

Comprehensive Overview of the Advanced Life Support Emergency Services Initiative: A Collaborative Investment in Community Well-being

Beginning on January 1, 2026, the communities of Paddock Lake, Randall, Salem Lakes, Twin Lakes, and Wheatland would like to join together to form the Westside Emergency Medical Services Collaborative (WEMS) in order to provide Advanced Life Support (ALS) Emergency Services. This initiative marks a significant milestone in our collective commitment to enhance emergency medical services for the residents of five communities. This discussion amongst these communities is a testament to what can be achieved when communities come together to invest in the health and safety of their residents. Under Wisconsin Statutes Sections 61.65 and 66.0301, communities are allowed to and authorized to contract with one another for intergovernmental cooperation of such services.

Initiative Highlights:

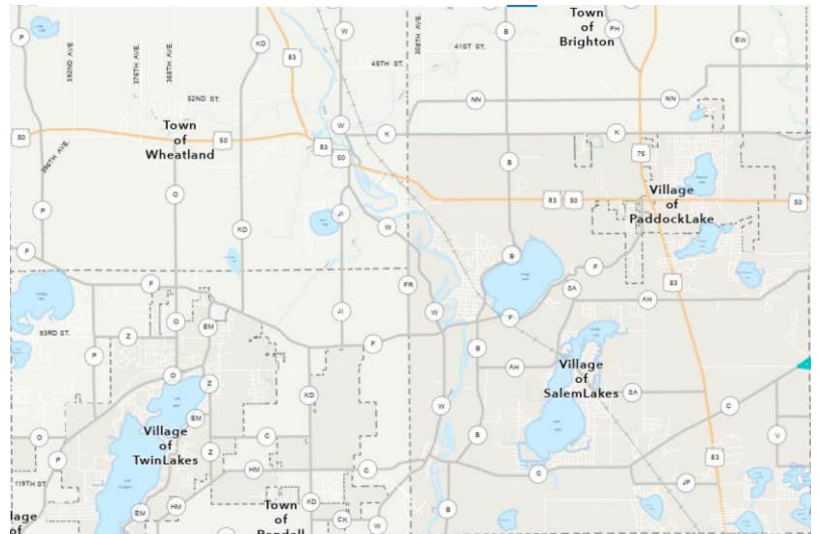
- **Exceptional Paramedic Team:** At the core of this initiative are four (4) fire stations that can be staffed with full-time, exceptionally skilled EMT's, Advanced EMT's, and Paramedics who will provide unparalleled ALS services 24/7. Given the current nationwide shortage of qualified paramedics, we have set a competitive fully loaded wage compensation package of up to \$100K per paramedic/firefighter. This strategic move aims to attract and retain top-tier talent, ensuring our communities have access to the best possible emergency care.
- **Advanced Ambulance Services:** Ensuring rapid and reliable response, the initiative includes response with four (4) primary ALS ambulances. Contributing to the initiative, Salem Lakes Fire and Rescue Department (SLFR) will provide two (2) primary and one (1) reserve ambulance and Twin Lakes Fire and Rescue Department will provide two (2) primary and one (1) reserve ambulance to ensure coverage at all times. Heavy rescue and extrication equipment will also be provided by both SLFR and TLFR.
- **Full Spectrum Support:** Our paramedics will benefit from comprehensive support packages, including Workman Comp Insurance, sick leave, vacation, health insurance, and supplemental part-time staff coverage provided by a combination of SLFR, TLFR and Randall FD. This holistic support underscores our commitment to the well-being of those who serve our communities.
- **Seamless Operations:** Under the stewardship of the Salem Lakes Fire Department (SLFR), this initiative is set to exemplify operational excellence through expert management, scheduling, and administrative support.

