Wauwatosa, WI

7725 W. North Avenue
Wauwatosa, WI 53213

Milwaukee Metro Fire Rescue Board of Directors

Meeting Agenda

Wednesday, August 19, 2026 **5:30 PM** **West Allis City Hall - Common Council Chambers**
7525 W. Greenfield Avenue
West Allis, WI 53214

CALL TO ORDER

ROLL CALL

APPROVAL OF MINUTES

1. Approval of minutes of the July 15, 2026, regular Milwaukee Metro Fire Rescue Board of Directors meetings **26-1388**

NEW BUSINESS

1. Presentation of the Metro Fire and Rescue 5-year Forecast **26-1393**

2. Update on collective bargaining with firefighters' association with direction from the board for future negotiations **26-1387**

The board may convene in closed session for this item pursuant to the provisions of Wis. Stat. Section 19.85(1)(e) for the purpose of deliberating or negotiating a collective bargaining agreement to the extent competitive or bargaining reasons require a closed session. The board may reconvene in open session after completion of the closed session to consider the balance of the agenda.

ADJOURNMENT

NOTICE TO PERSONS WITH A DISABILITY
Persons with a disability who need assistance to participate in this meeting should call the City Clerk's office at (414) 479-8917 or send an email to tclerk@wauwatosa.net, with as much advance notice as possible.

Wauwatosa, WI

7725 W. North Avenue
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Milwaukee Metro Fire Rescue Board of Directors

Meeting Minutes

Wednesday, July 15, 2026 | **5:30 PM** | **Wauwatosa City Hall Common Council Chambers and Microsoft Teams**

CALL TO ORDER

Chairperson McBride called the meeting to order at 5:30 PM.

ROLL CALL

Also Present:
- Beth Mbow, Wauwatosa Human Resources Director
- Kale Decker, West Allis City Attorney

Present 6 — Director Dennis McBride
Director Dan Devine
Director James Archambo
Director Kevin Haass
Director Erin Hirn
Director Amanda Fuerst

NEW BUSINESS

1. Approval of minutes of the April 15, May 20, and June 17, 2026, regular Milwaukee Metro Fire Rescue Board of Directors meetings — **26-1243**

RESULT: APPROVED
MOVER: Kevin Haass
SECONDER: Amanda Fuerst

Aye: 6 — McBride, Devine, Archambo, Haass, Hirn, and Fuerst

2. Consideration of approval of 501(c)(3) tax-exempt filing authorization for Milwaukee Metro Fire Rescue — **26-1244**

Kail Decker, West Allis City Attorney, presented the item.

RESULT: APPROVED
MOVER: Kevin Haass
SECONDER: Dan Devine

Aye: 6 — McBride, Devine, Archambo, Haass, Hirn, and Fuerst

3. Discussion and consideration of health insurance benefits for the Milwaukee Metro Fire Rescue — **26-1245**

Beth Mbow, Wauwatosa Human Resources Director, presented the item.

RESULT: APPROVED

MOVER: Amanda Fuerst
SECONDER: Kevin Haass

Aye: 6 McBride, Devine, Archambo, Haass, Hirn, and Fuerst

4. Discussion of other matters for consideration at future Metro Milwaukee Fire Rescue Board of Directors meetings **26-1246**

No matters to discuss.

RESULT: NO ACTION TAKEN

5. Discussion regarding potential fire dispatch service providers **26-1272**

Kail Decker, West Allis City Attorney, presented the item.

Motion by Director Haas to enter into closed session pursuant to the provisions of Wis. Stat. Section 19.85(1)(e) for the purpose of deliberating or negotiating a collective bargaining agreement to the extent competitive or bargaining reasons require a closed session. Second by Director Archambo. Motion carried unanimously.

RESULT: NO ACTION TAKEN

6. Update on collective bargaining with firefighters' association with direction from the board for future negotiations **26-1247**

Motion by Director Haas to enter into closed session pursuant to the provisions of Wis. Stat. Section 19.85(1)(e) for the purpose of deliberating or negotiating a collective bargaining agreement to the extent competitive or bargaining reasons require a closed session. Second by Director Archambo. Motion carried unanimously.

RESULT: NO ACTION TAKEN

ADJOURNMENT

Meeting adjourned at 5:47 PM,.

7725 W. North Avenue
Wauwatosa, WI 53213

Wauwatosa, WI

Staff Report

File #: 26-1393 **Agenda Date:** 8/19/2026 **Agenda #:** 1.

Presentation of the Metro Fire and Rescue 5-year Forecast

Submitted by:
John Ruggini
Department:
Finance

A. Issue

To support on-going union contract negotiations and the development of Metro Fire and Rescue's organizational structure it is helpful to understand long-term revenue and expenditure trends especially as they impact the Cities of Wauwatosa and West Allis' ability to continue to qualify for Innovation Grant payments.

