

Agenda
Village of Glen Ellyn
Special Village Board Workshop
Monday, March 19, 2012
6:00 P.M. – Galligan Board Room
Glen Ellyn Civic Center

1. Call to Order

2. Budget Overview – Village Manager Franz

3. General Fund Update – Paramedic and Billing Services Analysis –
Village Manager Franz, Fire Chief Campbell, Finance Director
Wachtel

4. Other Funds Discussion:
 - a. Debt Service Fund – Finance Director Wachtel
 - b. Police Pension Fund – Finance Director Wachtel
 - c. Insurance Fund – Finance Director Wachtel
 - d. Corporate Reserve Fund – Finance Director Wachtel
 - e. Solid Waste Fund – Assistant to the Village Manager Schrader
 - f. Facilities Maintenance Reserve Fund – Assistant to the Village
Manager Schrader
 - g. Equipment Services Fund – Public Works Director Hansen
 - h. Parking Fund – Public Works Director Hansen
 - i. Water and Sewer Fund – Public Works Director Hansen
 - j. Motor Fuel Tax Fund – Public Works Director Hansen
 - k. Capital Projects Fund – Professional Engineer Minix, Public
Works Director Hansen, Village Manager Franz

5. Adjournment

MEMORANDUM

TO: Honorable President and Board of Trustees
FROM: Mark Franz, Village Manager ↗
DATE: March 13, 2012
RE: Paramedic/Billing Services Evaluation & Fee Schedule Review



The Village recently conducted a second year review of PSSI paramedic services and emergency medical billing services (June 2010-May 2011) from both a financial and service aspect. A review of the Village's billing services and fee schedule was also conducted. Please find background information below regarding these services, and attached memorandums from both Finance Director Kevin Wachtel and Fire Chief Pete Campbell providing more specific information.

As a point of reference regarding the Village's emergency medical services (EMS) and the Volunteer Fire Company, EMS calls make up 75% of Fire Company runs, while fire service calls make up 25% of Fire Company runs. Overall, that added up to approximately 2,200 calls for EMS and 1,000 calls for fire in both 2010 and 2011 (Exhibit 1).

Paramedic Services

The Village completed a Request For Proposal (RFP) process seeking to continue outsourcing emergency medical services provided by professional paramedics within the Glen Ellyn Volunteer Fire Company's service area in 2009. The RFP solicited proposals both with and without ambulance costs included to determine whether purchasing or leasing vehicles was the more cost-effective approach. Proposals were to quote pricing both for two 24-hour ambulances and also for one 24-hour plus one 16-hour ambulance.

Proposals were received from Kurtz Paramedic Services, Paramedic Safety Services Inc. and Metro Paramedic Services (Exhibit 2). Evaluation of the paramedic proposals showed Public Safety Services, Inc. (PSSI) of Rosemont, IL offered the lowest cost proposals both with and without ambulances provided, and in each case by a significant margin. Further evaluations indicated two-24 hour ambulances, while incrementally more expensive, would better serve the community's ambulance call load and expectations for mutual aid responses.

Based on the review of these proposals, Village staff recommended that PSSI be awarded the contract, and this recommendation was subsequently approved by the Village Board. The Village reviewed and evaluated the first year of this contract in November 2010, and found that the Village Board made the proper financial and service decision with regard to vendor changes. However, the savings were less than initially projected by Village staff (Exhibit 3).

A review of the second contract year has found that the Village Board's decision to move to PSSI in 2009 continues to be a sound financial decision. Director Wachtel's memorandum provides additional detail on the overall financial picture related to the Village's emergency medical services

(Exhibit 4). Director Wachtel finds that the cost to provide ambulance services (per ambulance count) has remained relatively steady in the last six years of service. Additionally, Fire Chief Campbell continues to be extremely pleased with the level of service provided by PSSI to the community. Attached is a more detailed memo from Chief Campbell regarding the level of service provided by PSSI (Exhibit 5).

Billing Services

A separate RFP was issued in 2009 seeking proposals for companies to provide the Village with medical billing services for ambulance calls. Billing proposals were received from Andre's Medical Billing, Paramedic Billing Services and Specialty Billing. Each proposal provided a percentage rate the vendor would retain from collections as payment for their billing services. After review of the submittals, the Village recommended awarding a contract to Paramedic Billing Services (PBS) and the recommendation was subsequently approved by the Village Board. Their proposal was for a low quote of 5% (See Exhibit 2 again).

With review of the second year of the contract, Staff has had a difficult time ensuring that the amounts billed by PBS are true and correct as we do not have reliable historical data for ambulance runs from the Fire Company. In order to remedy this issue, the Company began documenting ambulance run information in October 2011 and working with area hospitals on software upgrades for improved information gathering. We are working towards the ability to cross check the amounts that PBS is actually billing with our records to ensure PBS is billing for the appropriate amount of service. Staff may also recommend further audits of PBS dependent upon the information received during these cross checks.

In addition to the collections side of ambulance billing services, the Village also reviewed the customer service provided by PBS. In recent months staff has gotten wind of several concerns relating to ambulance bills. On a few different occasions, residents have complained that the first contact they have regarding their ambulance bill was from the collection agency. In one instance, the incorrect street name was provided by the paramedics (not the fault of PBS). The bills were reportedly mailed and did not get returned. However, a telephone call from the billing agency would have provided accurate billing information before sending the matter to collection. This type of customer service issue could be resolved with proper due diligence by PBS. Staff has discussed these issues with PBS, and will continue to work with them as customer service issues arise.

