


APPROVAL 	REQUEST FOR COUNCIL ACTION	MEETING DATE 6/19/2018
REPORTS & RECOMMENDATIONS	Review of Draft Document for a Public Safety Plan Community Survey and a Related, Draft "Assessment of Public Safety Funding Options" Report	ITEM NUMBER <i>G.12.</i>

At the February 5, 2018, Committee of the Whole meeting the Fire Chief gave a presentation relating to current and future Fire Department staffing considerations. The Common Council subsequently referred the issue to the Fire Chief and Director of Administration for consideration of a contract to be brought to the February 19, 2018, Common Council meeting.

At the February 19 Common Council meeting the Council authorized "staff to proceed with a project for a Public Safety Services review, including an Options Assessment and Citizen Survey, relative to Fire Department services and some Police services..." The authority included a moving forward with a contract with Mueller Communications and one of their subcontractors for development of the Options Assessment and Citizen Survey.

That process has been moving forward. A draft of the Community Survey document was distributed to the Alderman via email by the Mayor on Thursday, June 14th. As per the prior Council authorization, the survey was developed by Mueller Communications. Mueller Communications worked with staff and a subcontractor they use that specializes in survey development and survey diagnostics.

The survey document references a report entitled "Assessment of Public Safety Funding Options." This report provides much greater detail on the public safety staffing issues and was used to help develop the options explored in the survey. A draft of this report was distributed to the Alderman via email by the Mayor on Friday, June 15th.

The item has been placed on the Common Council agenda for June 19, 2018, in order for the Common Council to provide input and comment on the draft of the community survey. In accordance with the prior authorization and after getting Council input on the attached, referenced documents, the intent is to allow Mueller Communications to complete the survey document which will then be mailed out with the anticipation of hitting mailboxes the week of July 9th.

COUNCIL ACTION REQUESTED

Discussion item. No action required.

City of Franklin

Assessment of Public Safety Funding Options

June 2018

BACKGROUND

Franklin Fire Department

The Franklin Fire Department (FFD) provides fire suppression and basic and advanced life support emergency medical services (EMS) for the 36,000 residents of Franklin, as well as providing primary Advanced Life Support (ALS – Paramedic) EMS for the Village of Hales Corners. FFD has the second largest service area in Milwaukee County, covering 34.5 square miles. Only the City of Milwaukee's Fire Department has a larger service area. Firefighters are cross-trained as emergency medical technicians (EMTs) or paramedics. EMS services include:

- Basic Life Support (BLS): Basic care including CPR, bleeding control, treatment of shock and poisoning, stabilization of traumatic injuries, first aid and other basic skills provided by firefighters who have been trained as Emergency Medical Technicians (EMTs).
- Advanced Life Support (ALS - Paramedic): Sophisticated pre-hospital emergency care and transport using invasive life-saving procedures, such as intravenous fluids, administration of medications and advanced airway procedures. These services differ from basic life support services in that they may involve the use of drugs or invasive skills that must be performed by firefighters who have been trained as paramedics, which is a more advanced form of emergency medical training.

Operations are predicated upon a "team" response. This structure is scalable based on the size and complexity of the Calls for Service (CFS), which can be any response, emergency or non-emergency, ranging from service calls and lift-assists, to large structure fires, technical rescues, complex vehicle extractions, and dive/water rescue.

While emergency response is FFD's primary duty, the department is also responsible for a variety of nonemergency activities including state-mandated fire inspections, fire investigations, public education events, smoke detector installations, training, animal rescue, vehicle and facility maintenance, property conservation, hazardous materials response and stabilization, and other ancillary activities.

FFD currently employs 46 highly-trained professionals:

- 29 firefighters;
- 9 lieutenants;
- 1 lieutenant of equipment;
- 3 battalion chiefs;
- 1 fire inspector;

- 1 assistant chief;
- 1 chief; and
- 1 administrative assistant.

A rotating three-battalion shift system ensures that personnel are on duty 24 hours per day, every day of the year. Personnel work a “California” schedule rotation:

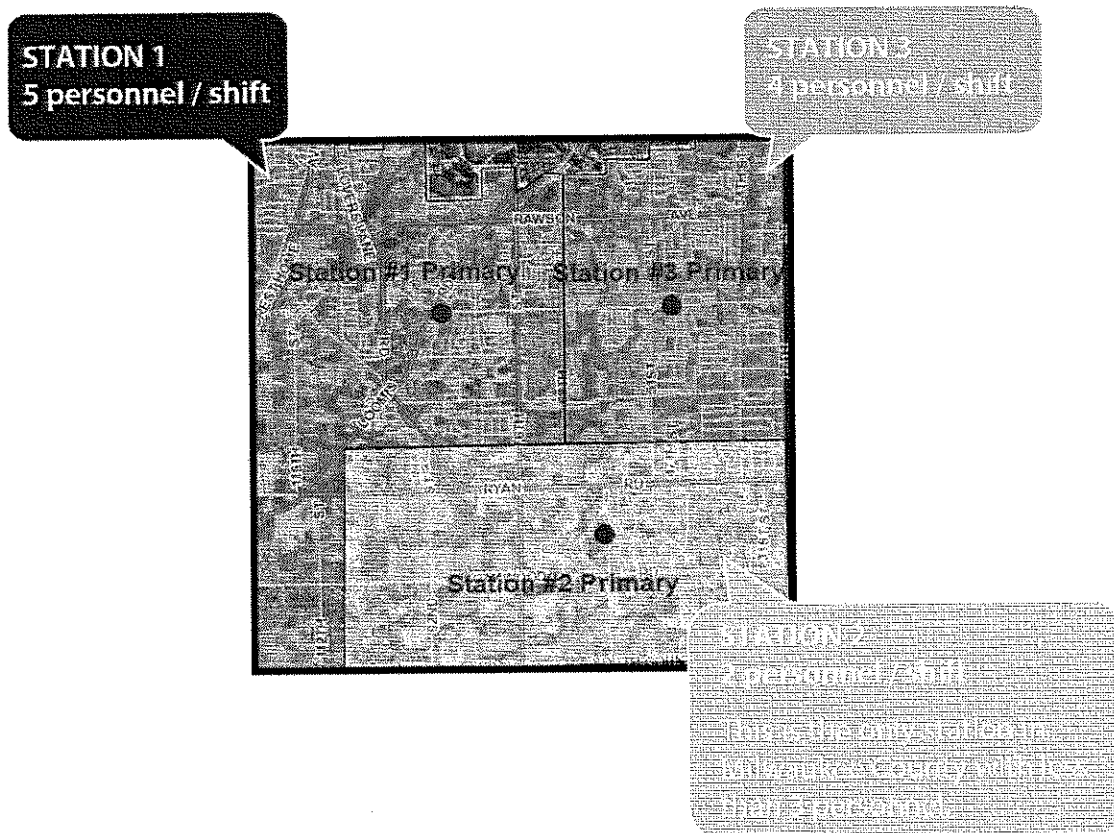
- 24 hours on duty, 24 hours off duty
- 24 hours on duty, 24 hours off duty
- 24 hours on duty, 96 hours off duty

National standards for fire department staffing and deployment call for four-person fire companies situated and located so as to be able to respond to all calls within four minutes of travel time.¹ FFD personnel are assigned and deployed in teams of two. Two or more teams (four personnel) respond on each CFS, depending on the incident type and other factors. FFD assigns 11 firefighters to each 24-hour shift distributed among the City’s three fire stations:

- Fire Station #1: Station #1 located at 8901 W. Drexel Avenue is FFD’s headquarters and busiest fire station. The station is staffed with five personnel, including the shift commander or battalion chief, and serves the area of the City north of Hilltop Lane and west of S. 68th Street. Station #1’s Paramedic Ambulance also provides primary ALS response to the Village of Hales Corners. Station #1 experiences the heaviest call volume, and therefore is most likely to have simultaneous CFS and “back-to-back” responses. It is also experiencing the most development, and is saturated with high-density residential occupancy buildings that tend to be high-users of EMS services.
- Fire Station #2: Station #2 opened in 2002 and serves the southern portion of the City. The station is staffed with two personnel on a 24-hour basis and can respond to BLS calls. The station’s service area includes the Franklin Business Park, where a significant portion of the City’s commercial and industrial value and infrastructure. As Station #2 is staffed with only two personnel, under state law it is not capable of initiating an interior fire attack until secondary companies arrive on scene. Additionally, a secondary support unit must respond from Stations #1 or #3 for all ALS calls – depleting the response readiness and capability of those stations. **This is the only station in Milwaukee County with less than three personnel.**
- Fire Station #3: Station #3 was built in 2009 and is staffed with four personnel. The station’s primary response area includes the area of the City north of Hilltop Lane and east of S. 68th Street.

