2027-2031
Five Year Forecast

Metro Milwaukee Fire and Rescue Corporation
August 19, 2026

2027-2031 Methodology

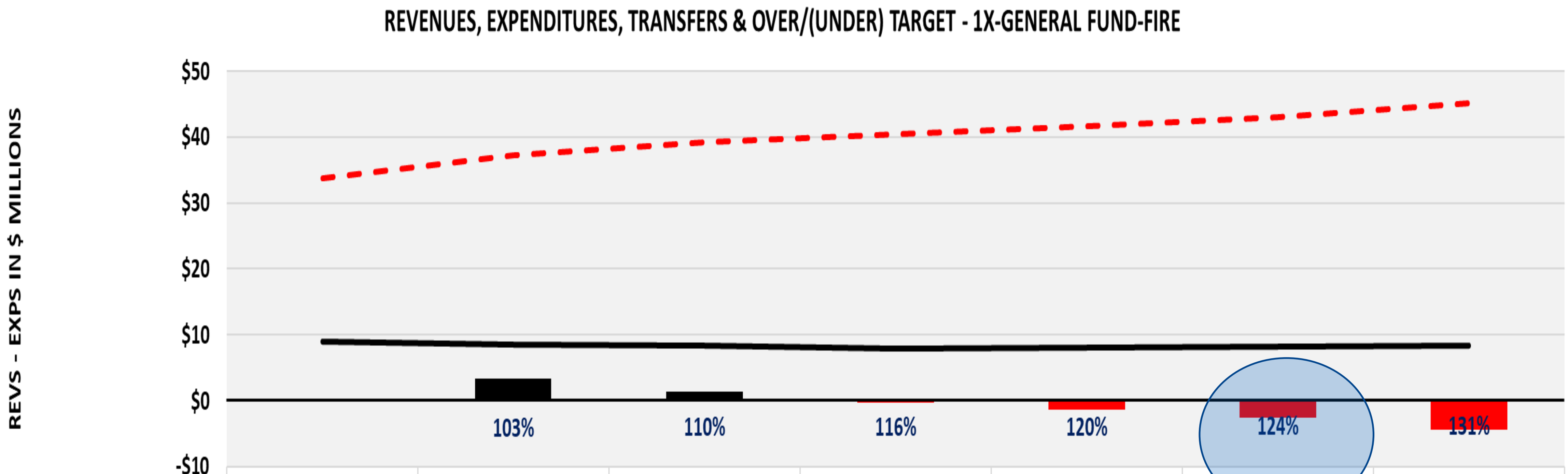
- Forecast is policy neutral – assumes 2026 staffing and service levels
- Finances from both cities' departments were grouped into like-categories
- Categories forecasted
- See report for list of key assumptions
- Expenditures - Departmental Revenues =