Emergency Ambulance and Medical Service Fee Schedule

In 2009 the Village also established updated emergency ambulance and medical service fees (Exhibit 6). These fees were established following an extensive review of surrounding community fees. One key change made with the adoption of the fee schedule was moving from a cafeteria "menu" system of rates for various medical services to a "bundled rate" system. Bundled rate indicates a flat fee per case (either for basic or advanced life support, resident or non-resident), whereas a cafeteria menu system includes a series of different fees based upon the exact services received. The Village continues to utilize this "bundled rate" system and fee schedule in 2012.

In 2012, the Village's billing provider, PBS, completed a small rate study of these fees compared to surrounding communities to determine if the Village's rates were still in line with comparable communities. After reviewing this rate study, staff is recommending a larger rate study be completed with all DuPage County fire departments/districts in order to better understand

emergency ambulance and medical service rates. Once this study is complete, Staff can provide the Village Board with an updated fee schedule recommendation. We are hopeful to have this recommendation in the next couple of months.

Future Steps and Recommendations

The Village and Fire Company recommend a variety of future steps with regards to paramedic services, billing and rates:

- Review of ambulance and billing services every November;
- Conduct an internal audit of ambulance billing collections to cross check billing and services provided;
- Continue to monitor service levels provided by PSSI and PBS;
- Review of operational procedures for ambulance services including calls for service by shift, time of day, mutual aid received and given;
- Complete larger surrounding community survey for fee schedule analysis and provide rate recommendation to Village Board.

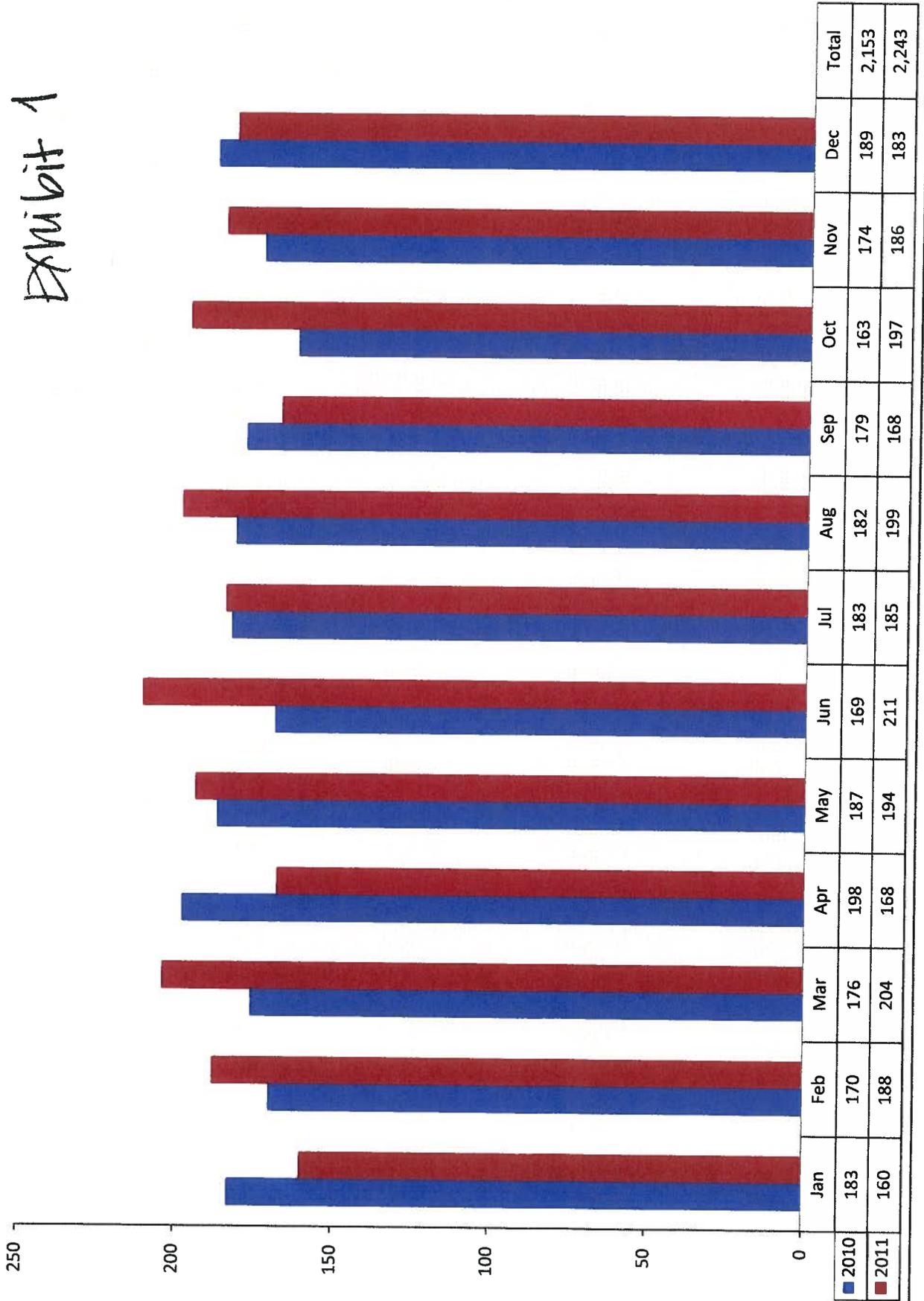
Attachments

- Exhibits 1-6 as noted

cc: Kevin Wachtel, Finance Director
Pete Campbell, Fire Chief
Kristen Schrader, Assistant to the Village Manager -- ADM
Christina Coyle, Assistant Finance Director