¹ National Fire Protection Association Codes & Standards (NFPA 1710): Standard for the Organization and

FRANKLIN FIRE DEPARTMENT SERVICE AREAS



FFD uses a “tiered response” triage and computer-aided dispatch model to assign personnel:

- Emergency fire calls (within city limits): For fire alarms where fire and/or smoke are reported in a structure, all on-duty personnel respond. Modern fire service practices are predicated on the response of a four-person company consisting of a company officer, a driver/operator, and two firefighters. Furthermore, state law requires that a total of five personnel be on scene before an interior fire attack is initiated.
- BLS: The State of Wisconsin requires two responders for BLS calls.
- ALS: Milwaukee County fire departments participate in a tiered-response system that normally requires four responders for ALS calls. Paramedic units must be staffed with two paramedics while additional personnel can be either level (EMT or Paramedic).

Emergency Medical Services (EMS) represents approximately 80% of the CFS the department receives, which is typical for fire departments that provide both Fire and EMS responses.

YEAR	Full-Time Firefighters/ Paramedics	Total EMS Calls	Fire / Service Calls	TOTAL CALL VOLUME (TOTAL CFS)	TOTAL CFS PER 1,000 POPULATION
1996	28	1,272	413	1,685	65.5
1997	30	1,409	495	1,904	71.6
1998	31	1,653	551	2,204	81.1
1999	34	1,896	378	2,274	81.9
2000	37	2,091	544	2,635	89.3
2001	43	2,163	377	2,540	84.1
2002	42	2,235	346	2,581	83.9
2003	42	2,114	406	2,520	80.1
2004	42	2,225	446	2,671	84
2005	43	2,451	391	2,842	87.3
2006	42	2,526	432	2,958	89.6
2007	44	2,767	573	3,340	100.1
2008	44	2,790	566	3,356	100
2009	44	2,515	606	3,121	92.6
2010	44	2,573	641	3,214	94.8
2011	44	2,605	656	3,261	91.8
2012	44	2,688	693	3,381	95.2
2013	44	2,754	802	3,556	99.3
2014	44	2,863	723	3,586	100.4
2015	44	2,976	806	3,782	106.1
2016	44	2,894	758	3,652	102.2
2017	44	3,309	790	4,099	113.7

In 2017, FFD initiated a pilot program with an ALS-only response model as almost all members are licensed paramedics, which allowed the department to enable rapid continued response. Dispatchers send an ALS team regardless of whether the call is for BLS or ALS. The pilot program resulted in more efficient and faster response times, and has been implemented permanently.

Franklin Police Department

Violent crime is growing in suburban areas and Franklin is no exception. Every year, the Franklin Police Department (FPD) has experienced increased demands on officer time. Beyond responding to emergency calls requiring police presence, the FPD provides services to enhance safety and security for city residents.

FPD's ratio of full-time officers per thousand population is 1.67, which is below the national average of 1.8 for cities with a population similar to Franklin.² The last significant staffing increase was in 2001 when the total number of sworn officers increased from 55 to 59. FPD increased to 60 sworn officers in 2015 and maintains that level currently. FPD is made up of 77 employees, including the 60 sworn officers who are assigned as follows:

- 20 day shift;
- 16 early shift;
- 13 late shift;
- 5 command officers; and
- 6 detectives in the Detective Bureau.

FPD dispatches officers in a variety of situations including but not limited to crime, theft, motor vehicle accidents, suspicious activities, disturbances, trespassing, alcohol and drug activities and mental health issues. FPD has seen an increase in calls for service compared to ten years ago:

YEAR	TOTAL CALL VOLUME Calls for Service (CFS)
2008	27,093
2009	28,252
2010	27,646
2011	28,808
2012	29,515
2013	28,089
2014	30,039
2015	30,255
2016	30,697
2017	30,029

² International Association of Chiefs of Police (IACP): Police Officer to Population Ratios

While the ratio of officers per capita and call volume are important factors to consider when determining staffing needs, the amount of time officers spend responding to calls and the time required to fulfill the department's other responsibilities must be taken into account as well. For example, detectives are spending more time investigating heroin overdoses and financial crimes related to online identity theft. The complexities of these incidents make the investigations extremely time consuming. Additionally, the incidents of violent crime have more than doubled since 2013.

During the summer and fall of 2017, the City experienced a significant increase in the number of auto thefts. In order to combat this problem, FPD increased patrol staffing in targeted areas, invested in technology resources and partnered with other suburban departments.

	2013	2014	2015	2016	2017
VIOLENT CRIME	55	92	69	101	124
Murder	1	1	0	0	0
Rape	2	4	5	1	2
Robbery	2	10	7	10	11
Assault	50	77	57	90	111
PROPERTY CRIME	840	790	792	690	648
Burglary	79	63	53	61	68
Theft	719	682	700	602	511
Motor Vehicle Theft	20	22	21	16	58
Sexual Assault Reports	22	23	18	11	11
VEHICLE CRASHES	658	609	625	615	556
CITATIONS ISSUED	8,065	8,214	8,570	8,298	9,010

One FPD officer has served as a school resource officer (SRO) at Franklin High School since the 2014-15 school year. Initially the officer was to split time between the high school and Forest Park Middle School, but the need at the high school was greater and eventually the officer was assigned there full time. The number of incident reports filed by the SRO has increased every year, and the more reports generated, the less time the SRO has to interact with students and staff in the school buildings.

- 2015: 114 incident reports and 101 municipal citations
- 2016: 123 incident reports and 123 municipal citations
- 2017: 125 incident reports and 100 municipal citations

There continues to be a need for an SRO at the middle school, which will only become greater when the new building opens in the 2018-19 school year to accommodate 6th graders in addition to current 7th and 8th graders, increasing enrollment to well over 1,000 students.

With the increase in call volume and the seriousness of crimes, officers are spending more time on individual response calls, creating a need for more officers to investigate crimes as well as fulfill other crime prevention duties.

CHALLENGE

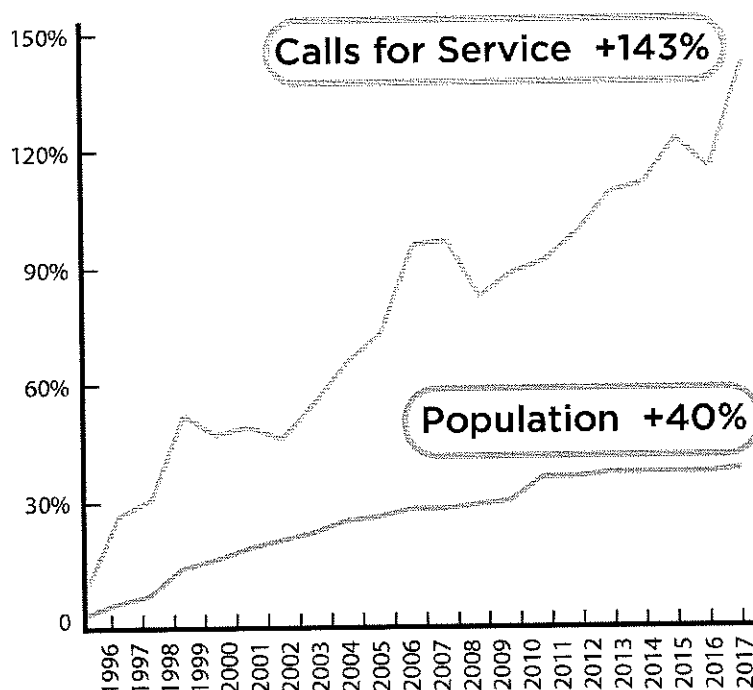
The fundamental challenge facing the City of Franklin as it seeks to maintain its successful public safety programs is that fire and police staffing levels have not kept pace with the increased demand for service driven by Franklin's population growth and demographic changes. Whether Franklin desires to maintain existing services or work to meet the growing demand – it will require funding to increase staffing levels.

