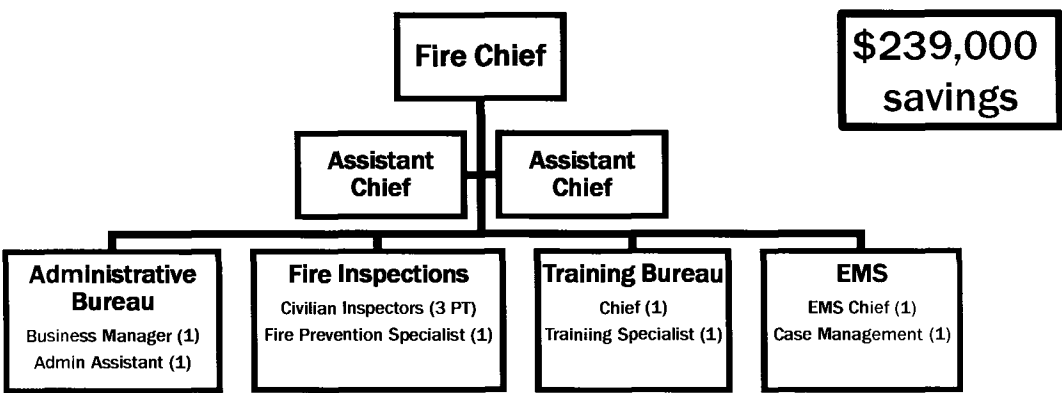
**Eliminating municipal boundaries could improve response times for some locations**

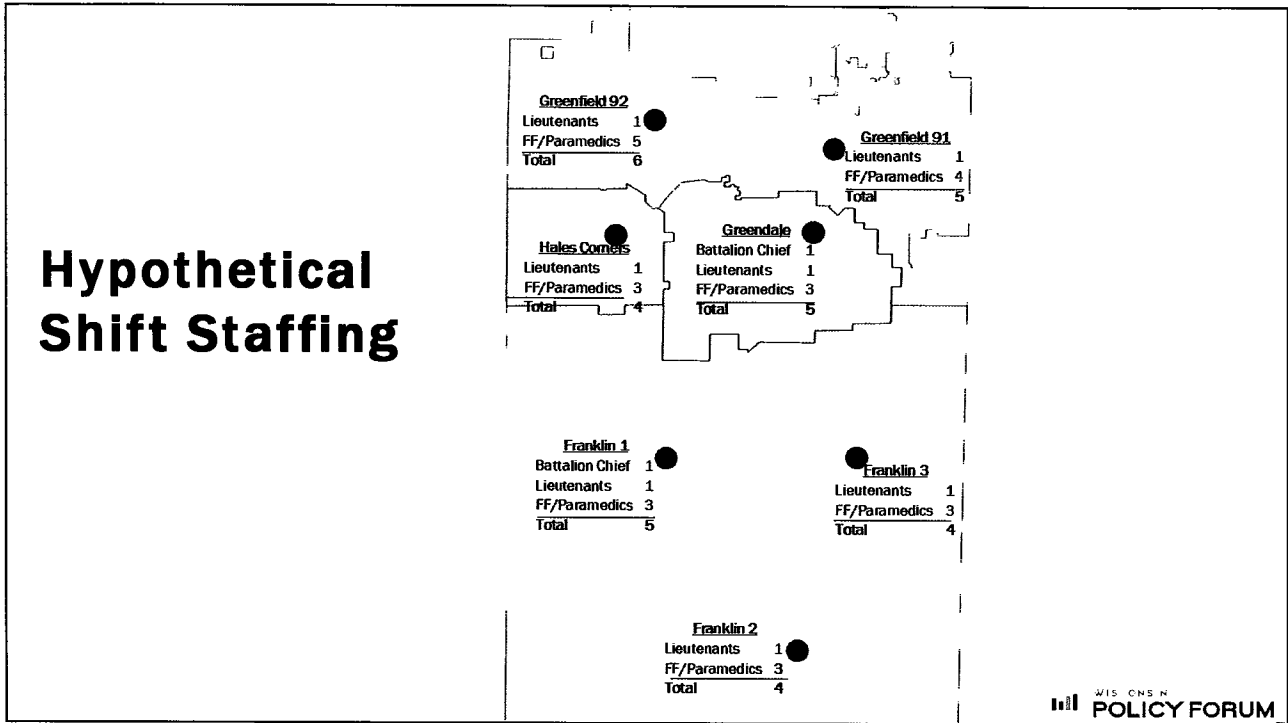


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**CONSOLIDATION OPTIONS:  
CONSOLIDATED DEPARTMENT**





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## COST OF HALES CORNERS CAREER MODEL