B. Background/Options

Revenues and expenditures from both cities' fire departments were grouped into like-categories (e.g. wages, overtime, health insurance, state shared taxes, ambulance revenue, etc) and forecast assumptions were developed for each category based on historical data or known information such as the state budget. Those assumptions are applied to the 2026 Budget figures. The 2026 Budget was adjusted to include overhead charges allowed by the Department of Revenue as part of Metro Fire's base budget for Innovation Grant purposes. It is important to emphasize that the forecast is policy neutral as it assumes the same services are provided with the same number of personnel in the same positions and delivered in the same manner. In other words, it assumes both cities fire departments would continue to operate exactly the same as today, just with a combined budget. It assumes no change in current union and non-represented salary levels other than cost of living adjustments.

This model is for planning purposes. It is not meant to suggest that the Board will not make any service changes, compensation adjustments through negotiations, organizational restructuring or other changes necessary to qualify for all five Innovation Grant payments.

Below is an overview of key assumptions and sources for forecasted information.

Base Assumptions

- The model backs into the municipal charges as the net cost (Operating Expenditures - Departmental Revenues).

- Inflation assumed to be 2.4% in 2027 and remains at 2.3% thereafter based on Congressional Budget

Office forecasts of the Consumer Price Index.

- Normally the annual cost of living increase would be based on inflation and current labor agreements. However, due to the Innovation Grant restraints and the fact that a brand new contract with a new union is being negotiated, a 2.83% increase is assumed in each year for represented employees to remain below 115% of the 2025 base. However, a 5% increase is assumed in 2031 based on the likelihood we will fall behind comparable communities during the innovation grant period. A 4.0% increase is assumed in 2027 for non-represented employees based on a City of Wauwatosa compensation review and then based on CPI thereafter.

- Pension contributions remain at the 2027 announced rate of 19.1% for sworn and 7.25% for general employees.

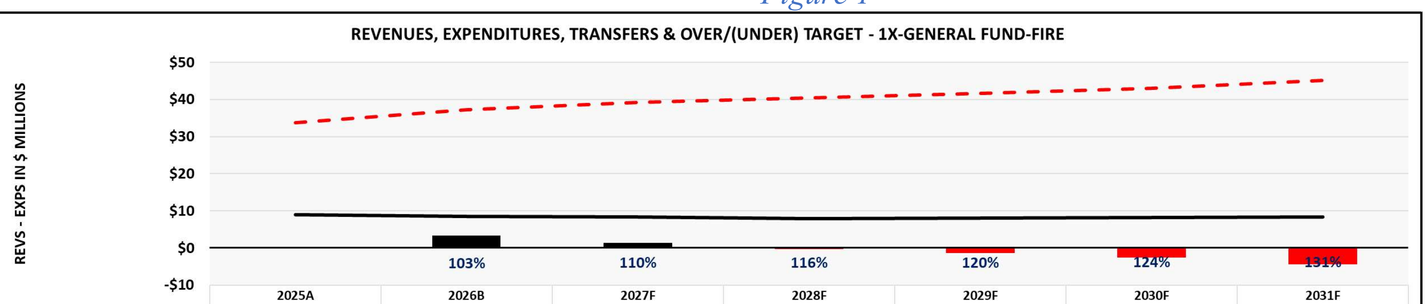
- Innovation Grant funds are used for all capital improvements by the Cities so no expense is included.

- Energy and fuel increases based on Department of Energy's 2026-2040 forecast assuming 2026 budgeted consumption and 2027 WE Energy announced rate increases. The forecast assumes that the heightened fuel prices currently experienced return to normal by year's end.

- Assume 10,526 billable ambulance runs in 2027 based on 2024-2025 activity and a 1.8% increase in 2026, a 2.8% increase in 2027 and a 1.5% increase thereafter. Also assumed a 2% increase over 2025 average reimbursement rate per trip and an annual 2% increase thereafter. Assumed 2025 GEMT reimbursement amounts with a 2% annual increase beginning in 2028.

The five year-forecast demonstrates that without changes, Metro Fire and Rescue would only receive 1 more Innovation Grant payment as net cost (Operating Expenditures - Departmental Revenues) would exceed 115% of the 2025 base beginning in 2028 and continuing through 2031.