Franklin Fire Department Staffing Overview

Over the last 20 years, Franklin has seen population growth of about 40%. During that same time, FFD's level of Calls for Service (CFS) have increased even faster than the population growth. Total CFS are up 143% – increasing at a rate of 3.5 times the rate of population growth. This increase is largely due to a demographic shift in the City – the number of Franklin residents over the age of 65 has increased by at least 400% since 1996 and that trend is expected to continue in the years ahead, which also means CFS will continue to rise.

Despite the population growth and increased demand for service, staffing levels have remained the same since 2007.

FRANKLIN POPULATION GROWTH & FIRE TRENDS 1996 - 2017



FFD's current staff level and assignments make it more challenging for the department to meet the national best practice response time benchmarks of 6 minutes, 20 seconds for fire calls, 6 minutes for BLS and 10 minutes for ALS.³ In addition, Station #2, which is not fully staffed, is poised for significant new residential development, which will compound the existing challenges of inadequate staffing.

Since all FFD members cross staff both EMS and firefighting response vehicles, the increase in EMS call volume has the potential to negatively impact the Department's firefighting response times and capabilities as well, unless staffing is adjusted to keep pace with development and related emergency call volume.

FFD staffing levels have not changed substantially since Station #2 was constructed over 15 years ago. FFD's staffing has not kept pace with other municipalities in Milwaukee County. When comparing full-time equivalent (FTE) firefighter/paramedic positions per 1,000 residents FFD is lower than every municipality other than South Milwaukee, which recently passed a referendum enabling it to increase its public safety staffing levels. FFD continues to explore innovative ways to meet the growing needs with existing staff levels, such as the new response model that was implemented in 2017. While there are many service benefits as a result of the new model, staffing at Station #2 remains inadequate and FFD's non-emergency services across the City continue to suffer.

Current staffing levels make it difficult for FFD to adequately cover a city of this size with growing needs. Hiring nine FTE firefighter/paramedic positions would bring city-wide base staffing to 13 personnel on duty, specifically allowing for increased staffing at Station #2.⁴ The City would need \$33 million over the next ten years to fulfill this staffing need. This level of staffing would enable FFD to meet current and future call volume and response time benchmarks, and is consistent with how similar-sized fire departments in the area have been staffed for several years.⁵

³ National Fire Protection Association Codes & Standards (NFPA 1710): Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments

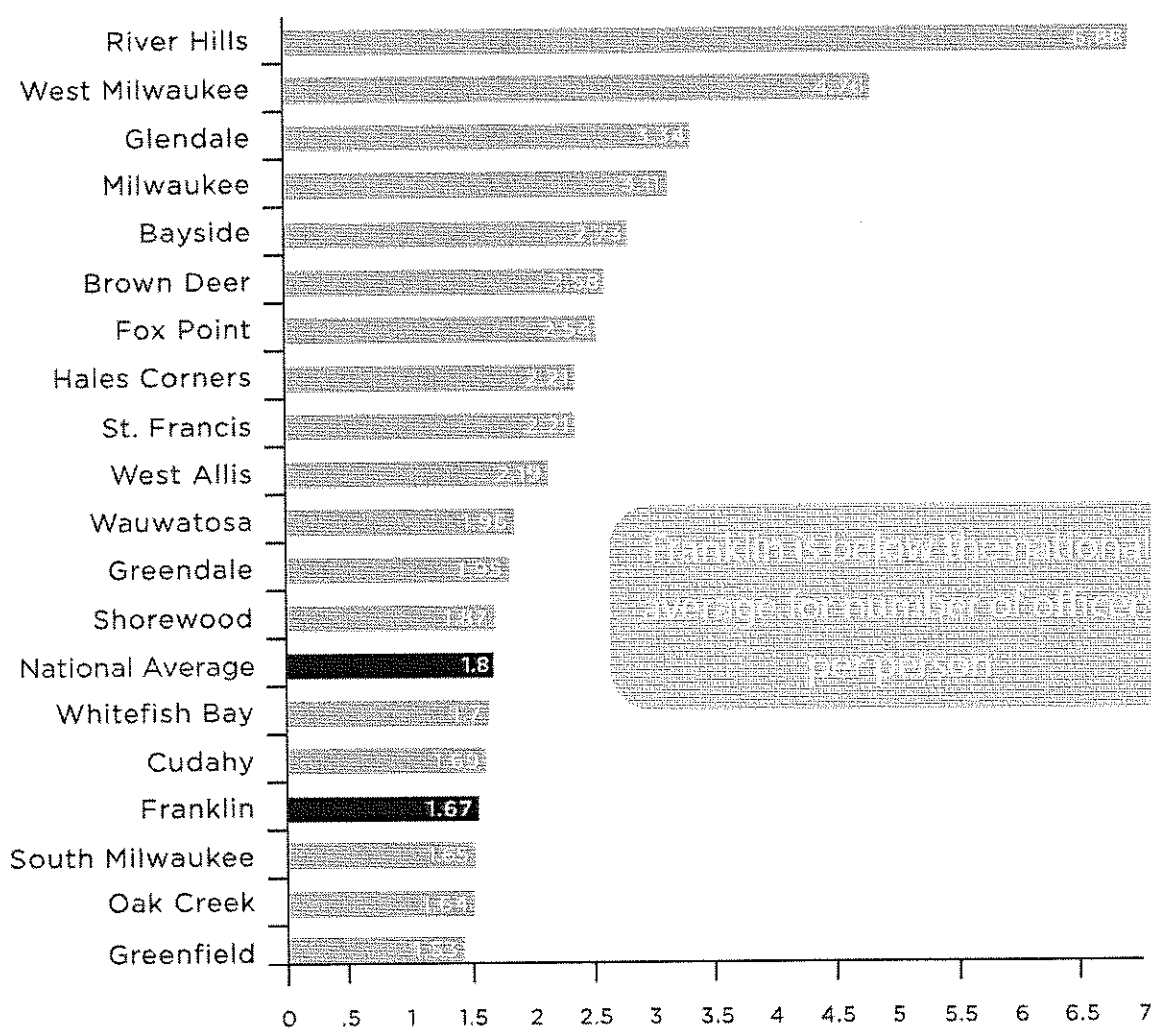
⁴ Appendix A: Assessment of Incremental Staffing Level Increase on Fire Department Operations

⁵ Appendix B: Fire Department Personnel in Milwaukee County

Police Department Staffing Overview

Despite a greater demand for officer time due to increases in crime and the complexity of investigations, FPD's staffing level has remained the same for nearly 20 years. Surveys show that Franklin is among the lowest ratio of officers and dispatch-per thousand population in Milwaukee County.⁶

NUMBER OF OFFICER PER 1,000 POPULATION



⁶ Appendix C: Police Department Full-time Personnel in Milwaukee County

After a comprehensive review of Franklin's public safety service needs, including other existing and anticipated budgetary needs over the next decade, the City recognizes a growing gap in the number of sworn officers serving the community.

Looking at five-year trends, FPD has identified a need to hire additional officers to fulfill all of the department's response and preventative responsibilities.⁷ Over the next 20 years, The City would need an additional \$10.6 million to hire three new officers. While a final determination on how best to use the additional officers would be made as part of the 2019 planning process, a potential staffing plan could include:

- 1 detective: FPD has not changed the staffing levels of the Detective Bureau to meet the demands of increased crime and the duty to investigate crime in the City as well as Milwaukee County.
- 1 day shift patrol officer: Officers assigned to the Day Shift provide a number of services to the community which are not provided by other shifts and are in addition to their traditional law enforcement responsibilities, including working with citizens and businesses on community related concerns, serving as a liaison between FPD and local schools and managing evidence.
- 1 school resource officer (SRO): There is a community need for a SRO dedicated to Forest Park Middle School. This SRO could also provide assistance at the elementary schools as well as assist the current SRO at Franklin High School with complex cases and during especially busy times. A SRO would need to be approved by the Franklin School Board as well.