EMS Calls By Month

Exhibit 1



Fire Calls by Month

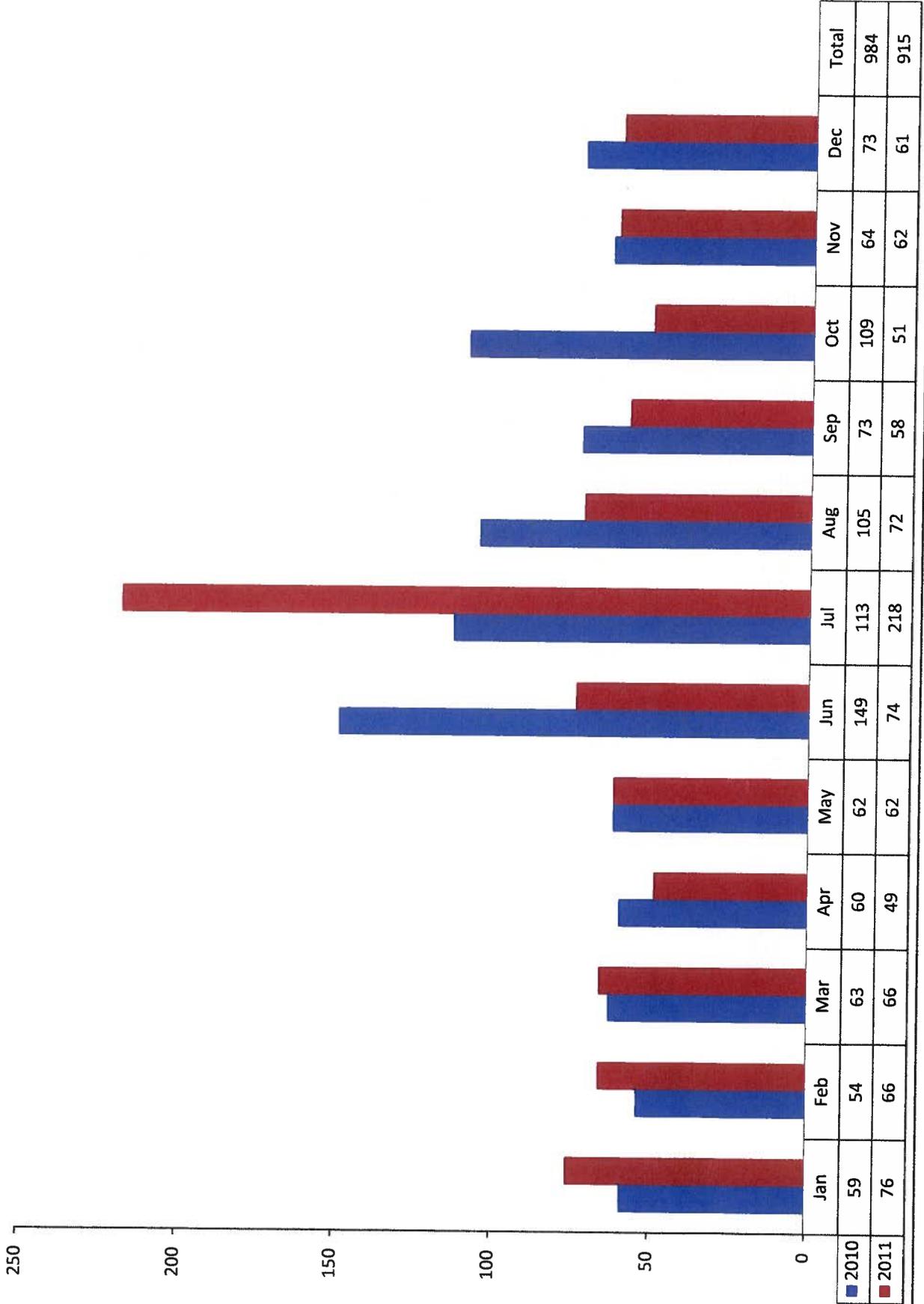


Exhibit 2

Paramedic Professional Services

Proposal Comparison Chart

Organization	Quote: 1/24 Hr; 1/16 Hr							Seven Year Total	
	Five Year Total	Year One	Year Two	Year Three	Year Four	Year Five	Year Six		Year Seven
Kurtz Paramedic Services	No quote	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Metro Paramedic Services	\$4,741,058	\$893,000	\$919,790	\$947,384	\$975,805	\$1,005,079	\$1,035,232	\$1,066,289	\$6,842,579
Public Safety Services	\$4,193,095	\$784,482	\$810,515	\$837,564	\$865,667	\$894,867	\$808,239	\$839,761	\$5,841,095

Organization	Quote: 2/24 Hr							Seven Year Total	
	Five Year Total	Year One	Year Two	Year Three	Year Four	Year Five	Year Six		Year Seven
Kurtz Paramedic Services	\$5,453,578	\$999,901	\$1,043,356	\$1,088,721	\$1,136,080	\$1,185,520	\$1,254,918	\$1,328,402	\$8,036,897
Metro Paramedic Services	\$5,680,775	\$1,070,000	\$1,102,100	\$1,135,163	\$1,169,218	\$1,204,294	N/A	N/A	N/A
Public Safety Services	\$4,801,124	\$896,965	\$927,385	\$958,992	\$991,831	\$1,025,951	N/A	N/A	N/A