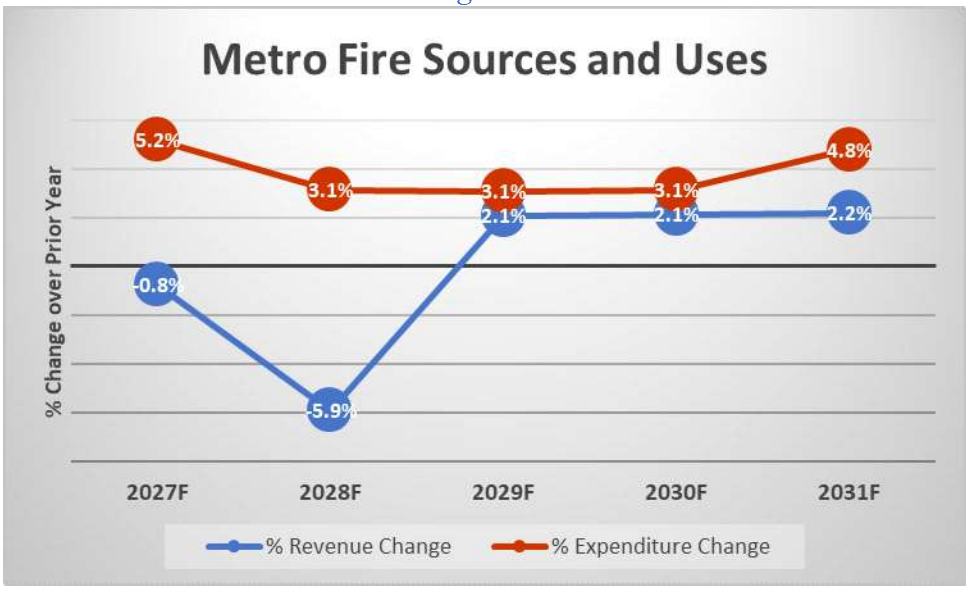
Figure 1



	2025A	2026B	2027F	2028F	2029F	2030F	2031F
BALANCE (+)	$-	$3.4	$1.4	$-	$-	$-	$-
BALANCE (-)	$-	$-	$-	$(0.3)	$(1.4)	$(2.5)	$(4.4)
REVENUES	$8.9	$8.4	$8.4	$7.9	$8.0	$8.2	$8.4
EXP/TRFS	$33.8	$37.3	$39.2	$40.5	$41.7	$43.0	$45.1
PERCENTAGE ABOVE BASE		103%	110%	116%	120%	124%	131%

Over the five-year period, expenditures grow on average 3.9% while departmental revenues are flat (actually decreasing 0.05%) resulting in a 3.8% percentage point differential as shown in Figure 2. While a five-year period is shown here, the gap would continue if additional years were shown. The only way to permanently fix the gap is to change the trend lines themselves - increase revenue growth, limit expenditure increases or preferably, a combination of both.

Figure 2



It is imperative that net cost growth is slowed, especially in the 2027 and 2028 budget years when the expenditure and revenue growth differential is greatest. This must be done through structural changes (as opposed to one-time fixes). A balanced approach is recommended that focuses on expenditure reductions, efficiency gains and revenue increases.

It is illustrative to look at the 2027 gap between expenses and revenues to understand the main drivers of the structural deficit which are described in the attached presentation (will be provided).

C. Fiscal Impact

This report is for informational purposes only

D. Recommendation

While this report is for informational purposes only, it is important that the Metro Fire and Rescue Board take the long-range projections into account when making decisions related to union negotiations, organizational restructuring and apparatus deployment.

Metro's goal should be to focus on strategic budgetary changes as opposed to indiscriminate line-item adjustments, that ensure net cost growth remains below 115% through 2030 as compared to 2025 in order to qualify for all five Innovation Grant payments and ensure the long-term financial resiliency of the organization.

Attachment A. Sources and Uses

1X-GENERAL FUND-FIRE	2025A	2026B	2027F	2028F	2029F	2030F
01-TAXES	$ 66,700	$ 75,000	$ 75,000	$ 75,000	$ 75,000	$ 75,00
02-STATE SHARED TAXES	673,383	740,000	777,000	815,850	856,643	899,4
03-LICENSES AND PERMITS	484,467	590,000	604,160	618,056	632,271	646,8
04-FEES	6,255,113	6,157,385	5,797,771	5,229,085	5,315,901	5,408,4
07-FEDERAL AND STATE GRANTS	9,130	65,000	10,000	10,000	10,000	10,00
08-LOCAL INTERGOVT REVENUE	1,340,202	767,000	1,066,897	1,088,235	1,110,000	1,132,2
10-MISC REVENUES	62,338	40,931	40,931	40,931	40,931	40,93
TOTAL REVENUES & SOURCES	**$ 8,891,333**	**$ 8,435,316**	**$ 8,371,759**	**$ 7,877,157**	**$ 8,040,745**	**$ 8,212,8**
AGR%		*-5.1%*	*-0.8%*	*-5.9%*	*2.1%*	*2.1*
01-WAGES	21,160,074	21,855,912	22,727,424	23,355,137	24,000,257	24,663,
02-BENEFITS	9,994,886	9,864,004	10,868,272	11,390,960	11,944,565	12,531,
03-OPERATING EXPENDITURES	1,768,547	1,781,472	1,826,629	1,871,149	1,916,800	1,963,
04-UTILITIES	339,090	379,886	396,043	428,823	434,353	448,3
05-OTHER EXPENSES	1,735	2,500	2,560	2,619	2,679	2,74
08-INTER-DEPT CHARGES	480,632	3,394,353	3,394,353	3,394,353	3,394,353	3,394,
09-CAPITAL IMPROVEMENTS	21,049	22,000	22,440	22,889	23,347	23,8
12-INTER-FUND TRANSFERS	-	-	-	-	-	-
TOTAL EXPENDITURES & USES	**$ 33,766,0**	**$ 37,300,1**	**$ 39,237,7**	**$ 40,465,9**	**$ 41,716,3**	**$ 43,028,**
AGR%		*10.5%*	*5.2%*	*3.1%*	*3.1%*	*3.1*
CHARGE PAID BY MUNICIPALITIES	**28,070,002**	**28,864,811**	**30,865,963**	**32,588,773**	**33,675,609**	**34,815,**
		2.8%	**6.9%**	**5.6%**	**3.3%**	**3.4**
AMOUNT SURPLUS/(DEFICIT) >115%	**$ 3,415,692**	**$ 1,414,580**	**$ (308,270)**	**$ (1,395,197)**	**$ (2,534,**	