⁷ Franklin Police Department Annual Report 2016

Public Safety Funding Overview

Fire and EMS services are funded through a mix of revenue from the City property tax levy, funding from Milwaukee County, fees collected from ALS – Paramedic responses, primarily patient transports, as well as grants and donations. Over the last three years, funding from these sources hasn't kept pace with the demands of the department.

The City's budget has been impacted by state levy limits and state legislation that restricts other revenue sources.^{8 9} While state and county revenues have declined, the Franklin Common Council decided not to raise the municipal property tax rate from 2013 – 2017. To date, the City has found ways to reduce costs in other areas of the budget. In 2018, the Common Council increased the levy limit by \$615,200 to cover the cost of minor salary increases, etc.

These budget limitations have resulted in staffing shortages, requiring the use of overtime to meet base staffing levels. FFD and FPD have made difficult decisions to keep up with increased demand for service with existing staffing. Often staffing shortages require the use overtime to meet base staffing needs, which can be an inefficient use of resources.

As a result, Franklin FFD is in the bottom third of peer cities in fire/EMS spending per capita. While FPD is among the lowest in per capita expenses for law enforcement in Milwaukee County.

Fire and police staffing and funding levels have stayed relatively flat over the years despite an increasing need for public safety services. While both FFD and FPD have a number infrastructure needs, both departments have determined that hiring additional personnel is a higher priority to meet the growing demands of the community.

⁸ 2015 Wisconsin Act 55 restricts the amount of local room tax revenue that municipalities can spend on operating expenses.

⁹ 2017 AB 386 / SB 292 known as the "Dark Store" tax loophole that lowers the amount of property taxes big box retailers pay in property taxes.

POTENTIAL STAFFING OPTIONS

Option 1: Maintain Status Quo

Over time, if the City does not identify funding to hire additional fire and police personnel, the existing challenges will create more strain on the departments.

Just as currently Hales Corners relies on Franklin for ALS services, Franklin would be forced to increasingly rely on surrounding municipalities to supplement EMS at times when FFD does not have enough personnel to respond to simultaneous CFS.¹⁰ Greendale and Oak Creek respond based on proximity and availability at the time of the call, but those departments are also seeing increased demand for service. It is more common that Franklin is providing support for surrounding stations.¹¹

Maintaining the status quo would likely compound the current stressors on Franklin's public safety services in the years to come as population and crime trends continue. Relying on other municipal fire departments would also likely increase response times.¹²

Impact on public safety	<ul style="list-style-type: none"> • ALS response times would increase substantially if Franklin were to rely more on surrounding municipalities for assistance.¹³ <ul style="list-style-type: none"> ○ It is estimated that Greenfield and Greendale stations would take about 1.5 times as long to respond to calls based on station distance from the City. ○ If serviced by Oak Creek's station, response times are estimated to more than double. ○ Better patient outcomes are directly impacted by faster response times. • The quality and frequency of non-emergency services would continue to be a challenge for FFD. • FFD would still not have the staffing levels needed to address
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¹⁰ Intergovernmental Agreement between Milwaukee County and Franklin for Emergency Medical Services (EMS) (2017-18), Article IV. Section E.: "Municipality will ensure their County-equipped, on-duty paramedic transport unit resources, or Med Unit(s), are available to all municipalities within the boundaries of Milwaukee County if requested and the resources are available at the time of the request."

¹¹ Franklin Fire Department Annual Report 2016 (Page 20)

¹² Importance of Response Time

Each additional minute of response time is directly related to the delivery of ALS and in many cases, correlates to patient outcomes. For example, for a patient experiencing a myocardial infarction (heart attack), each passing minute results in increased death of heart muscle. The same is true for patients experiencing a cerebrovascular attack (stroke) in that each minute of delay relates to increased death of brain tissue. In all cases, the provision of ALS measures greatly improves both survival and neurologic outcomes.

¹³ Appendix D: Paramedic Unit Response Time Comparison

	<p>the obstacles impacting quality of service.</p> <ul style="list-style-type: none"> • FPD would not hire additional personnel to address increased demand for time and services. • FPD would be unable to enhance school safety related services.
Impact on municipal budget	<ul style="list-style-type: none"> • FFD and FPD will continue to pay personnel overtime in order to meet required staffing levels. • Capital expenses would remain the same.
Impact on taxpayers	<ul style="list-style-type: none"> • The local municipal property tax rate would remain the same relative to public safety, but the quality of fire/EMS and police services would likely decline.

Option 2: Budget Cuts and Service Reductions

Another alternative is for Franklin to identify other areas of the City budget that can be removed or reduced to free up funding for additional police and fire personnel. This has been the approach the City has taken over the last decade to maintain expenses and control property taxes in the face of decreased shared revenue and declining funding from other sources.

In order to hire nine firefighter/paramedic positions and three police officers the City projects an annualized cost for the first year of approximately \$1.4 million, rising to \$2.18 million by the twentieth year.

After years of cuts to meet budget challenges, there are no obvious or easy line items in the FFD and FPD budgets that could readily be reduced or eliminated to fund additional personnel. Budget cuts or staffing reductions in other departments would impact the quality of other city services.

In looking for ways to reduce costs, FFD has analyzed the potential impact of closing Station #2 since the fewest number of personnel staff it. If Station #2 closed, the 2-person crew would need to remain together in order to staff either an ambulance or fire apparatus out of one of the other two stations.

Impact on public safety	<ul style="list-style-type: none"> • While some areas of the City may see marginal response time improvements, closing a station could increase response times for other parts of the City. • FFD would reallocate current personnel and may be able to hire additional personnel, which would give the department operational flexibility to address increased demand for time and services. <ul style="list-style-type: none"> ○ No operational advantage to splitting the 2-person crew and assigning to separate stations.
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	<ul style="list-style-type: none"> • FPD could hire personnel to address increased demand for time and services, as well as enhance school safety related services.
Impact on municipal budget	<ul style="list-style-type: none"> • The City would save money by closing a fire station but the impact would minimal. <ul style="list-style-type: none"> ○ The building and land at Station #2 is unlikely to sell. ○ Operating costs (electrical, water and gas) would be reduced, but not eliminated. ○ Additional apparatus bay space would be needed at the remaining stations. • Overtime expenditures would decrease. • Making staffing and/or service reductions would allow the City to reallocate budget resources to FFD and FPD. Examples of cuts could include: <ul style="list-style-type: none"> ○ Reduction in snow removal services ○ Reduction in staffing and hours for various non-statutory departments such as library and health ○ Reduction in park maintenance, improvement and services
Impact on taxpayers	<ul style="list-style-type: none"> • The local municipal property tax rate would remain the same relative to public safety, but the quality of fire/EMS and police services would likely decline. • The budget cuts would negatively impact the quality of other services Franklin provides for residents.

Option 3: Identify Additional Sources of Revenue

If Franklin wants to retain the existing level of city services as the population grows and the population ages, it will need to hire additional fire/EMS and police personnel. That will require the City to raise additional revenue. As state law limits the ways municipalities can raise revenue, there are only two options: (a) approval by voters through a referendum to exceed the state-imposed property tax levy; or (b) a city-wide wheel tax on vehicles registered in Franklin.

As part of the comprehensive assessment to explore all funding options, the City considered the possibility of a wheel tax but determined it would not be a feasible solution for a variety of reasons.

The following provides estimates of the level of revenue required to hire nine firefighter/paramedic positions and three police officers.

Property tax levy increase:

The State of Wisconsin limits the amount of property taxes a municipality can collect each year. In order to exceed the levy limit, the municipality needs voter approval through a city-wide referendum. Because of requirements governing referendums,¹⁴ the earliest the City can schedule a referendum is during the regularly scheduled fall general election in 2018.

