



September 17, 2025

Mt. Calvary Ambulance Service  
999 Fond du Lac Street  
Mt. Calvary, WI 53057

Board of Directors

The Town of Taycheedah has reviewed your projected 2025 financial results and proposed 2026 budget. Please find below our observations and considerations:

- The accumulation of cash at December 31, 2025, estimated to be \$92,000 by your organization, is to ensure you have adequate cash for payroll until participating municipalities subsidy is received in March. The Town of Taycheedah would agree to continue its installment payments in the months of January, April and August. This was a well-received concept at the joint municipality ambulance meeting held on July 16. This concept also ensures no further payment is due from the Town of Taycheedah for service through the end of calendar year 2025.
- Using an average annual run total of 420, at comparable per run rates of \$1,200 to \$1,400; your total run revenue for calendar year 2026 is considerably undervalued at \$174,000. While we understand there are limits to what insurance may cover, assuming a service split of 70% covered residents and 30% nonresidents, you should budget and collect more than \$400,000.
- You have proposed the calendar year 2026 subsidy to continue to be allocated based on population, approximating 46% for the Town of Taycheedah. In calendar years 2022 to 2024, we were approximately 33% of your calls. We propose developing a subsidy allocation model that incorporates service calls.
- We have consistently communicated the necessity to change your business model to reduce costs. Budgeting elective positions with a 10% pay increase for calendar year 2026, creates a financial burden on the municipalities you serve. We understand moving to a staffing model that aligns with statutory requirements will be addressed and resolved in calendar year 2026.

Kristin A. Marcoe, Clerk • W4295 Kiekhaefer Parkway • Fond du Lac, WI 54937

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- To remain diligent with the above financial concepts, we intend to have a financial review with your organization in July, 2026. We will review your progress on the above noted financial considerations and determine if any adjustments can be made to the August, 2026 subsidy payment.
- At the July 16 joint municipality meeting, many municipalities voiced concern regarding board representation and “taxation without representation”. Our expectation is that your organizations By Laws will be amended prior to calendar year 2026 to include board representation of participating municipalities; in this case we, the Town of Taycheedah, are requesting three (3) seats.
- To maintain financial transparency, we are requesting that you distribute your Form 990 for both the Mt. Calvary Ambulance Service and the Mt. Calvary Ambulance Auxiliary for calendar year 2024 and each year going forward.

We kindly ask that the Mt. Calvary Ambulance Service evaluate our observations and considerations, and if you agree with our comments and requests, the Town of Taycheedah would be interested in contracting with your service for calendar year 2026.

Thank you for your time and consideration. We look forward to your response.



Ken Steffes  
Chairman  
Town of Taycheedah

cc: Scott Schaefer