2027-2031
Five Year Forecast

Metro Milwaukee Fire and Rescue Corporation
August 19, 2026

2027-2031 Methodology

- Forecast is policy neutral – assumes 2026 staffing and service levels
- Finances from both cities' departments were grouped into like-categories
- Categories forecasted
- See report for list of key assumptions
- Expenditures - Departmental Revenues = Net Charge to Muni's

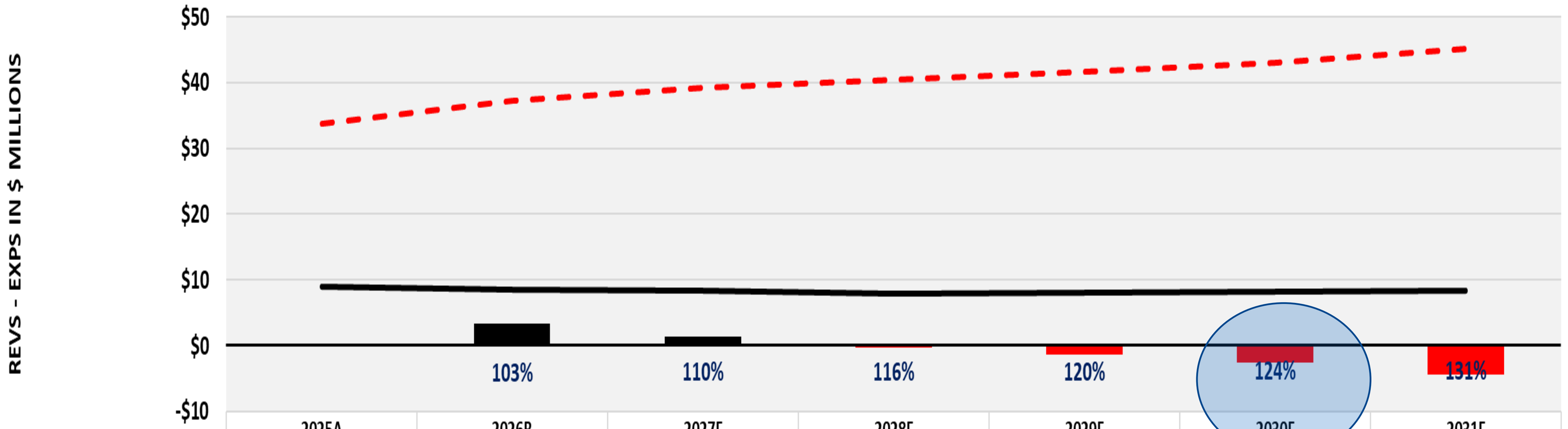
- Target is staying below 115% of 2025 Net Charge through 2030 to qualify for 5 Innovation Grant payments

01-TAXES
02-STATE SHARED TAXES
03-LICENSES AND PERMITS
04-FEES
07-FEDERAL AND STATE GRANTS
08-LOCAL INTERGOVT REVENUE
10-MISC REVENUES
TOTAL REVENUES & SOURCES
AGR%
01-WAGES
02-BENEFITS
03-OPERATING EXPENDITURES
04-UTILITIES
05-OTHER EXPENSES
08-INTER-DEPT CHARGES
09-CAPITAL IMPROVEMENTS
12-INTER-FUND TRANSFERS
TOTAL EXPENDITURES & USES

2

2027-2031 Forecast | Do not qualify for all Innovation Grant payments

REVENUES, EXPENDITURES, TRANSFERS & OVER/(UNDER) TARGET - 1X-GENERAL FUND-FIRE



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BALANCE (+)	$-	$3.4	$1.4	$-	$-	$-	$-
BALANCE (-)	$-	$-	$-	$(0.3)	$(1.4)	$(2.5)	$(4.4)
REVENUES	$8.9	$8.4	$8.4	$7.9	$8.0	$8.2	$8.4
EXP/TRFS	$33.8	$37.3	$39.2	$40.5	$41.7	$43.0	$45.1
PERCENTAGE ABOVE BASE		103%	110%	116%	120%	124%	131%