- To hire nine firefighter/paramedic positions, Franklin would need a total of \$33 million annualized over 20 years, which equals \$1.65 million averaged per year.
 - Based on 2017 valuations, the impact on the mill rate would be an increase of \$0.45 per thousand dollars of assessed valuation.
 - Property taxpayers with a \$250,000 home would see an increase of \$113.26 on the annual property tax bill for each of the next 10 years.
- To hire three police officers, Franklin would need a total of \$10.6 million annualized over 20 years, which equals \$531,000 averaged per year.
 - The impact on the mill rate would be an increase of \$0.15 per thousand dollars of assessed valuation.
 - Property taxpayers with a \$250,000 home would see an increase of \$36.45 on the annual property tax bill for each of the next 10 years.

Wheel Tax:

Wisconsin law allows municipalities to collect an annual municipal vehicle registration fee (“wheel tax”).¹⁵ The fee applies to vehicles kept in the municipality or county with automobile registration. Note that these fees¹⁶ would be in addition to: (a) the State of Wisconsin’s \$75 annual fee to renew automobile plates¹⁷ as well as (b) Milwaukee County’s \$30 wheel tax that is dedicated to supporting transit. Cities and counties throughout Wisconsin use wheel taxes to make up for lost state revenue.¹⁸

The Wisconsin Department of Transportation collects wheel tax fees for the municipality, retains an administrative fee of \$0.17 per vehicle application and sends the rest to the municipality. The wheel tax is collected at the time of first registration and at each registration renewal.

¹⁴ A municipality cannot schedule a referendum until the Department of Revenue releases the net new construction number, which is generally on August 1 at the earliest. The referendum must be held before the municipality begins to collect the levy on January 1 of the following year. Since the municipality will already be collecting the levy, a spring election is not an option. Therefore, the earliest the City can schedule a referendum is during the regularly scheduled fall general election in 2018. (Source: League of Wisconsin Municipalities – Levy Limits Explanation and Strategies: See Timing of Referendum)

¹⁵ Wisconsin Administrative Code: Chapter 126

¹⁶ Wisconsin State Statute 341.35(6r) requires municipalities to use revenue generated by a wheel tax for transportation related purposes. Franklin currently funds the transportation budget using general funds. If a wheel tax is enacted, the City would need to establish a dedicated transportation fund and shift the funding currently used for transportation to the fire and police budgets.

¹⁷ Fees for other vehicle types vary: <http://wisconsin.gov/Pages/dmv/vehicles/title-plates/license-plates.aspx>.

¹⁸ Stevens Point Journal (9/2/16): Wheel tax popularity grows in Wisconsin

There are 18,096 eligible vehicles (automobiles, trucks and motorcycles) registered in Franklin.¹⁹

- To hire nine firefighter/paramedic positions, Franklin would need a total of \$33 million annualized over 20 years, which equals \$1.65 million averaged per year.
 - Vehicle owners would be charged a municipal wheel tax of \$91.18 for each vehicle registered in Franklin (including the state administrative fee).
- To hire three police officers, Franklin would need a total of \$10.6 million annualized over 20 years, which equals \$531,000 averaged per year.
 - Vehicle owners would be charged an additional fee of \$29.34 for each vehicle registered in Franklin (including the state administrative fee).

Impact on public safety	<ul style="list-style-type: none"> • FFD would hire nine firefighter/paramedic positions and bring base staffing to 13 personnel/day, allowing for full staffing of Station #2.²⁰ • The quality and frequency of non-emergency services performed by FFD would improve. • FPD would hire three additional police officers to address increased demand for time and services. Allowing officers to: <ul style="list-style-type: none"> ○ Devote more time to complex investigations, likely leading to increased crime clearance rates. ○ Provide more proactive crime prevention patrols. ○ Enhance school safety and security.
Impact on municipal budget	<ul style="list-style-type: none"> • The City would have the revenue needed to maintain the same, if not improved, level of fire/EMS and police services. • The City could have funding to hire three additional police officers. • The City would not need to make additional budget cuts. • Overtime expenditures would be minimized.
Impact on taxpayers	<ul style="list-style-type: none"> • Property taxes would increase to improve public safety services. • Alternatively, vehicle owners would be charged a municipal wheel tax in addition to the annual registration fee and Milwaukee County wheel tax for each vehicle registered in Franklin.

After looking at possible revenue sources, the City has decided against pursuing a wheel tax.

¹⁹ According to Wisconsin Department of Transportation data available for 2017.
<http://wisconsindot.gov/Documents/dmv/shared/rpt-28-fiscal-17.pdf>

²⁰ Appendix A: Assessment of Incremental Staffing Level Increase on Fire Department Operations

Option 4: Partner with Surrounding Communities

Several municipalities in Milwaukee County have consolidated public safety services. Most notably, seven municipalities in northern Milwaukee County were successful in forming the North Shore Fire/Rescue.

The municipalities most likely to consolidate services with Franklin would be Greendale, Greenfield, Hales Corners and Oak Creek.

At the request of municipal leaders in Franklin, Greendale, Greenfield, Hales Corners and Oak Creek the Public Policy Forum released a study in May 2012 exploring the possibilities for sharing or consolidation of fire and EMS services.²¹ The report found there is considerable opportunity to enhance service sharing and coordination among the five municipal fire departments, particularly in the areas of training, fire inspections and vehicle repair/maintenance, however the financial savings associated with those opportunities are limited. It also concluded that the potential for substantial personnel savings is limited.

For police services, Franklin would most likely consider consolidation with Greendale and Hales Corners. A consolidation study would be needed to understand the impact of consolidation on budget, but as the largest of the three municipalities Franklin would like bear more of the cost.

The City is open to considering consolidation if it improves quality of service to constituents at the same cost or less. While consolidation is worthwhile for Franklin to consider, the process to pursue consolidation would take several years and therefore would not be a viable option to address the immediate public safety challenges facing the City.

²¹ Public Policy Forum Study (May 2012): Exploring Shared or Consolidated Fire Services in Southern Milwaukee County

Appendix A

Assessment of Incremental Staffing Level Increase on Fire Department Operations

Franklin Fire Department (FFD) personnel are assigned and deployed in teams of two. Two or more teams (four personnel) respond on each Call for Service (CFS), depending on the incident type and other factors. FD currently assigns 11 firefighters to each 24-hour shift distributed among the City's three fire stations.

A rotating three-battalion shift system ensures that personnel are on duty 24 hours per day, every day of the year. To allow FFD to meet the growing demand for service in the most cost efficient manner, personnel needs to be assigned to each battalion. This chart assesses the impact of hiring personnel, keeping in mind the need to hire three individuals to increase the number of personnel per shift.

Additional Personnel	Total Personnel	Personnel per shift	Base Staffing Level	Assessment
3	45	15	11	<ul style="list-style-type: none"> Hiring three new firefighter/paramedic personnel would allow FFD to maintain base staffing levels at 11 per day. Expenditures would decrease because FFD would have less need to pay overtime in order to maintain staffing at 11 at all times. In addition to base staffing, this would provide the ability to have a 12th employee available to provide operational flexibility. There still wouldn't be enough staff to put additional apparatus in service (e.g., Engine 2).
6	48	16	13	<ul style="list-style-type: none"> Hiring six new firefighter/paramedic personnel would enable base staffing levels to increase to 13 per day, allowing for full staffing of Station #2 in addition to fully staffing Stations #1 and #3. Significant overtime expenditures would still be required in order to maintain staffing at 13 at all times; as a result, the cost would be nearly the same as adding nine, with less net staff time available.