  Net Charge to Muni's

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

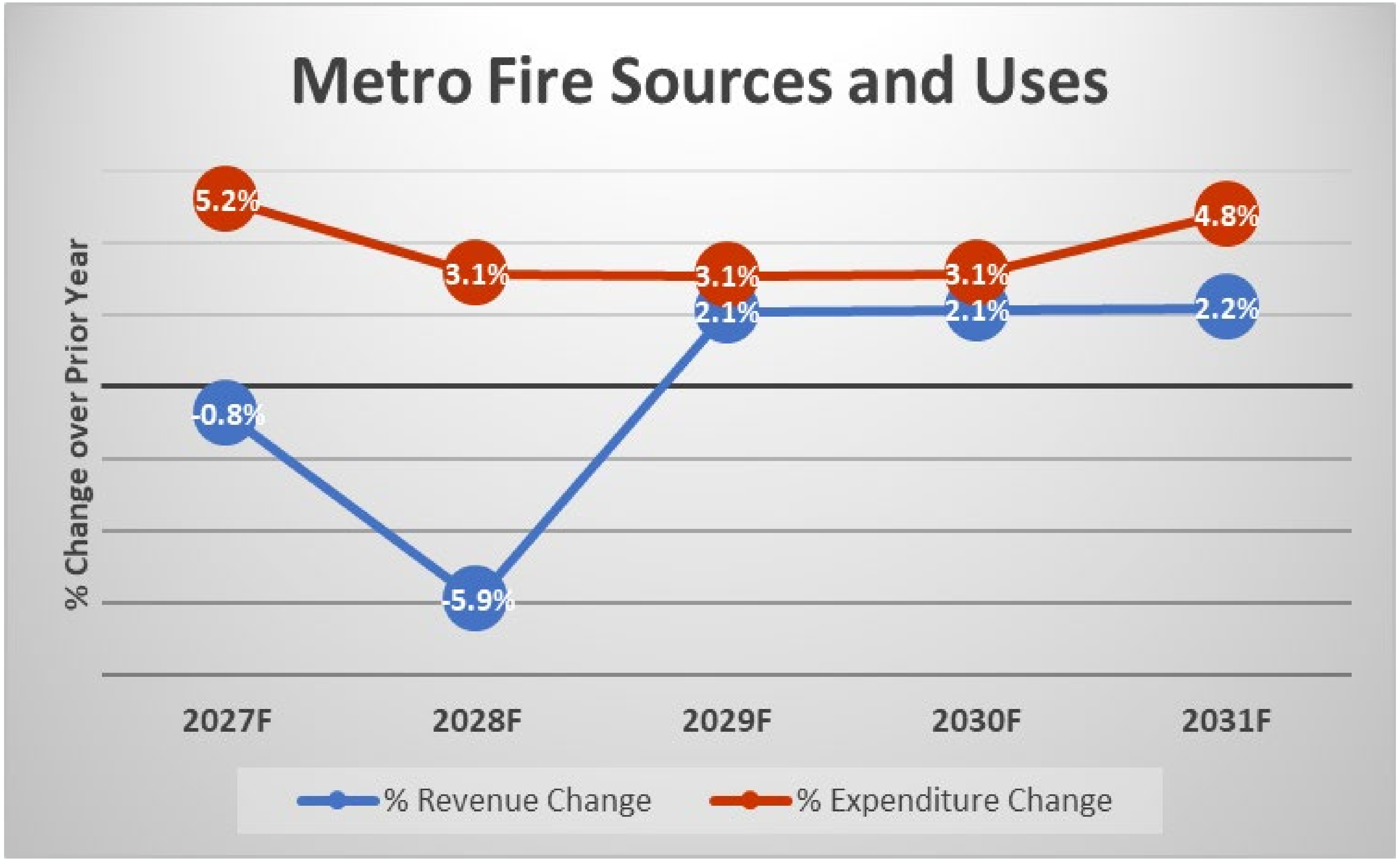
01-TAXES
02-STATE SHARED TAXES
03-LICENSES AND PERMITS
04-FEES
07-FEDERAL AND STATE GRANTS
08-LOCAL INTERGOVT REVENUE
10-MISC REVENUES
TOTAL REVENUES & SOURCES
AGR%
01-WAGES
02-BENEFITS
03-OPERATING EXPENDITURES
04-UTILITIES
05-OTHER EXPENSES
08-INTER-DEPT CHARGES
09-CAPITAL IMPROVEMENTS
12-INTER-FUND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