Organization	Quote: 2/24 Hr; No Ambul							Seven Year Total	
	Five Year Total	Year One	Year Two	Year Three	Year Four	Year Five	Year Six		Year Seven
Kurtz Paramedic Services	\$4,908,485	\$897,230	\$937,605	\$979,798	\$1,023,888	\$1,069,963	\$1,134,161	\$1,202,211	\$7,244,856
Metro Paramedic Services	\$5,237,225	\$981,290	\$1,013,390	\$1,046,453	\$1,080,508	\$1,115,584	N/A	N/A	N/A
Public Safety Services *	\$4,216,297	\$780,000	\$810,420	\$842,026	\$874,865	\$908,985	N/A	N/A	N/A

Metro Alternate Quote	Three Year Total		
	Year One	Year Two	Year Three
	\$395,000	\$395,000	\$395,000

*\$50,000 added to final agreement to retain paramedics on staff

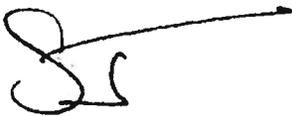
Paramedic Billing Services

Proposal Comparison Chart

Organization	Specialty Billing	Andres Medical Billing	Paramedic Billing Services
Percentage Retained as Payment	7%	6.5%	5%

Exhibit 3



To: President & Village Board
From: Steve Jones, Village Manager 
Date: November 30, 2010
Re: Paramedic Service Evaluation – Year One

Background

As you know, we have been awaiting sufficient financial data to provide you with an analysis of the first year results of our switch to a new EMS program and service provider. Our acting Finance Director is confident that the collections have caught up with the billings from the initial contract start-up, and the data can be sufficiently analyzed to identify the results of the program change.

As a refresher, the EMS program previously consisted of a 24-hour unit that was funded directly by users, along with a 12-hour unit that was funded by the Village. All revenues were handled directly with the previous provider. Both ambulances were the property of the service provider, who was also responsible for maintenance, equipment and supplies.

The new system implemented two 24-hour units that were both funded by the Village. The Village took over billing (via Metro's billing service). Both ambulances are the property of the Village, and we are responsible for all maintenance, equipment and supplies. The analysis will analyze all aspects of the revenues and expenses to identify the true outcome.

The acting Finance Director's analysis and backup data are attached as exhibit 1.

Issues

Two financial comparisons are relevant to the discussion. Each is identified below:

How did the PSSI results compare with other proposals? When the Village decided to increase the level of service to provide two, versus one and a half EMS units, the decision to solicit service proposals was also made. Three EMS providers submitted proposals in response to our RFP, with one provider also submitting an alternate proposal for consideration. This alternate was not in conformance with our specifications, but was considered and analyzed prior to the final recommendation.

Following analysis of proposals, the Village staff recommended that PSSI be awarded the contract, and this recommendation was subsequently approved by the Village Board. When we compare the year one results of changing the format of our program, and accepting the PSSI proposal, the overall net savings are identified as follows:

Savings (PSSI vs. Metro alternate)	\$ 84,152
Savings (PSSI vs. Kurtz)	\$120,000
Savings (PSSI vs. Metro)	\$151,290

It should be noted that these results clearly demonstrate that the Village Board made the proper financial decision with regard to the vendor changes. However, it should be noted the savings are less than initially projected by staff. Our estimates had been for a minimum savings of \$500,000 through the selection of PSSI over the Metro alternative proposal over the five-year PSSI contract. It would now appear that the savings would be closer to \$400,000 over the five-year contract.

How did the cost of two 24-hour units compare with the previous program?
As mentioned previously, the Village increased EMS coverage from one and a half to two ambulances. This change was made due to the need to reduce our dependence on mutual aid (as required by Wheaton), and insure that response time was not affected by greater travel distances associated with mutual aid response. The additional expenses related to this program change could not be identified until now. The direct comparisons of the two programs are identified as follows:

Metro (One and one half ambulances)	\$270,682
PSSI (Two ambulances)	\$310,848
Increased program cost	\$ 40,166

Other Program Considerations

Obviously, the success of an EMS program change cannot be solely measured in monetary terms. Major aspects of a successful program involve the quality of the service, personnel, operating protocols, and professional culture of the firm's paramedics. Our Fire Chief has been extremely pleased with PSSI.

In addition, it should be noted that PSSI donated a used ambulance to the Village that has proven invaluable during service periods of our new ambulances. The monetary value of this donation was not included in the financial calculation.

Recommendation

Information only

Attachments

Exhibit 1 – Acting Finance Director analysis of ambulance program.



To: Steve Jones, Village Manager

From: Larry Noller, Acting Finance Director

Date: November 29, 2010

Re: PSSI Ambulance Service – Year One Analysis

Background

Per your request, I have performed an analysis of the Village's costs for the first year of the PSSI ambulance service. PSSI's contract began on June 15, 2009. As part of this contract, the Village transitioned from providing one 24 hour ambulance and one 12 hour ambulance to providing two 24 hour ambulances. The contract also changed the billing arrangement so that the Village collected all revenues and paid for all expenses. Previously, the Village received one 24 hour ambulance at no charge, while the provider kept all revenue and the Village paid for the full cost of the second 12 hour ambulance offset by any revenue generated.