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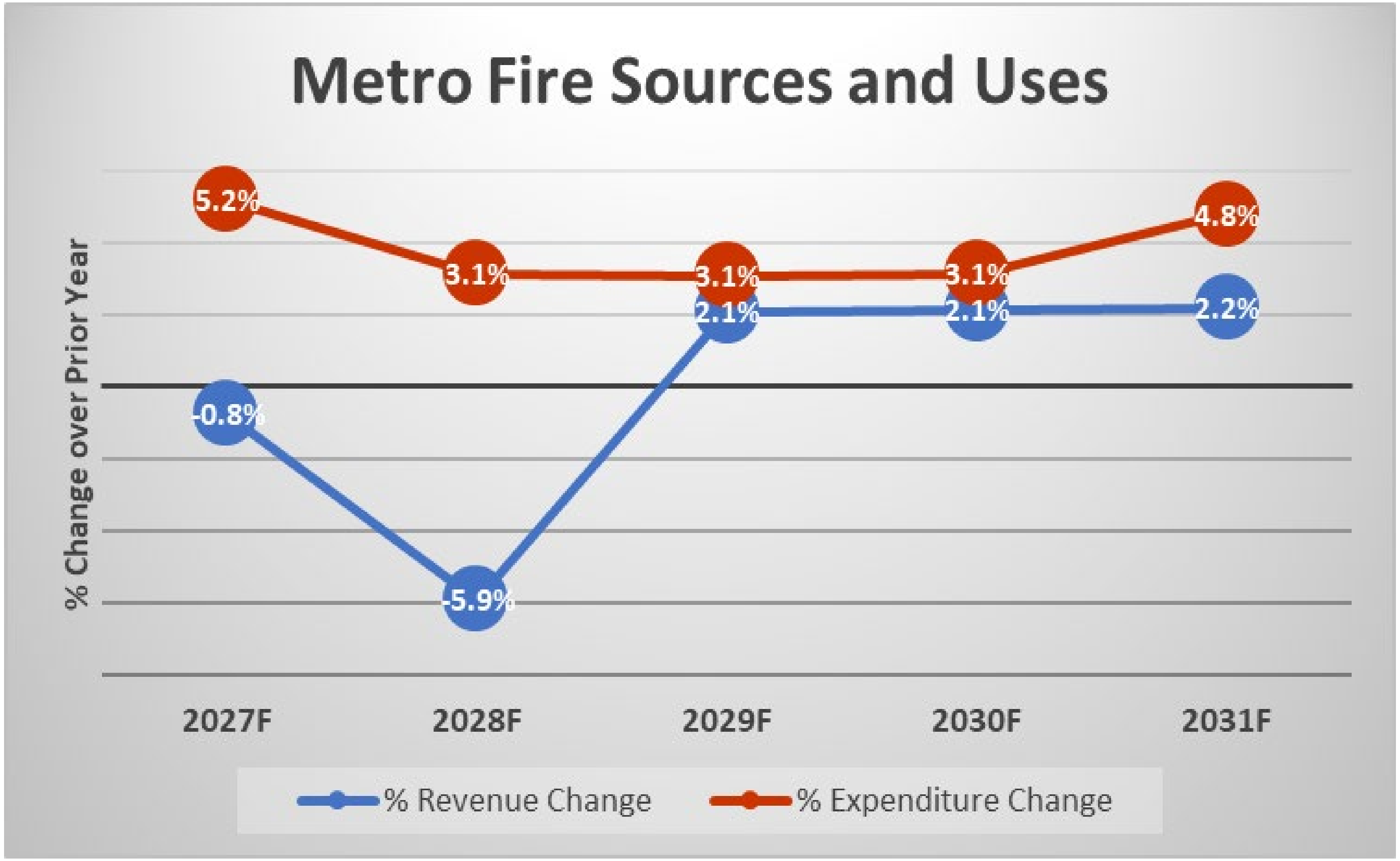
2027-2031 Forecast | Structural Deficit



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2027-2031 Forecast | Gap Drivers

METRO FIRE ACCOUNT GROUPS	% of Total	2025A	2026B	2027F	2028F	2029F	2030F	2031F
01-TAXES	1%	$ 66,700	12%	0%	0%	0%	0%	0%
02-STATE SHARED TAXES	8%	673,383	10%	5%	5%	5%	5%	5%
03-LICENSES AND PERMITS	5%	484,467	22%	2%	2%	2%	2%	2%
04-FEES	70%	6,255,113	-2%	-6%	-10%	2%	2%	2%
07-FEDERAL AND STATE GRANTS	0%	9,130	612%	-85%	0%	0%	0%	0%
08-LOCAL INTERGOVT REVENUE	15%	1,340,202	-43%	39%	2%	2%	2%	2%
10-MISC REVENUES	1%	62,338	-34%	0%	0%	0%	0%	0%
TOTAL REVENUES & SOURCES	**100%**	**$ 8,891,333**	**-5%**	**-1%**	**-6%**	**2%**	**2%**	**2%**
01-WAGES	63%	21,160,074	3%	4%	3%	3%	3%	5%
02-BENEFITS	30%	9,994,886	-1%	10%	5%	5%	5%	6%
03-OPERATING EXPENDITURES	5%	1,768,547	1%	3%	2%	2%	2%	2%
04-UTILITIES	1%	339,090	12%	4%	8%	1%	3%	4%
05-OTHER EXPENSES	0%	1,735	44%	2%	2%	2%	2%	2%
08-INTER-DEPT CHARGES	1%	480,632	606%	0%	0%	0%	0%	4%
09-CAPITAL IMPROVEMENTS	0%	21,049	5%	2%	2%	2%	2%	2%
TOTAL EXPENDITURES & USES	**100%**	**$ 33,766,012**	**10%**	**5%**	**3%**	**3%**	**3%**	**5%**
CHARGE PAID BY MUNICIPALITIES		**28,070,002**					**124%**	