Westside Emergency Medical Services Collaborative (WEMS)

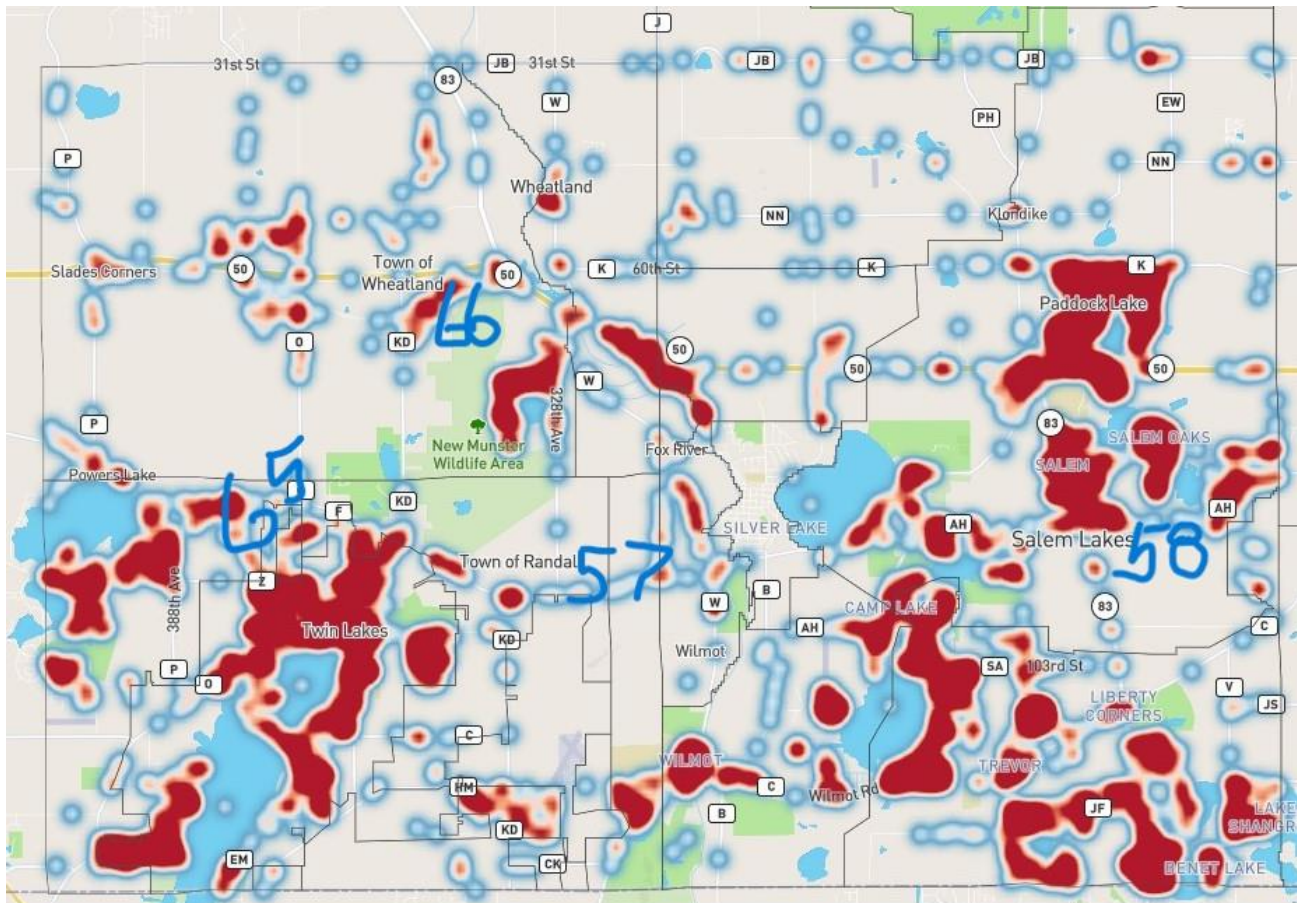
Service Area

Populations (2020 Census) and Land Area Served by the WEMS include:

- **Salem Lakes:** 14,604
 - o Size: 30.48 square miles
- **Twin Lakes:** 6,312
 - o Size: 8.53 square miles
- **Wheatland:** 3,391
 - o Size: 24.1 square miles
- **Randall:** 3,285
 - o Size: 13.9 square miles
- **Paddock Lake:** 2,919
 - o Size: 3.1 square miles
- **Total Population: 30,511**
 - o **Total Size: 80.11 square miles**



Call Volume Heat Map



Westside Emergency Medical Services Collaborative (WEMS)

Annual Call Volume (5 year Average 2019-2023)

MUNI	5 YR AVG. RUNS '19- '23	% OF RUNS	2023 POP.	% OF POP
SALEM LAKES	992.40	61.49%	14,604	47.51%
PADDOCK LAKE	286.40	17.74%	3,006	9.86%
WHEATLAND	180.00	11.15%	3,391	11.13%
RANDALL	155.20	9.62%	3,285	10.80%
TWIN LAKES	468.60	29.03%	6,312	20.70%
TOTAL	1614.00	100.00%	30,496	100.00%

Financial Strategy and Community Benefits:

Recognizing the financial challenges inherent in such a vital initiative, the five communities have embraced a shared responsibility model, underscoring the importance of collaborative investment in public health and safety.