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



	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%

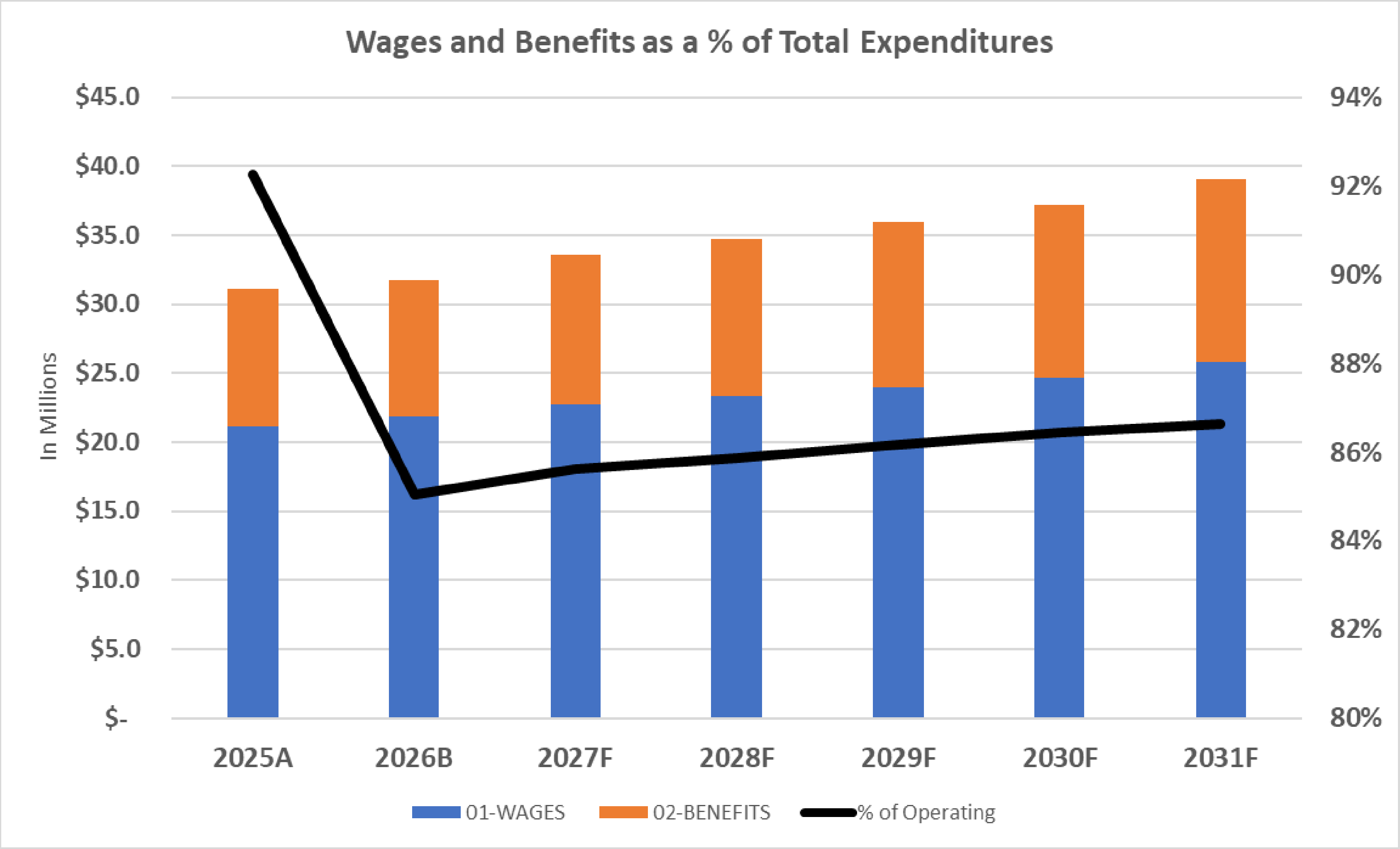
2027-2031 Forecast | Structural Deficit



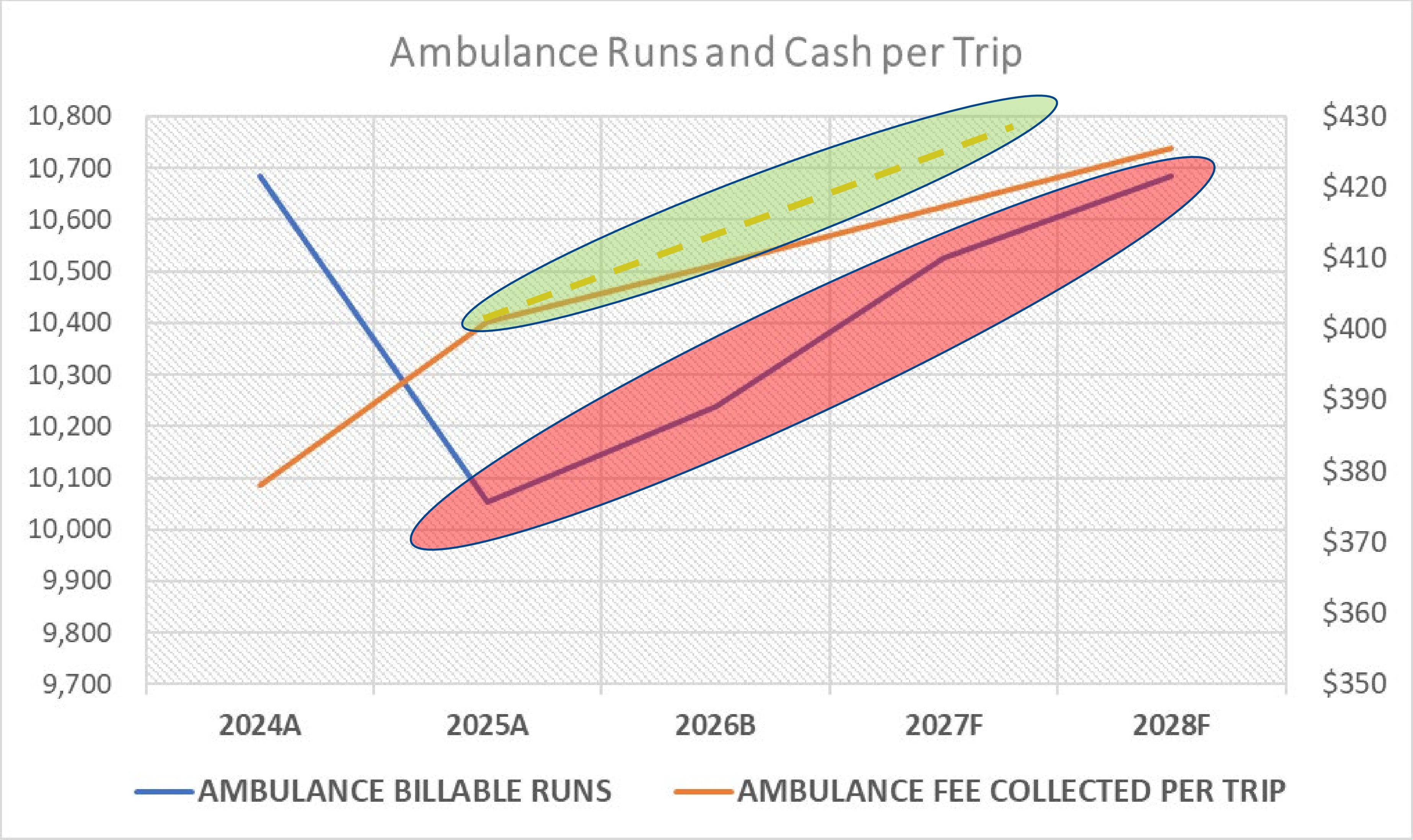
2027-2031 Forecast | Gap Drivers

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%**	