For the period from June 15, 2009 thru June 14, 2010, there were approximately 1,500 billable calls for service. These calls generated over \$1.5 million in charges. Due to legally mandated adjustments for Medicare and Medicaid, the charges have been reduced by approximately \$466,000. Of the remaining charges, nearly \$667,000 has been collected to date. Due to the lag from billing to collection, the first receipts under the new arrangement were not received by the Village until October 2009. Now that it has been nearly six months since the end of the first year of the new service, we can assume that most of the collectable amounts have been received and the remaining outstanding balances will likely be sent to a collection agency.

The attached schedule details the expenses incurred by the Village to provide ambulance service for the first year of the PSSI contract. These include the PSSI paramedic service, the PBS billing service, supplies, fuel and repair costs for the ambulances, and the five year amortized cost of the original purchase and outfitting of the two ambulance units. As noted above, I have assumed that the remaining outstanding collections will be written off and have included these as expenses.

As the schedule shows, the Village incurred a net cost of approximately \$311,000 to provide two 24 hour ambulances over the first year of PSSI's contract. For comparison purposes, the Village's cost to provide one 24 hour ambulance and one 12 hour ambulance under the previous contract was \$271,000 in FY2009. I have also included the estimated costs for the other bids received by the Village as part of the RFP process.

Action Requested

None – Informational only.

Attachments

- Ambulance Revenue/Expense Summary for June 15, 2009 thru June 14, 2010 with comparisons

Village of Glen Ellyn
Ambulance Service

	Estimated Comparisons Based on RFP Responses				Actual - Previous Program Metro 1 1/2 Ambulance Coverage Fiscal Year 2008/09
	Actual PSS Two 24-Hour Ambulances 6/15/09 to 6/14/10	Kurtz Two 24-Hour Ambulances (RFP Response)	Metro Two 24-Hour Ambulances (RFP Response)	Metro Two 24-Hour Ambulances (Alternate Proposal Scenario)	
Revenues					
Ambulance Service Charges	1,513,341	1,513,341	1,513,341		
Total Revenues	1,513,341	1,513,341	1,513,341		
Expenses					
Ambulance Service	(830,000)	(950,000)	(981,290)	(395,000)	(270,682)
PBS Billing Service	(32,711)	(32,711)	(32,711)		
VFC Supplies	(4,854)	(4,854)	(4,854)		
Ambulance Maintenance	(20,740)	(20,740)	(20,740)		
Ambulance Fuel	(10,097)	(10,097)	(10,097)		
Ambulance Purchase Amortization	(66,660)	(66,660)	(66,660)		
Mandated Adjustments	(465,893)	(465,893)	(465,893)		
Uncollectible Write Offs	(393,234)	(393,234)	(393,234)		
Total Expenses	(1,824,189)	(1,944,189)	(1,975,479)	(395,000)	(270,682)
Net Gain/(Loss)	(310,848)	(430,848)	(462,138)	(395,000)	(270,682)
Difference From Actual		(120,000)	(151,290)	(84,152)	40,166

MEMORANDUM

TO: Mark Franz, Village Manager

FROM: Kevin Wachtel, Finance Director

DATE: March 13, 2012

RE: Ambulance contract and billing, financial status



Background

Late in 2010, the Village reviewed the first year of the new paramedic service arrangements. This memo is another review of the paramedic arrangement, specifically focusing on the financial picture of paramedic service as a whole, and the billing company collection performance.

Issues

Overall financial picture

For the four years before the program change, the Village paid the following amounts:

FY05/06	FY06/07	FY07/08	FY08/09
\$219,567	\$ 230,411	\$283,699	\$270,273

During this period, the paramedic service provider would bill patients directly and keep the amounts paid. The level of service was one ambulance for 24 hours per day, and a second ambulance for 12 hours per day, and the paramedic company purchased and owned the ambulances. Glen Ellyn was required to increase the amount of time per day that ambulance service was provided to two 24-hour ambulances.

In 2009, the Village hired PSSI to provide paramedics to staff two 24-hour ambulances and PBS to bill for all ambulance calls. In addition, the Village purchased, equipped and continues to the ambulances. Since June 2009, the Village's costs and revenues have been as follows:

	June 15 2009 - June 14 2010	June 15 2010- June 14 2011	June 15 2009 to June 14, 2011
Billing revenues*	\$ 653,126	\$ 633,827	\$ 1,286,953
Paramedic contract	\$ 830,000	\$ 866,135	\$ 1,696,135
PBS	25,229	33,285	58,514
Ambulance purchase (1/5 of total cost, net of projected trade in)**	63,660	63,660	127,320
Fuel	9,687	12,035	21,722
Ambulance in-house maintenance	23,502	14,153	37,655
Other equipment and supplies	5,004	10,918	15,922
Total Expenditures	\$ 957,082	\$ 1,000,186	\$ 1,957,268
Net	\$ (303,956)	\$ (366,359)	\$ (670,315)
<i>*Revenue is based on call date</i>			\$ (335,158)
<i>** Includes total purchase and initial equipment costs \$333,301, less \$15,000 trade in value</i>			

Billing revenues are presented by call date. Revenue received for calls that occurred during the first year are reported in that year, regardless when the cash is actually received. This is calculated from a new report generated by PBS at the Village's request. In this manner, we can identify the revenue attributable to a specific period rather than report when the money is actually received. This is particularly helpful in analyzing a new revenue source that began the first reporting period with an expected lag in collections.