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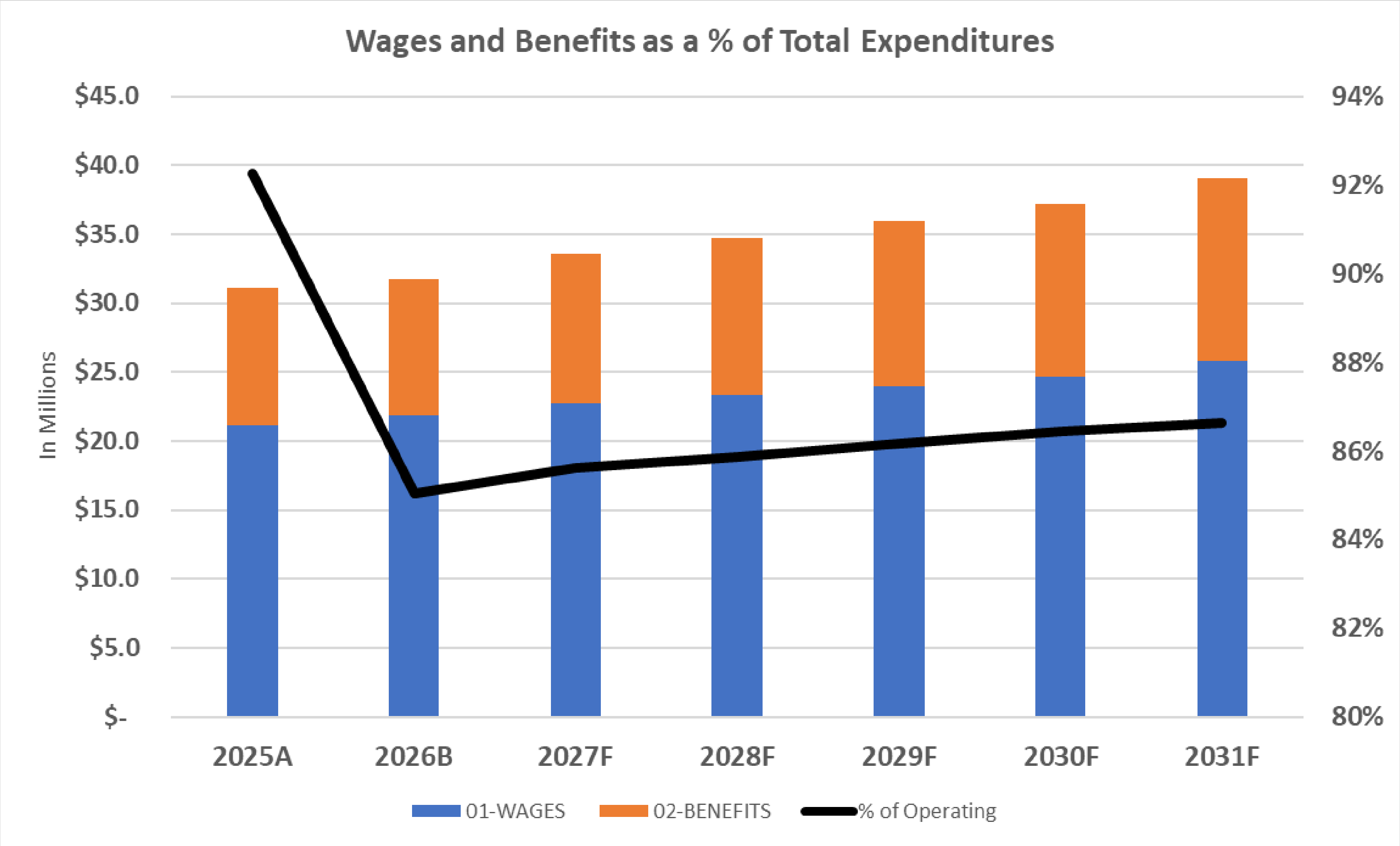
2027-2031 Forecast | Gap Drivers