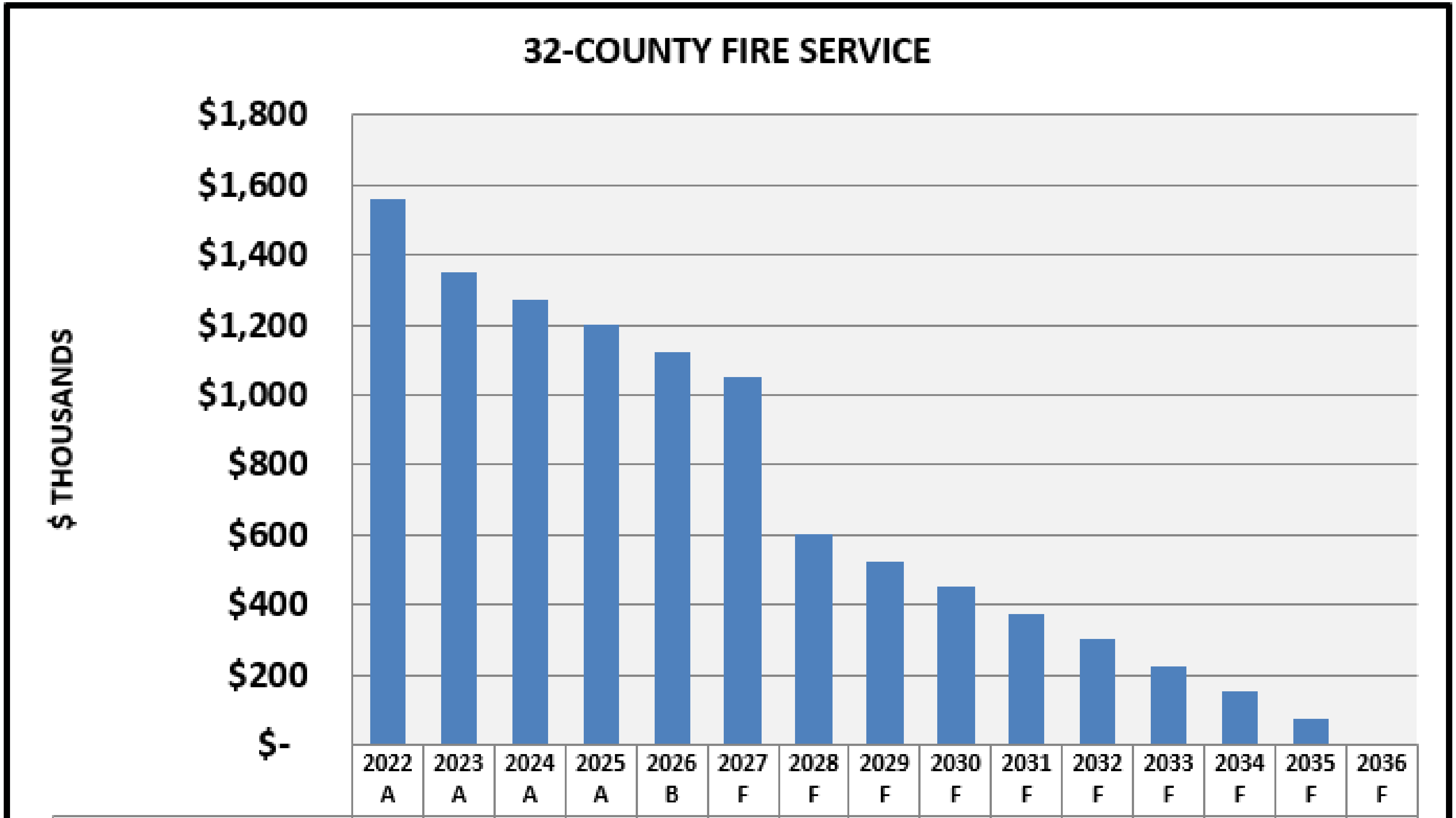
2027-2031 Forecast | Gap Drivers



2027-2031 Forecast | Gap Drivers



2027-2031 Forecast | Gap Drivers

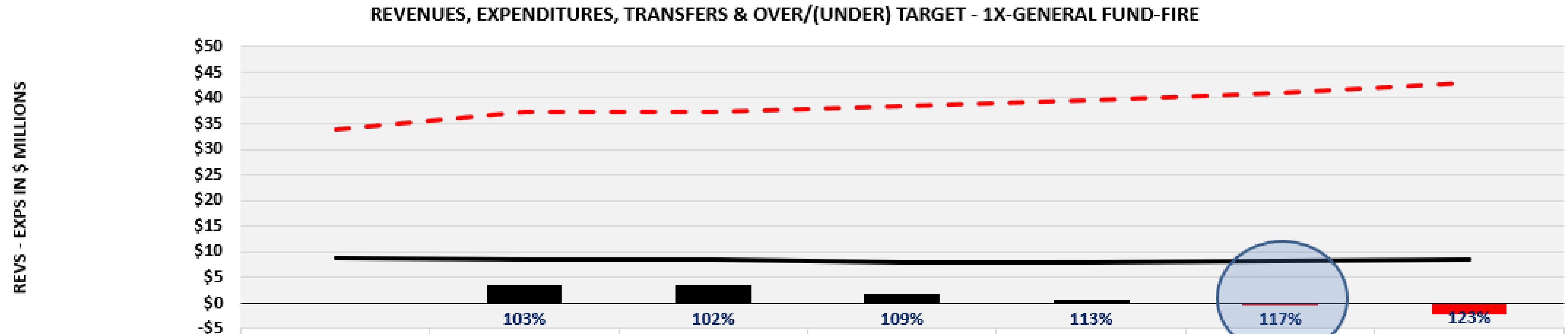


	2022 A	2023 A	2024 A	2025 A	2026 B	2027 F	2028 F	2029 F	2030 F	2031 F	2032 F	2033 F	2034 F	2035 F	2036 F
32-COUNTY FIRE SERVICE	$1,55	$1,35	$1,27	$1,20	$1,12	$1,05	$600	$525	$450	$375	$300	$225	$150	$75	$-

2027-2031 Forecast | Take-aways

- 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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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

Questions?