For the first two years, the average annual cost for the Village provide ambulance service has been \$335,158. Put another way, it has cost the Village \$167,579 for each of the two 24-hour ambulances. For the previous four years, the average Village cost for 24 hours of ambulance service was \$167,325. The chart below summarizes the total level of ambulance service, the total cost, the total cost per 24 hours of ambulance service, the average cost for each 2 year period, and the average cost of the previous 4 years.

	FY05/06	FY06/07	FY07/08	FY08/09	June 15, 2009 - June 14, 2010	June 15, 2010 - June 14, 2011
Level of ambulance service (24 hours)	1.5	1.5	1.5	1.5	2	2
Total annual cost	\$219,567	\$230,411	\$283,699	\$270,273	\$303,956	\$366,359
Cost per 24 hours of ambulance service	\$146,378	\$153,607	\$189,133	\$180,182	\$151,978	\$183,180
2 year average	\$149,993		\$184,657		\$167,579	
4 year average	\$167,325					

PBS billing performance

Staff has had a difficult time ensuring that the amounts billed by PBS are true and correct as we do not have reliable historical data for ambulance runs from the Fire Company. Once we have regular reporting from the Fire Company, we will be able to cross check the amounts that PBS is actually billing with our records to ensure PBS is billing for the appropriate amount of service. Until then, we must rely upon the billing data provided by PBS. We will continue our due diligence to ensure appropriate Village revenues are billed and collected.

The compensation for PBS service is 5% of their collections. It is in their best interest to collect as much as they can. For the first 2 years of the agreement, they have been paid \$25,229 and \$33,285. These numbers do not match 5% of the revenue reported because the expenditure occurs as dollars are received, but the revenue in this report is based on original call date.

The attached report details activity by call date. This chart summarizes the calls and collections data, by call date.

	June 2009 – May 2010	June 2010 – May 2011	Two year total
Total Calls	1457	1395	2852
Total amount billed	\$ 1,463,914	\$ 1,409,968	\$ 2,873,881
Adjustments and write-offs	\$ 524,096	\$ 469,038	\$ 993,135
Net billed	\$ 939,817	\$ 940,929	\$ 1,880,747
Amount outstanding at collections	\$ 316,884	\$ 295,338	\$ 612,222
Total collected	\$ 653,126	\$ 633,827	\$ 1,286,953
<i>Revenue per call</i>	<i>\$ 448.27</i>	<i>\$ 454.36</i>	<i>\$ 451.25</i>
<i>Total collected / Net billed</i>	<i>69%</i>	<i>67%</i>	<i>68%</i>

Due to the nature of billing, the first two years are most mature. That is, we have collected a vast majority of what we expect to collect. As time goes on, it becomes less likely that we will receive a portion of the amount still outstanding at the collection agency. Further, more recent bills have not had enough time to complete regular processing.

For the first two years, PBS has billed \$2.9 million. Of that, \$1.0 million has been written off or statutorily reduced (such as Medicare, Medicaid, or Workman's Compensation), leaving a net billing of \$1.9 million. From that, we have collected \$1.3 million, for a collection rate (of net billings) of 68%, excluding the amounts outstanding at the collection agency. We have collected 45% of the total amount billed, again excluding the amounts outstanding at the collection agency.

Attachments

- Ambulance service financial analysis
- Billing status, by ambulance call date

**Village of Glen Ellyn
Ambulance service financial analysis
March, 2012**

	1 24-hour ambulance and 1 12-hours ambulance				2 24-hours ambulances*		First 2 year total
	FY05/06	FY06/07	FY07/08	FY08/09	June 2009 - June 2010	June 2010 - June 2011	
Revenues							
Ambulance collections**	\$ -	\$ -	\$ -	\$ -	\$ 653,126	\$ 633,827	\$ 1,286,953
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 653,126	\$ 633,827	\$ 1,286,953
Expenditures							
Ambulance Service	\$ 219,567	\$ 230,411	\$ 283,699	\$ 270,273	\$ 830,000	\$ 866,135	\$ 1,696,135
PBS Fees					25,229	33,285	58,514
Ambulance Purchase***					63,660	63,660	127,320
Ambulance Fuel					9,687	12,035	21,722
Ambulance in-house maintenance					23,502	14,153	37,655
Ambulance Equipment and supplies					5,004	10,918	15,922
Total Expenditures	\$ 219,567	\$ 230,411	\$ 283,699	\$ 270,273	\$ 957,082	\$ 1,000,186	\$ 1,957,267
Net for the year	\$ (219,567)	\$ (230,411)	\$ (283,699)	\$ (270,273)	\$ (303,956)	\$ (366,359)	\$ (670,314)
Cost per 24 hours of ambulance service	\$ (146,378)	\$ (153,607)	\$ (189,133)	\$ (180,182)	Average per year for first 2 years		\$ (335,157)
					\$ (151,978)	\$ (183,179)	\$ (167,579)

* Not fiscal year totals as the paramedic contract year begins on June 15.

** Revenue calculated by call date, collections as of March 9, 2012. It takes several months before billing for calls mature enough for reliable reporting.

***Assumes total purchase and equipment of \$333,301, amortized over 5 years and assuming a trade in value of \$7,500 per ambulance.