Additional Personnel	Total Personnel	Personnel per shift	Base Staffing Level	Assessment
9	51	17	13	<ul style="list-style-type: none"> • Hiring nine new firefighter/paramedic personnel would enable base staffing levels to increase to 13 per day, allowing for full staffing of Station #2 with minimal overtime expenditures. • In addition to base staffing, this would provide the ability to have a 14th employee available to provide additional operational flexibility. • Additional personnel would offer more operational flexibility. Approximately 60% of the time there would be a 14th person on duty. • Engine 2 would be staffed, but no additional apparatus would be in service.
12	54	18	13	<ul style="list-style-type: none"> • Hiring 12 new firefighter/paramedic personnel would enable base staffing levels at 13/day with essentially no overtime liability. • Approximately 50% of the time, an additional apparatus (Med-11) could be staffed in addition to fully Station #2 as well as Stations #1 and #3. • Approximately 40% of shifts would be staffed with 14 personnel, which (as detailed above) does not enable staffing for any additional apparatus beyond Engine 2, but increases operational flexibility, and minimizes all other overtime expenditures. • Operational advantages may not justify additional personnel cost at this time.

Appendix B

Fire Department Personnel in Milwaukee County Ranked by Sworn Personnel / Population

Department	Line Personnel	Field Battalion Chiefs	Response Personnel ²²	Staff Personnel	Total Sworn Personnel	Population	Square Miles	Response Personnel / Population	Sworn Personnel / Population	Sworn Personnel / Square Mile
South Milwaukee	24	0	24	1	25	21,236	4.8	1.13	1.18	5.21
Franklin	39	3	42	2	44	35,741	34.5	1.18	1.23	1.28
Greendale	18	0	18	1	19	14,340	5.6	1.26	1.32	3.41
Greenfield	45	3	48	3	51	37,159	11.5	1.29	1.37	4.43
Cudahy	21	3	24	1	25	18,224	4.8	1.32	1.37	5.26
Oak Creek	46	3	49	3	52	35,053	28.5	1.40	1.48	1.82
North Shore ²³	91	3	94	5	99	65,174	25	1.44	1.52	3.96
Saint Francis	15	0	15	1	16	9,465	2.9	1.58	1.69	5.52
West Allis	97	3	100	5	105	60,624	11.4	1.65	1.73	9.21
Wauwatosa	90	3	93	5	98	47,102	13.2	1.97	2.08	7.42

²² Response personnel are those personnel working a 24-hour shift that are available to respond to calls for service independent of the role they play on scene.

²³ The North Shore Fire Department serves the communities Bayside, Brown Deer, Fox Point, Glendale, River Hills, Shorewood and Whitefish Bay.

Appendix C

Police Department Full-time Personnel in Milwaukee County Ranked by Officer / Population

Department	Sworn Officers	Dispatch (Full-Time Equivalent)	Population	Square Miles	Officer / 1,000 Population	Dispatch / 1,000 Population	Officer / Square Mile
Greenfield	57	12	37,159	11.6	1.53	0.32	4.91
Oak Creek	58	16	35,451	28.6	1.64	0.45	2.03
South Milwaukee	35	4	21,156	4.8	1.65	0.19	7.29
Franklin	60	15	36,000	34.5	1.67	0.42	1.74
Cudahy	31	7	18,340	4.8	1.69	0.38	6.46
Whitefish Bay	24	N/A	14,110	2.1	1.70	N/A	11.43
Shorewood	25	N/A	13,337	1.6	1.87	N/A	15.63
Greendale	28	N/A	14,333	5.6	1.95	N/A	5.00
Wauwatosa	92	11	47,000	13.2	1.96	0.23	6.97
West Allis	132	9	60,411	11.4	2.19	0.15	11.58
Hales Corners	17	N/A	7,691	3.2	2.21	N/A	5.31
St. Francis	21	N/A	9,500	2.9	2.21	N/A	7.24
Fox Point	17	N/A	6,700	2.9	2.54	N/A	5.86
Brown Deer	31	N/A	12,000	4.4	2.58	N/A	7.05
Bayside	12	21 ²⁴	4,400	2.4	2.73	N/A	5.00
Milwaukee	1,861	135	599,164		3.11	0.23	
Glendale	43	N/A	12,889	6.0	3.34	N/A	7.17
West Milwaukee	20	5	4,200	1.1	4.76	1.19	18.18
River Hills	11	N/A	1,600	5.3	6.875	N/A	2.08

²⁴ Bayside dispatch serves several North Shore area police departments.

Appendix D

Franklin Fire Department
Estimated Response Time Comparison (in minutes)

ADDRESS	FFD1	FFD2	FFD3	HCFD	GDFD	GFFD 1	GFFD 2	OCFD 1	OCFD 2	OCFD 3
A	8	14	13	7	12	12	9	22	28	18
B	8	13	7	12	7	8	11	11	18	6
C	7	5	12	12	12	15	16	20	22	19
D	12	5	8	18	16	16	18	9	12	11
E	10	2	6	15	13	16	18	10	16	12
F	5	10	10	7	10	14	11	19	25	16
G	2	7	6	8	8	11	12	14	21	14
H	2	8	7	4	7	11	9	16	22	13
I	5	6	1	12	6	9	13	10	17	8
J	8	3	4	13	11	14	17	10	16	12
K	3	5	8	8	8	12	14	13	19	15
L	2	9	6	6	4	7	8	16	23	10
Average	6	7.25	7.33	10.17	9.5	12.08	13	14.17	19.92	12.83

Representative Addresses

A - 12308 W. Bel Mar Dr. (NW Corner)
 B - 6311 S. 27th St. (NE Corner)
 C - 10712 S. 124th St. (SW Corner)
 D - 11027 S. 27th St. (SE Corner)
 E - 4625 W. Oakwood Park Dr. (Business Park)
 F - 7963 S. 116th Street (St. Martin of Tours)
 G - 9002 W. Highland Park Ave. (Senior Apartments)
 H - 7350 S. Lovers Lane Rd. (Senior Apartments)
 I - 7700 S. 51st St. (Clare Meadows Senior Apartments)
 J - 9355 S. 48th St. (Elizabeth Residence CBRF)
 K - 9132 S. 92nd St. (CBRF)
 L - 6901 S. 76th St. (Hotel)

National Best Practice Response Time Benchmarks

Fire: 6 minutes, 20 seconds
 Basic Life Support (BLS): 6 minutes
 Advanced Life Support (ALS – Paramedic): 10 minutes

Fire Station Locations

Franklin Station #1 (FFD1): 8901 W. Drexel Ave.
 Franklin Station #2 (FFD2): 9911 S. 60th St.
 Franklin Station #3 (FFD3): 4755 W. Drexel Ave.
 Hales Corners (HCFD): 10000 W. Forest Home Ave.
 Greendale: (GDFD) 5911 W. Grange Ave.
 Greenfield Station #1 (GFFD1): 5330 W. Layton Ave.
 Greenfield Station #2 (GFFD2): 4333 S. 92nd St.
 Oak Creek Station #1 (OCFD1): 340 E. Centennial Ave.

Oak Creek Station #2 (OCFD2): 3950 E. Oakwood Rd.
 Oak Creek Station #3 (OCFD3): 7000 S. 6th St.

Response Time Assessment Methodology

The chart above is intended to provide a comparison of travel times between various locations in Franklin and the fire station that they are currently serviced by, as well as the closest mutual aid fire station locations, including those of other municipalities. As Franklin emergency call volume continues to increase, back-to-back calls are more common, meaning that units must respond from the next closest fire station. At times, when all Franklin units are all unavailable due to emergency calls, mutual aid units respond from the next closest municipal department and fire station.

- Actual response times within the City of Franklin are considerably shorter for most “emergent” (lights and sirens) Calls for Service (CFS). Current average response travel times for combined fire and EMS responses citywide are four (4) minutes 25 seconds when traveling with emergency lights, sirens, and traffic light preemption activated.
- The chart shows a relative comparison of non-emergent response times to various addresses distributed throughout the City of Franklin. The chart was created using Mapquest.com and reflects the average travel time by the most direct route during “light” traffic conditions.
- The chart only indicates travel time between the fire stations and destinations. “911” call processing time of approximately 60 seconds; and turn-out time of approximately 60 seconds for EMS responses and 80 seconds for fire responses are not reflected on the chart or in the 4:25 average travel time for emergency responses referenced above.
- Actual “emergent” (lights and sirens) response times from neighboring mutual aid departments are likely to be substantially faster than what is reflected on the chart; however, are difficult to predict and is likely to be highly variable based on weather and traffic conditions.
- Neighboring Departments that are Paid-On-Call Volunteer and/or not part of the Milwaukee County EMS system have not been included.