Staffing Costs

The annual staffing cost EMT's, A-EMT's and Paramedics/firefighters is projected at approximately \$1,300,000 per year. This investment translates to around \$255,150 annually per entity, signifying a balanced financial contribution from all five (5) communities. This cost could fluctuate depending on the actual number of staff hired, skill level hired (EMT, A-EMT, Paramedic) and the starting wage paid. Additional funds should be allocated to account for overtime and staffing backfill. In addition to the \$255,150 contribution, Salem Lakes will pay for all of the staffing for Station One in Trevor and 12 hours of staffing at Station Two next to Paddock Lake.

For 2026, the collaborative requested to use EMS Revenues to cover the overtime and staffing backfill. This is not a long-term sustainable strategy, however, it will assist in helping to understand the total and real cost of staffing. The collaborative understands that within 2 years we will need to revisit the costs to ensure they are properly calculated and equally shared.

Capital Investment

A capital investment would also be necessary to ensure long-term viability of the ambulance fleet. Due to the response distances in our communities, it is recommended to replace ambulances every 5-6 years. This response area does not include only the geography of our communities, but also travel to and from the hospitals for patient transport.

A fully equipped new ambulance in today's dollars costs approximately \$400,000.

With a fleet of six (6) ambulances, it would be recommended to budget to replace one ambulance per year to ensure that the fleet is kept current. Therefore, it is recommended to budget \$400,000 per year from the EMS revenues to replace ambulances beginning with the first purchase in 2027. Additional

Westside Emergency Medical Services Collaborative (WEMS)

funds should be budgeted for necessary maintenance and repairs of ambulances. It would be recommended to order a replacement cab and chassis in 2026 for a 2027 delivery.

Revenues

Medical billing revenues collected from the Westside EMS Collaborative will be used for collaborative needs. These may include items such as:

- Capital investments (ambulances)
- Debt Service Payments on equipment
- Equipment Repair and Maintenance
- Costs of restocking necessary ambulance supplies
- Costs of replacing equipment within ambulances
- Paramedic and EMT continuing education/training

For 2025, it is anticipated that the total medical billing revenues for the five communities will be around \$770,000.

Historically, the average annual revenues received are as follows:

- Salem Lakes/Brighton/Paddock Lake: \$450,000
- Twin Lakes/Randall/Wheatland: \$325,000

For the purposes of the first two years, revenues received in excess of that by Salem Lakes will be used to offset the larger share of the costs (in green on the spreadsheet) that the Village is contributing to helping to get the collaborative off of the ground.

EMS Billing Provider

It is recommended to consolidate EMS Billing providers by 2028. Prior to 2028, the Village of Salem Lakes will utilize Paramedic Billing Services (PBS). PBS charges a 5% fee on all revenues collected, which beats industry standard and ensures more revenues are kept within the collaborative. Twin Lakes uses EMS/MC. EMS/MC charges a 7% billing fee. Regardless of the billing company, the billing revenues will be pooled for the collaborative use.

The billing rates will be standardized for all partners.

Dispatch

The County provides dispatch for Salem Lakes, Wheatland, Randall and most of Kenosha County. Twin Lakes handles dispatch for their municipality. Twin Lakes will cover the cost of their own dispatch.

WEMS Board

It is recognized that the collaborative should utilize a Board structure to assist with fund oversight. The Boards is recommended to have a member from each community as defined below:

Westside Emergency Medical Services Collaborative (WEMS)

- Salem Lakes (2 members)
- Paddock Lake (1 member)
- Twin Lakes (1 member)
- Randall (1 member)
- Wheatland (1 member)
- County EMS (1 member – tie breaker as needed)

It is recommended that each member be an elected member of their local town/village Board. Additionally, it is recommended that Salem Lakes and Twin Lakes Fire Chief or their designee participate as an ex-officio member to help provide valuable information to the WEMS Board during decision-making. The budget will receive a mandatory audit annually by an auditor to be determined.