	Required FTE	Cost/FTE	Total
Captain	3.0	\$128,800	\$386,400
FF/paramedic	12.0	\$109,200	\$1,310,400
<b>Total</b>	<b>15.0</b>		<b>\$1,696,800</b>
<b>Current Expense</b>			<b>\$644,124</b>
<b>Increased Expense</b>			<b>\$1,052,676</b>



## POTENTIAL BENEFITS OF CONSOLIDATION

**Transform to a full career staffing model in all of Zone D, helping both Hales Corners & neighboring communities**

**Shift some resources south to address Franklin capacity issue; Greenfield “held harmless” by coverage from HC & Greendale**

**Unified structure for training, EMS case mgmt., inspections, etc.**

**Effectuate closest unit response/dynamic resource deployment**

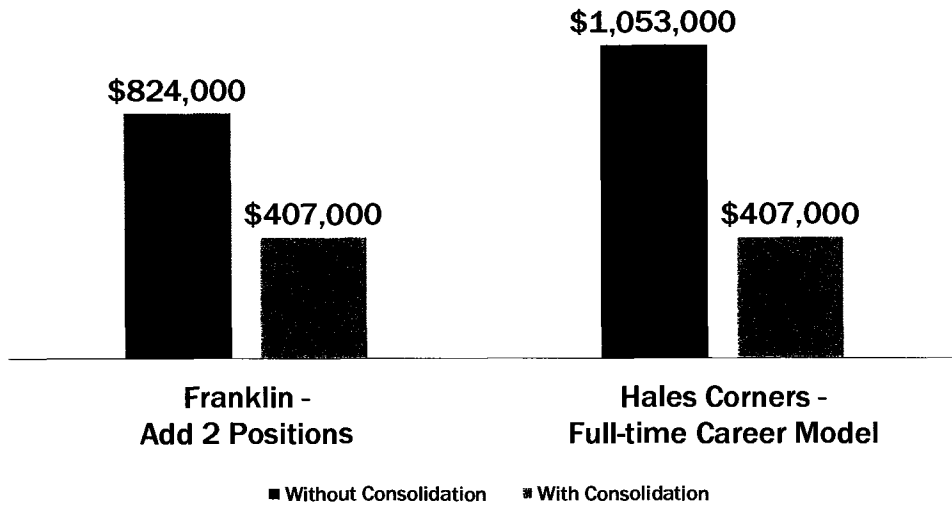
**Substantial efficiencies in managing shift staffing and time off**

**Long-term apparatus replacement savings**

## COST ALLOCATION OF CONSOLIDATION

	<b>Current Operating Expense</b>	<b>Additional Cost Due to Consolidation</b>	<b>Total Future Operating Expense</b>
Franklin	\$4,878,686	\$407,000	\$5,285,686
Greenfield	\$5,508,192		\$5,508,192
Greendale	\$1,849,199		\$1,849,199
Hales Corners	\$696,813	\$407,000	\$1,103,813

**FRANKLIN & HALES CORNERS COST COMPARISONS**



**POTENTIAL APPARATUS SAVINGS**

	Current	Consolidated
Command Vehicles	2	2
Engines	8	7
Trucks	3	2
Med Units	12	9
<b>Total</b>	<b>25</b>	<b>20</b>

## **FRANKLIN & GREENFIELD OPTIONS**

**Shared battalion chiefs – either training chief or full complement of battalion chiefs (plus EMS case manager & fire prevention positions)**

**Could spare Franklin from need to add deputy chief position, enhance cohesion and cooperation between two departments**

**Consolidation – could produce command and administrative savings but absence of Greendale and Hales Corners diminishes other benefits**

## **CONCLUSION**

**By working collaboratively, the four departments might address their mutual challenges more effectively than if they did so individually while providing a higher level of service to the region.**

**Each could benefit from sharing Greenfield's EMS and training officers and from a more formal structure for sharing other battalion chiefs.**

**Agreements on "closest unit response" and dynamic resource deployment could improve response times and enhance operational capacity.**

**Full consolidation would deliver the above benefits while also reducing cost of command, admin, and apparatus and further enhancing operational efficiency.**

**Moving forward on these options may not be fiscally appealing now, but may be programmatically necessary and make greater fiscal sense in the future.**