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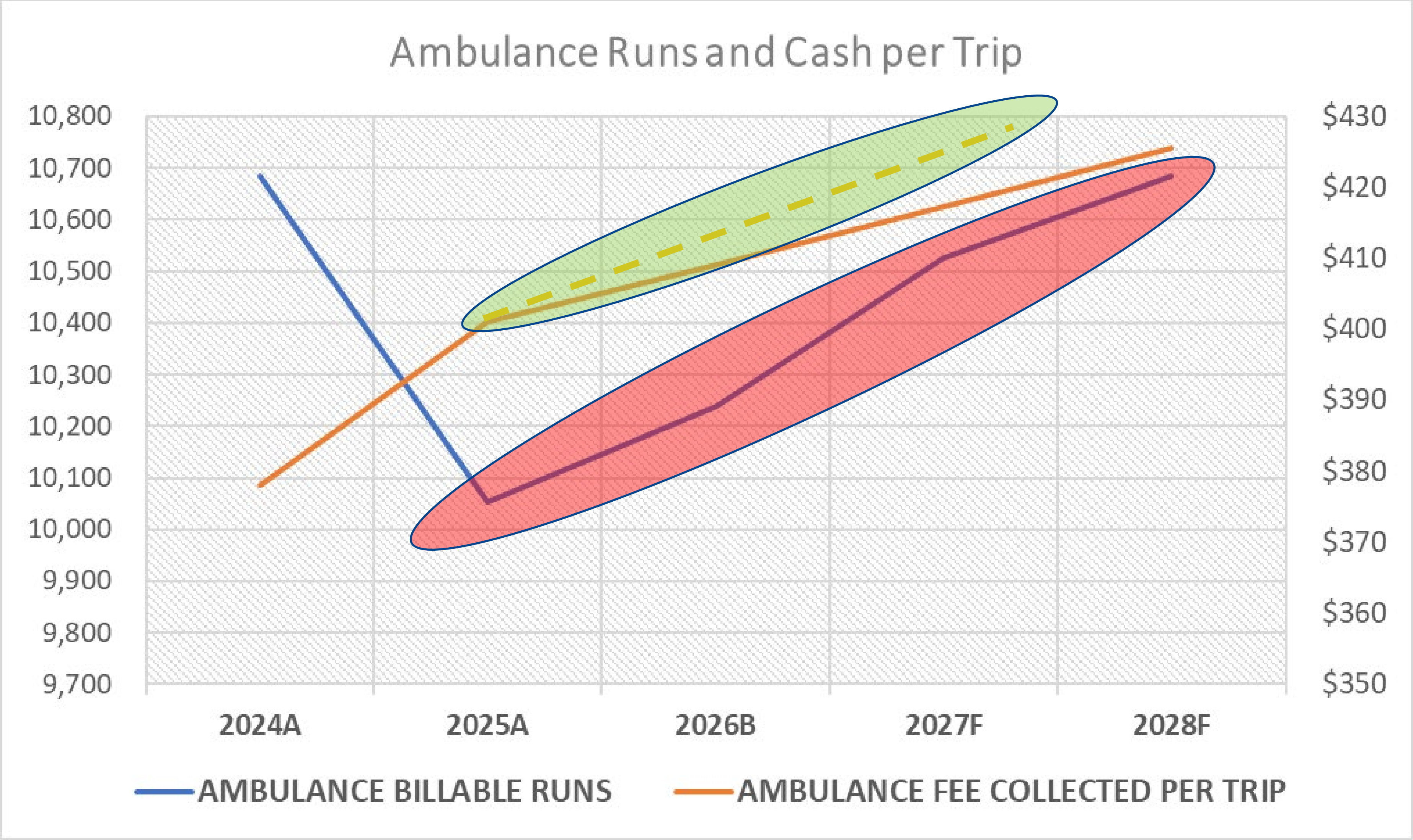
2027-2031 Forecast | Gap Drivers