Funds Management

The Collaborative will have an annual approved budget developed by the Chiefs of Salem Lakes Fire and Rescue and Twin Lakes Fire and Rescue. The Collaborative can operate within the approved budget. Basic guidelines for spending will be developed and will include items such as the below:

- Beginning in 2027, the fund will purchase one ambulance annually that will replace the oldest ambulance in the fleet.
- Routine supplies to restock the ambulances will not require Board approval.
- Replacement of cardiac monitors due to damage or failure to work will not require Board approval, however must be reported to the board at their next meeting.
- Purchases that exceed \$5,000 dollars that were not identified in the annual budget will require Board approval.
- Professional Services for attorney fees.

In the event that the collaborative dissolves, remaining funds should be divided by % of population and call volume. Additionally, equipment brought to the collaborative should be returned to the entity the brought the equipment.

Insurance

The collaborative will review insurance to ensure coverage. The Villages of Salem Lakes and Twin Lakes currently carry liability insurance through LWMMI and will work with the carrier to ensure coverage is adequate for the collaborative.

Staffing Management

The Village of Salem Lakes will manage the schedule and staffing of stations. Stations will be staffed with an EMT and a Paramedic or A-EMT at each.

Salem Lakes will continue to serve Brighton and negotiate with Brighton to bring them onboard no later than 2028.

Westside Emergency Medical Services Collaborative (WEMS)

Medical Director and Hospital System

Salem Lakes Fire and Rescue currently uses Froedtert South. Twin Lakes Fire and Rescue currently uses Aurora.

Conclusion: The Value of Our Investment:

This shared financial burden is not merely a cost, but an investment in the future well-being and resilience of our communities. The benefits of this initiative extend far beyond the immediate availability of advanced medical services:

- **Enhanced Emergency Response:** Faster, more efficient ALS services mean better outcomes for medical emergencies, contributing to the overall health and longevity of our community members.
- **Attracting and Retaining Talent:** Competitive compensation packages position our communities as desirable places for skilled paramedics to work, ensuring a stable, highly qualified emergency services workforce.
- **Community Resilience:** By strengthening our emergency medical services, we enhance our communities' ability to withstand and recover from health crises and emergencies, making all of us stronger and more resilient.

The Advanced Life Support Emergency Services initiative represents a bold step forward in our shared mission to safeguard the health and safety of our communities. Through strategic financial planning, collaborative investment, and a focus on operational excellence, we are setting new standards in emergency care. As we work to shoulder this financial responsibility together, we not only demonstrate our commitment to our residents' well-being but also invest in a future where our communities are safer, healthier, and better prepared to face emergencies.

Attachments

- **Attachment A:** Signature Sheet for the Memorandum of Agreement
- **Attachment B:** Financial Model Supporting Documentation
- **Attachment C:** Intergovernmental Agreement (Contract) - TO BE DEVELOPED AFTER MOA is signed.

Westside Emergency Medical Services Collaborative (WEMS)

Attachment A: Memorandum of Understanding

The _____ Village/Town Board agrees to work with the Communities of Paddock Lakes, Salem Lakes, Twin Lakes, Wheatland and Randall for the purposes of ongoing discussions towards an intergovernmental agreement (IGA) by and between each of them for the establishment of the Westside Emergency Medical Services Collaborative, operated by the Village of Salem Lakes, in order to provide EMS Services to the Communities of Paddock Lakes, Salem Lakes, Twin Lakes, Wheatland and Randall and to provide such services beginning January 1, 2026. Among many other terms for ongoing discussions towards an IGA and the development of the final IGA to be brought before each governing body for final review and approval include, but are not limited to, the following terms envisioned for this initiative: First, the Cost to participate in the collaborative will be \$255,150 with an inflation factor to match CPI or a minimum of 3% applied annually. Second, the Collaborative agrees that we will jointly meet to revisit the cost structure beginning in March 2027 to make any suggested revisions prior to September 2027 for 2028 budgeting purposes. Third, the Village/Town will assign one Board member to participate on the WEMS Board that will have general oversight of the pooled EMS revenues.

Signature of Board President

Date