Village of Glen Ellyn
Billing status, by ambulance call date
March, 2012

	<u>Two year total</u>	
Total calls	2852	<i>per call</i>
Total amount billed	\$ 2,873,881	\$ 1,008
Medicare/Medicaid adjustments	\$ 891,724	\$ 313
Other write-offs	\$ 101,410	\$ 36
Net billed	<u>\$ 1,880,747</u>	<u>\$ 659</u>
Amount of billing currently at external collections	<u>\$ 612,222</u>	<u>\$ 215</u>
Total collected	<u>\$ 1,286,953</u>	<u>\$ 451</u>
Net collected percent	<u>68%</u>	
Income per call	<u>\$ 451</u>	

Note: This report is based on ambulance service date.



Exhibit 5

524 Pennsylvania Avenue
P.O. Box 460
Glen Ellyn, Illinois 60138-0460

Pete Campbell, Chief

(630) 469-5265
FAX (630) 469-1762
www.GlenEllynFire.com

DATED MARCH 14, 2012

TO THE Village of Glen Ellyn/ Board of Trustees

PSSI-(man power company), the fire company has total control over fire/ems operations as we control / own the medic units to include all the equipment, the fire company has a very strong inspection program (daily / annual) , quality staff that we control (hiring / firing) , all medics have 911 experience as well as firefighter 2, PSSI has donated to the fire company / Village of Glen Ellyn a medic unit, and as of today now we have (3) medic units with no down time or maintained issues or inspection. PSSI donates there time to teach CPR / AED classes to the Village of Glen Ellyn as needed also to the fire company (no cost to fire or Village of Glen Ellyn) , at this time there is no problem with PSSI and the service to the Village of Glen Ellyn, the fire company has seen small amount of turn over to staff , in most cases if not all , staff has left due to moving on to full time fire departments , in reference to removal of staff that would be after a period of time they did not fit the fire company profile and PSSI re-assigned them to another contract, after 30yrs of service to the fire company and 20yrs as a line paramedic as well as EMS coordinator and contract manger , it is my belief that there are major aspects of a successful EMS program and they are:

- 1) Quality or service with outstanding equipment (tools) for the paramedics
- 2) Personnel- long term 911 paramedics/ firefighters (professional)
- 3) Solid operating protocols (CDH EMS system)
- 4) Professional culture overall of the PSSI company.

Respectfully

Pete Campbell
Fire Chief

January 17, 2012

To Whom It May Concern:

I am submitting this letter to you in response to Chief Campbell's request. Chief Campbell asked if I would give my input regarding my employer and Glen Ellyn's current ambulance service: PSSI, aka Public Safety Services, Inc. I am most happy to do so. First, I wish to state that I have not been asked by either Gary Fredrick or Bob Kolder to do this.

I have been employed with PSSI since they took over the contract in June of 2009. Prior to that I was employed by Metro Paramedic Services. I have worked in Glen Ellyn since 1989 and I have been blessed to serve alongside some of the finest firefighters, police officers and paramedics that the Village of Glen Ellyn has to offer. My loyalty was then, as it is now, to Glen Ellyn and my prayer at that time was that PSSI would be a good thing for Glen Ellyn and I am happy to say emphatically that it has been.

I will say nothing negative about Metro Paramedic Services as that is not my intent in writing this. I wish to focus my attention to the good that I believe that Gary Fredrick and Bob Kolder have brought to myself and my colleagues as well as the Village of Glen Ellyn.

Our work with Gary and Bob began with the presentations made to the paramedics who were currently working in Glen Ellyn. They were respectful and responsive to the concerns that many of us had. Those who chose to stay with Glen Ellyn were treated fairly and with respect. In addition, those who stayed were given substantial pay raises as well as vacation days. It was unexpected and quite welcome as we had not received raises in salary for several years. The vacation days were also a bonus. I knew that it was not required but a gesture of good faith and well received.

For the positions that were open, Chief Campbell, then Chief Raffensparger and myself were presented with quality candidates who had first been interviewed by Bob Kolder. We were pleasantly surprised at the number of candidates that met our requirements and the professionalism with which the interviews were conducted. I was impressed with the responsibility that was taken by PSSI to provide only those people who demonstrated high levels of competency. That has remained the case throughout. As we have had people move on to other departments, we continue to be presented with quality candidates that do very well in Glen Ellyn.

The first week of PSSI's coverage in Glen Ellyn began with a week long training and orientation session. All the paramedics, regardless of their length of time in Glen Ellyn were responsible to attend. Some of the issues covered were the current HIPPA laws, blood borne pathogens, safety, street familiarization and many others. One of the benefits of this training was to bring us into compliance with current HIPPA regulations. We had not been given training by our previous employer, therefore, no provisions had been made and we were not at that time in compliance. Today, every patient is given a HIPPA privacy notice and signs a form that they have received the notice as required. Every newly hired paramedic receives that training thereby maintaining a high level of safety awareness.

All our new medics were able to visit the local hospitals, DUCOMM dispatch center, as well as an afternoon of street familiarization. That allowed for the medics to get to know one another better and begin a new working relationship. Gary and Bob remained a presence as we launched new protocols and became familiar with their expectations. All paramedics who were not at Firefighter II level were provided training and now function at that level.

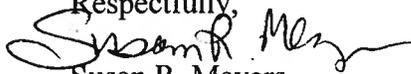
What I have seen in the time that I have been employed with PSSI is a level of integrity not common these days. Gary has a saying, "We must do the right thing, for the right reason." I believe those are words that PSSI can be founded on. When we have had challenges with employees, I have seen a quick and fair response. No employee has ever been dismissed without an investigation. When an employee has had to be disciplined, it has been done in such a way that allows that person their dignity. I admire that very much.

