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## VILLAGE OF KRONENWETTER

**Date:** July 8, 2024  
**Reference:** Village of Kronenwetter Ambulance Service – Sub Committee  
**From:** Village Administrator Kampfer

### Purpose and Intent

The Village of Kronenwetter Ambulance Sub Committee plays a crucial role in providing the Village leaders with a comprehensive review of the implementation of a municipally owned and operated ambulance service. This review will include a broad exploration of various operating functions and an analysis of the financial components of a successful ambulance service. The accuracy and depth of this analysis depends on obtaining requested information from multiple sources. This committee may include residents, volunteer fire department members, the fire department manager, ambulance billing company representative, Village administrative/accounting staff, and locally informed stakeholders.

### Project Background and Description

This project involves analyzing a new ambulance service's overall financial and operational health, as requested by the Village Board of Trustees. The quality of this project's outcome is contingent upon the Ambulance Committee receiving accurate and timely operational and financial information from the proposed ambulance service staff, the Village staff, and any applicable third-party vendors or contractors. The Ambulance Committee will then provide the Village Board with a comprehensive report of findings from the provided information and data analysis. This analysis will not only highlight areas of presently robust performance but also include suggestions for areas that could be improved, offering a hopeful outlook for the future of the ambulance service.

### Project Scope

The scope of this project is to conduct a comprehensive analysis of the financial and operational health of the new Ambulance Service. The Ambulance Committee will then provide a report that includes findings and recommendations for improvement based on this analysis.

### Committee Requirements

To provide a proper review and analysis of the new Ambulance Service, at a minimum, the Committee shall provide:

- An informed and willing set of stakeholders associated with the ambulance service.
- Adhere to the Wisconsin Public Records Law.
- An understanding that the outcome of this analysis largely depends on the quality of the data and information provided.

- Access to the individuals or staff who may be requested to be interviewed by the Committee.
- Support and responsiveness from the Village Board.

The deliverables of this project will be a thorough analysis and recommendations (where applicable) as outlined below:

- Revenue Cycle (Billing)
  - o Billing process efficiency (from caregiver to payment)
  - o Contracts (if any) with insurers
  - o Other revenue sources
  - o Collection processes after billing
  - o Payer mix summary
  - o Billing rate review
- Financial aspect of overall operations
  - o Review of financial statements
  - o Review of equipment and vehicle costs
  - o Review of operational efficiencies
  - o Analysis of staff scheduling costs and needs
- Fiscal impact of salary and benefits
  - o Review of wage and salary costs and comparison to market
  - o Review of fringe benefit costs
- Staff development and training cost analysis
  - o Education labor costs
  - o Costs of staff labor for education
- Staff recruitment and retention
  - o A SWOT analysis with staff involvement
  - o Recommendations for future
- Financial review of community support initiatives
  - o Fundraising
  - o Contributions
  - o Community goodwill
- Budgetary impact of recruitment and retention of ambulance service personnel
  - o Cost of turnover
- Explore Operational Models/Collaboration Options
- Determine Space Requirements
  - o Ambulance storage requirements and plan
  - o Any new and/or altered space requirements due to ambulance staffing