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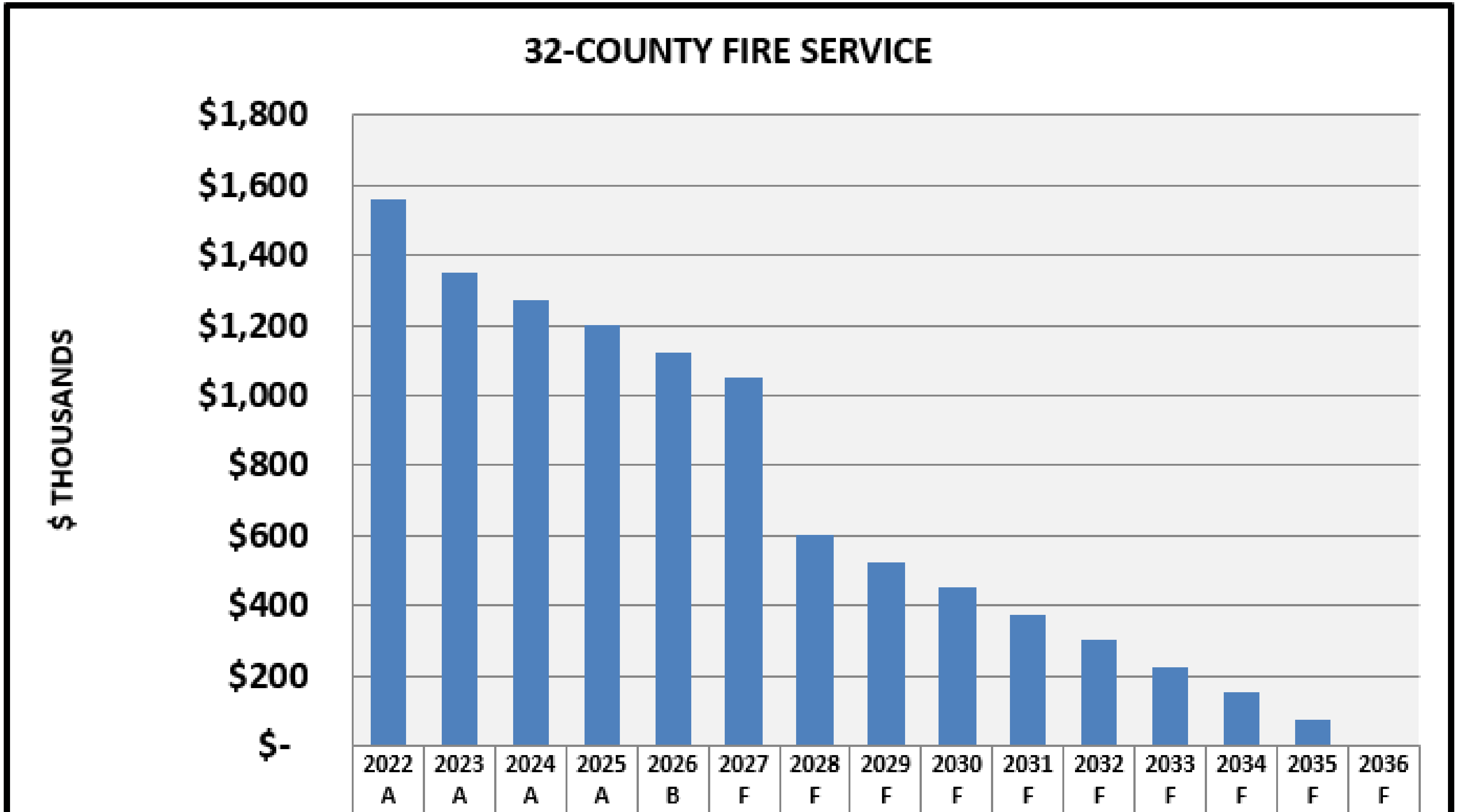
2027-2031 Forecast | Gap Drivers



	2022 A	2023 A	2024 A	2025 A	2026 B	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F
32-COUNTY FIRE SERVICE	$1,55	$1,35	$1,27	$1,20	$1,12	$1,05	$600	$525	$450	$375	$300	$225	$150	$75	$-

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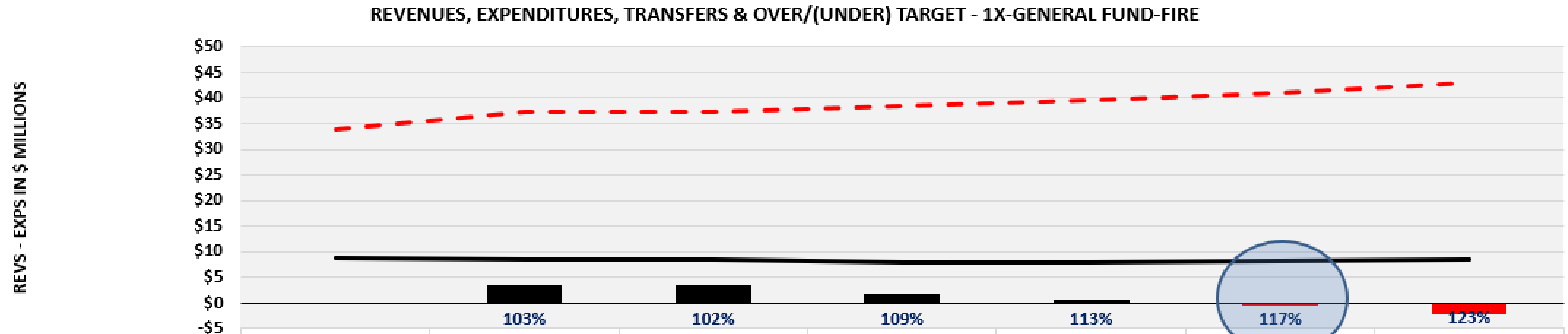
- Expenditure restraint – 2027 and 2028 focus
- Overhead is pressure release valve
- Largest revenue – Fees
- Largest exp – Wages and Benefits

2027-2031 Forecast | Next Steps



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BALANCE (+)	$-	$3.4	$3.5	$1.8	$0.7	$-	$-
BALANCE (-)	$-	$-	$-	$-	$-	$(0.4)	$(2.3)
REVENUES	$8.9	$8.4	$8.4	$7.9	$8.0	$8.2	$8.4
EXP/TRFS	$33.8	$37.3	$37.1	$38.4	$39.6	$40.9	$43.0
PERCENTAGE ABOVE BASE		103%	102%	109%	113%	117%	123%

1. Limit overhead charged to direct support services provided by each Muni
2. Close remaining gap of $440K through benefit management, revenue growth, restructuring

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Questions?