Importance of Response Times

For structure fires and life-threatening medical conditions, a rapid response by Firefighters and/or EMS providers is critical to the successful outcome of the incident.

Medical Response

For a medical event such as a heart attack, each minute that a victim must wait for critical interventions, means that additional cardiac tissue is being starved of blood and oxygen, causing further damage and eventually necrosis (death) of the heart muscle. For a victim of sudden cardiac arrest, immediate CPR, along with rapid defibrillation and critical interventions provided by Paramedics, such as intravenous access, airway intubation, and administration of

stabilizing medications, are critical for survival to hospital discharge. The heart retains electrical activity for only a few minutes after an arrest, and it is critical that defibrillation takes place during this brief period if resuscitation attempts are to be successful.

For cerebral vascular attack (strokes) rapid response and transport to a Comprehensive Stroke Center Hospital is critical to survival of brain tissue. Like a heart attack, each minute that an area of the brain is deprived of oxygen leads to further tissue damage and necrosis, and the less likely it becomes that damage and neural deficits, possibly life threatening, can be reversed.

Structure Fire Response

During a structure fire, the more quickly an engine company can get to the scene and deploy their hose lines, the more quickly and easily the fire can be contained and extinguished, and the danger and damage minimized. The objective is to extinguish the fire while only the contents of the structure are burning, and before the structural elements of the building itself are burning – at which point the task becomes significantly more difficult and dangerous. Modern construction techniques, incorporating lightweight construction, along with open floor plans and furnishings constructed of synthetic materials means that fires now grow more quickly in intensity, burn hotter, produce more toxic smoke, and that structural elements fail much more rapidly. The more quickly a firefighting company arrives on scene with the proper tools and equipment, the more rapidly these hazards can be mitigated, and the situation made safe.



City of Franklin

A Thriving Community in Southeastern Wisconsin

Dear Franklin Residents:

One of the top priorities of the Common Council is to ensure your safety, and that starts with maintaining high-quality emergency response, fire and police services. This is increasingly challenging given the state of our city budget. The needs of our growing community cannot be met within our current funding sources.

The Common Council works very hard to be good stewards of taxpayers' funds, as evidenced by the fact that from 2013 - 2017 **we did not raise the municipal property tax rate**. However, we are at a crossroads, and we need to determine if we should maintain our existing level of staffing or work to secure funding to meet the growing demands of our community as well as better align our fire/EMS and police staffing levels with national standards.

To help develop the options explored in this survey, the Common Council developed an *Assessment of Public Safety Funding Options Report*, which can be found at www.franklinwi.gov.

Our goal is to finalize a public safety plan that reflects the opinions of our taxpayers and their willingness to financially support these services. Therefore, we need your input through this community survey.

Please take 5-10 minutes to respond to this survey!

TAKE THE SURVEY IN ONE OF TWO EASY WAYS

Online:

- 1) Simply go to the survey website:
- 2) Enter your Survey Access Number:
- 3) Take the survey!

www.survey2000.com

By Paper:

If you do not have internet access, please mail the completed survey in the enclosed envelope or return it to the City Clerk's Office at City Hall, 9229 W. Loomis Road, Franklin. The Survey Access Number can be used only once. To obtain a second survey for another adult in your household, please call 414-425-7500.

Please complete the survey by XXXXX.

To collect this feedback, we are working with Community Perceptions, an independent firm with expertise in conducting community surveys. All survey data is returned to Community Perceptions, and your feedback will remain anonymous.

Final survey results will be reported at a Common Council meeting this summer and will also be available on the City's website at www.franklin.gov.

Thank you for taking the time to complete this survey.

Sincerely,

Steve Olson
Mayor, City of Franklin

Mark A. Dandrea
President, City of Franklin Common Council

Fire Department/Emergency Medical Services Background Information

The City of Franklin's emergency medical services (EMS), fire suppression and fire prevention services are currently provided by the Franklin Fire Department (FFD) and include:

- **Basic Life Support (BLS):** Bleeding control, CPR, treatment of shock and poisoning, stabilization of traumatic injuries and first aid.
- **Paramedic/Advanced Life Support (ALS):** Pre-hospital emergency care using invasive life-saving procedures, such as intravenous fluids, administration of medications and advanced airway procedures.
- **Fire/Service Responses:** Emergency fire calls, automatic fire alarms, investigations (carbon monoxide alarms, natural gas leaks, smell of smoke, electrical issues), open burning complaints, motor vehicle crashes, elevator emergencies and water emergencies.
- **Non-emergency Inspection and Prevention Services:** State-mandated fire inspections, public education events, smoke detector installations, training as well as equipment, vehicle and facility maintenance.

Over the last 20 years, the City of Franklin has experienced a population growth of nearly 40%. During that same time, the fire department's Calls for Service (CFS) have increased by 143%. **In fact, in just the past six years, the number of calls for fire and emergency medical services (EMS) has grown from 3,381 calls in 2012 to 4,099 calls for service in 2017, an increase of 18%.** This increase is largely due to a demographic shift in the City, including an increase of more than 5,000 Franklin residents over the age of 65. This trend is expected to continue in the years ahead, which also means CFS will continue to rise.

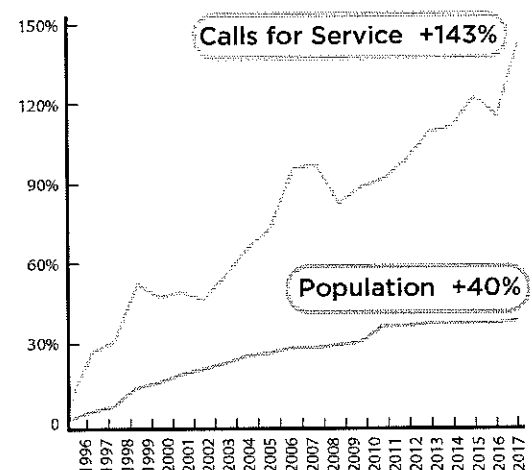
FFD assigns 11 firefighters to each 24-hour shift distributed among the City's three fire stations.

- Station #1: 5 personnel
- Station #2: 2 personnel
- Station #3: 4 personnel

Station #2 is the only station in Milwaukee County with less than three personnel, creating additional challenges in responding to calls for service and depleting resources from other stations.

Despite the population growth and increased demand for service, staffing levels have remained the same since 2007.

FRANKLIN POPULATION GROWTH & FIRE TRENDS 1996 - 2017



How important is it to you that the City of Franklin provides high-quality and responsive emergency services?

- ☐ Extremely important
- ☐ Somewhat Important
- ☐ Not Important
- ☐ Not sure

Comments/suggestions:

Fire Department/Emergency Medical Services Funding

To date, the City has been able to fund fire and emergency medical services (EMS) through a combination of:

- ✓ Local Property Taxes
- ✓ Milwaukee County Funding
- ✓ Fees for Services (Ex. ambulance transport)
- ✓ Grants and Donations

Over the last three years, funding from these sources hasn't kept pace with the demands of the department. Additionally, the City's overall budget has been limited by state levy limits and state legislation that restricts utilizing other revenue sources. **To date, the City has been addressing the budget shortfall through reductions in other areas of the city budget.** These budget limitations have resulted in staffing shortages, requiring the use of overtime to meet base staffing levels. As a result, **Franklin is in the bottom third of peer cities in fire/EMS spending per capita.**

A study in May 2012 found there are considerable opportunities to partner with neighboring municipalities in the areas of training, fire inspections and vehicle repair/maintenance to save money. However, the financial savings associated with those opportunities are limited. It also concluded that **the potential for substantial personnel savings is limited.**

In order to meet the growing needs of the community, the City will need to hire 9 additional firefighters to meet national safety and response time standards.