While both Gary and Bob have been very approachable, they also expect excellence from their paramedics. Unlike other contract services, Gary Fredrick and Bob Kolder are Firefighter/Paramedics and know the ups and downs of the job. I appreciate that. When they ask something of me, I know that they know what I am up against.

At PSSI, paramedics are expected AT ALL TIMES to adhere to an honorable and ethical code of conduct. Their patient care must at all times be the best that they can offer and provided with the utmost in professionalism. There is no tolerance for poor patient care or unethical behavior. In my opinion, that expectation has the added benefit of motivating each individual paramedic to do their best and as a result gives them the pride in their accomplishments.

I have been a paramedic in Glen Ellyn for over twenty years. I have seen a great many things. To this day I love what I do. I am now the EMS Coordinator and have the privilege of training new paramedics as well as paramedic interns. I teach them that while we may not remember every call that we are on, for our patients and their families, this is a life event. What we do for them and with them will be remembered forever. My hope is that this thought will remain with them throughout their careers and cause them to treat their patients with greater compassion. This is the gift that we give the public. To that end I wish to add that I am proud to work for an organization that upholds the honor of my profession and continues to believe that the best is what we have and the best is what we offer. Thank you for your time.

Respectfully,



Susan R. Meyers
EMS Coordinator
PSSI/Glen Ellyn

Exhibit 6

Village of Glen Ellyn

Ordinance No. 5766

**An Ordinance Establishing the
Emergency Ambulance Service Fees
for the Village of Glen Ellyn**

Adopted by the
President and Board of Trustees
of the Village of Glen Ellyn
DuPage County, Illinois
this 8 day of June, 2009

Published in pamphlet form by the authority of the
President and Board of Trustees of the Village of
Glen Ellyn, DuPage County, Illinois, this 9
day of June, 2009.

Ordinance No. 5766

**An Ordinance Establishing the
Emergency Ambulance Service Fees
for the Village of Glen Ellyn**

WHEREAS, the President and Board of Trustees (the "Board") of the Village of Glen Ellyn (the "Village") provide emergency ambulance services to residents and non-residents alike and, within its jurisdiction, may fix, charge and collect fees for emergency ambulance service within or outside of the Village not exceeding the reasonable cost of the service; and

WHEREAS, the Village recently conducted a request for proposal process for the provision of emergency ambulance services and ambulance billing services and entered into contracts for each of these services; and

WHEREAS, the Village has determined that it is necessary to establish updated emergency ambulance and medical service fees as a result of the introduction of a new emergency ambulance service provider and billing service provider; and

WHEREAS, the emergency ambulance and medical service fees are listed below in Section 1, and include the cost of mileage ("Mileage") for such emergency ambulance service; and

NOW, THEREFORE, BE IT ORDAINED by the Board of Trustees of the Village of Glen Ellyn, DuPage County, Illinois, as follows:

Section 1. Fee for Emergency Ambulance Services

1. All the recitals set forth above are hereby found to be true and correct and are incorporated into this Ordinance and made a part hereof.
2. All users of emergency ambulance and related services, as hereafter defined, shall pay to

the Village of Glen Ellyn fees for emergency ambulance and related services provided within or outside of the Village of Glen Ellyn. These fees shall be paid within thirty (30) days of the mailing or the delivery of an invoice therefore.

3. The fees, per person, for emergency ambulance and related services are as follows:

	<u>Resident</u>	<u>Non-Resident</u>
Basic Life Support	\$725.00	\$910.00
Advanced Life Support	\$904.00	\$1,181.00
Advanced Life Support 2	\$962.00	\$1,097.00
Mileage	\$15.00/mile	\$18.00/mile

Section 2. Separability.

1. It is the Board's intent that the several provisions of this Ordinance are separable.
2. If any court of competent jurisdiction should adjudge any provision or part of this Ordinance to be invalid, such judgment shall not affect any other provision or part of this Ordinance, including other parts of the provision declared invalid which are not specifically declared to be invalid in such judgment.

Section 3. Penalty and Enforcement.

In addition to the obligation to pay all moneys as provided in this Ordinance, any person, firm or entity who violates, disobeys, omits, neglects, refuses to comply with or who resists the enforcement of any of the provisions of this Ordinance shall, upon conviction, be fined not less than \$25.00 nor more than \$100.00 for each offense. Each day of non-payment of an invoice from the Village, from and after the date when due, shall be deemed a separate violation and each day that a violation is permitted to exist shall constitute a separate offense.

Section 4. Effective Date.

This Ordinance shall be in full force and effect from and after its passage, approval and publication, as required by law.

PASSED by the President and Board of Trustees of the Village of Glen Ellyn, Illinois, this eighth day of June, 2009,

AYES: *Camerford, Henning, Hartung, Ladacic, Tharsell*

NAYES: *Cooper*

ABSENT: - 0 -

APPROVED by the Village President of the Village of Glen Ellyn, Illinois, this eighth day of June, 2009.



Village President of the
Village of Glen Ellyn, Illinois.

ATTEST:

Anneke Krath

Village Clerk of the
Village of Glen Ellyn, Illinois

(Published in pamphlet form and posted on the 9 day of June 2009.)