What advice would you give to the City?	<input type="checkbox"/> Explore funding options to increasing fire/emergency medical services staffing levels that meet the national standard <input type="checkbox"/> Maintain the current fire/emergency medical services staffing level <input type="checkbox"/> Not sure <input type="checkbox"/> Other:
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Comments/suggestions:

The following three options to address fire and emergency medical services (EMS) have been developed for community feedback:

OPTION 1: Maintain the Current Staffing for Fire/Emergency Medical Services

The City could maintain the current staffing for fire and emergency medical services (EMS). This will continue to further challenge the department as the population continues to grow and age. Additionally, this will require Franklin to increasingly rely on surrounding municipalities to respond to calls when the City does not have the personnel, thus increasing response times.

Would you support OPTION 1 as described above to maintain the current staffing of fire/emergency medical services?

Representing no significant increase in the local municipal property tax rate.

- ☐ Yes
☐ No
☐ Undecided

Comments/suggestions:

OPTION 2: Add Fire/Emergency Medical Services Staff to Ensure High-quality and Timely Responses by Making Other Budget Cuts and Service Reductions

The City could make cuts to other budget items, requiring layoffs of city employees and/or the reduction of city services to free up funding to add fire and emergency medical services (EMS) staff to meet the national standard. The City would need to initially cut \$1 million in expenses from other department budgets or through personnel reductions. This could include:

- Reduction in snow removal services
- Reduction in staffing and hours for various non-statutory departments such as library and health
- Reduction in park maintenance, improvement and services

Would you support OPTION 2 as described above to add fire/emergency medical services staff to ensure high-quality and timely responses by making other budget cuts and service reductions?

Representing no significant increase in the local municipal property tax rate.

- ☐ Yes
☐ No
☐ Undecided

Comments/suggestions:

OPTION 3: Add Fire/Emergency Medical Services Staff to Ensure High-quality and Timely Responses by Increasing the Municipal Property Tax Rate

If Franklin residents want to increase fire and emergency medical services (EMS) staffing, without impacting other existing city services, additional revenue will be needed. Voters would need to approve a referendum to exceed the state-imposed property tax limit in order to add 9 full-time fire fighters. This would represent a municipal property tax increase of \$45 for each \$100,000 of property value.

Would you support OPTION 3 as described above to add fire/emergency medical services staff to ensure high-quality and timely responses by increasing the municipal property tax rate?

Representing an estimated annual municipal property tax increase of \$45 for each \$100,000 of property value.

- ☐ Yes
- ☐ No
- ☐ Undecided

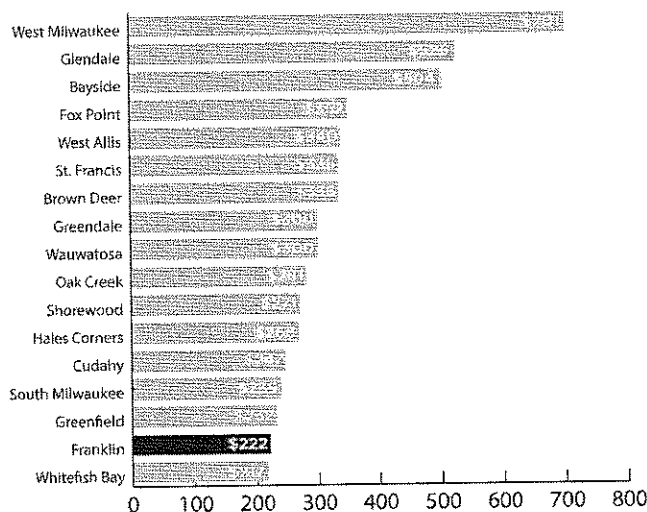
Comments/suggestions:

Police Services Background Information

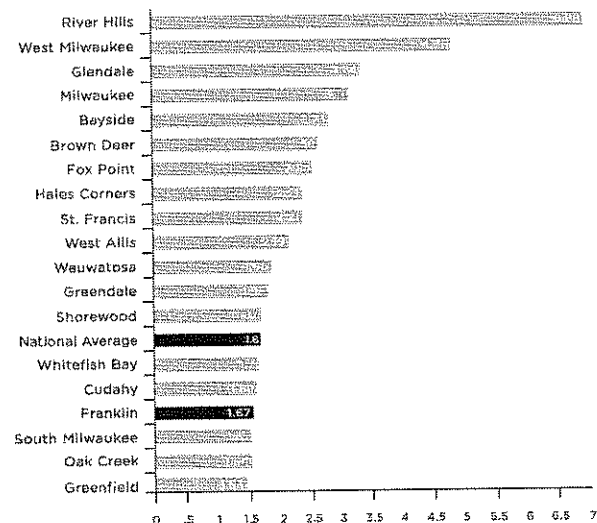
Despite the City of Franklin's significant population growth and greater demand for officer time due to increases in crime and drug-related incidents, the police department has only added one police officer in the past 15 years. In fact, **Franklin has fewer officers per person than nearly every other municipality in Milwaukee County.** In addition, Franklin is among the lowest in per capita expenses for law enforcement.

The department responded to an increase of nearly 3,000 service calls in 2017, compared to 2008. The complexities of these calls, which often involve assisting citizens with mental health and alcohol/drug issues, require officers to spend more time on the scene, preventing them from fulfilling other duties. Additionally, there is a need for greater support to ensure safety in all our schools.

NET POLICE SPENDING PER CAPITA IN MILWAUKEE COUNTY



NUMBER OF OFFICER PER 1,000 POPULATION



After a comprehensive review of Franklin's public safety service needs, the City has identified a need to **hire 3 additional officers** to meet the needs of the growing population and fulfill all of the department's response and preventative responsibilities.

What advice would you give to the City?

- ☐ Explore funding options to add 3 additional police officers
- ☐ Maintain the current level of police staffing
- ☐ Not sure
- ☐ Other:

Comments/suggestions:

Police Services Funding

Two options to fund the positions have been developed for community feedback:

OPTION 1: Add Police Officers by Making Other Budget Cuts and Service Reductions

The City could make cuts to other budget items, requiring layoffs of city employees and/or the reduction of city services to free up funding to add police officers. The City would need to initially cut \$390,000 in expenses from other department budgets or through personnel reductions. This could include:

- Reduction in snow removal services
- Reduction in staffing and hours for various non-statutory departments such as library and health
- Reduction in park maintenance, improvement and services

<p>Would you support OPTION 1 as described above to add police officers by making other budget cuts and service reductions?</p> <p><i>Representing no significant increase in the local municipal property tax rate.</i></p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Undecided</p>
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Comments/suggestions:

OPTION 2: Add Police Officers by Increasing the Municipal Property Tax Rate

If Franklin residents want to add police officers without impacting other existing city services, additional revenue will be needed. Voters would need to approve a referendum to exceed the state-imposed property tax limit in order to add 3 police officers. This would represent a municipal property tax increase of \$15 for each \$100,000 of property value.

<p>Would you support OPTION 2 as described above to add police officers by increasing the municipal property tax rate?</p> <p><i>Representing an estimated annual municipal property tax increase of \$15 for each \$100,000 of property value.</i></p>	<p><input type="checkbox"/> Yes</p> <p><input type="checkbox"/> No</p> <p><input type="checkbox"/> Undecided</p>
--	--

Comments/suggestions:

Respondent Information

This data helps us to ensure respondents are consistent with the demographic make-up of the city. All survey data is returned to Community Perceptions, and your feedback will remain anonymous.

What is your age?

- ☐ 18-25 ☐ 26-35 ☐ 36-45 ☐ 46-55 ☐ 56-64 ☐ 65 and older

How long have you lived in the City of Franklin?

- ☐ Less than one year ☐ 1-5 years ☐ 6-10 years
☐ 11-20 years ☐ More than 20 years
☐ I do not live in the City of Franklin

Which best describes your housing status?

- ☐ Own ☐ Rent ☐ Other

Thank you for your participation. We sincerely value your time and feedback!

**City of Franklin
9229 W. Loomis Road
Franklin, WI 53132**

LOCAL
POSTAL CUSTOMER

Please complete the enclosed survey by XXX.

This publication was produced for the residents of the City of Franklin. Due to the overlap of postal routes, residents from neighboring communities may receive this publication. Given the limitations of bulk mailing, this overlap was difficult to eliminate without significant cost. Thank you for your understanding.