

Agenda
Village of Glen Ellyn
Village Board Workshop
Monday, January 28, 2013
7:00 P.M. – Galligan Board Room
Glen Ellyn Civic Center

1. Call to Order

2. Hawthorne Project Award Presentation (*Public Works Director Hansen*)

3. Ambulance Contract Review (*Assistant to the Village Manager Schrader & Finance Director Wachtel*)

4. Other Items?

5. Adjournment

MEMORANDUM

TO: Mark Franz, Village Manager
FROM: Kristen Schrader, Assistant to the Village Manager
DATE: January 23, 2013
RE: Paramedic/Billing Services Annual Review



The Village recently conducted the annual review of PSSI paramedic services and emergency medical billing services (PBS) from both a financial and customer service aspect. A review of the Village's 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 Jeff Buccola providing more specific information.

Paramedic Services

The Village has been using the services of Paramedic Safety Services Inc. (PSSI) since June of 2009, when the Village completed a request for proposal process seeking to continue outsourcing emergency medical services. PSSI supplies the Village with four paramedics per day, two at each fire station. Fire Chief Buccola's attached memo highlights the Fire Company's continued satisfaction working with PSSI. Chief Buccola states that the contract with PSSI provides a variety of new levels of service that greatly assist the Fire Company, including that all paramedics must be trained firefighters, and the ability for the Village to interview and hire all personnel supplied by PSSI that work in Glen Ellyn.

From a financial aspect, the Village reviewed the annual PSSI contract cost, as well as the overall program including contracts with PSSI, PBS and ambulance ownership. Analysis of the contract with PSSI demonstrates that costs are increasing at lower rates than originally agreed upon in 2009 due to savings received through veteran personnel turnover, as well as PSSI agreeing to lower annual increases. The attached spreadsheet shows costs as originally proposed in PSSI's RFP, the final contract prices agreed upon with PSSI (increased due to the Village's request to retain veteran personnel), and then the actual annual contract costs with savings near \$48,000 over three years. Also attached is Finance Director Wachtel's memo that details the overall program revenues and expenses. Overall program analysis shows that annual costs have increased over the past three years, but the three year average cost per 24-hour ambulance remains lower than the previous two years.

Paramedic Services Recommendation

The Village's contract with PSSI expires in June 2014. With the final annual review of the paramedic services in late 2013/early 2014, Staff recommends consideration by the Board of whether the contract with PSSI should be renewed or the RFP process sought.

Billing Services

A separate RFP was issued in 2009 seeking proposals for companies to provide the Village with medical billing services for ambulance calls, with the Village selecting Paramedic Billing Services

(PBS) as the lower bidder. PBS bills for all paramedic calls with a fee for service rate of 5% of all collections. This service rate of 5% is consistent with surrounding communities.

Informal Audit

Previously reported in the billing services review in March 2012 was that staff could not definitively ensure that the amounts billed by PBS were appropriate to the levels of service provided as no ambulance run data was available through the Fire Company. In order to remedy this issue, the Fire Company began documenting ambulance run information in October 2012 and working with area hospitals on software upgrades for improved information gathering. Since these improvements were put in place, the Finance Department has had the opportunity to informally audit the billing information from PBS with ambulance run data from the Fire Company. This informal audit found the billing records to be accurate with services provided.

Customer Service

In addition to the collections side of ambulance billing services, the Village has also continued to review the customer service provided by PBS. Over the life of the contract, the Village has received communication from both residents and non residents that the first contact they have regarding their ambulance bill was from the collection agency (PBS states that their policy is to bill all customers at time of service, then 30, 60 and 90 day increments prior to sending the bill to a collections agency.) However, the Village's contract requires that PBS conduct a follow-up call with the customer prior to sending the bill to a collections agency. PBS states that they were unable to conduct a majority of these calls due to incomplete documentation. PBS has recommended that in order to address these documentation issues, they offer a short in-service presentation to the Fire Company regarding best practices for documentation. The Village will be working with the Fire Company to set up this seminar.

Collection Rates

The Village's average net collection percentage for ambulance services from 2009 to 2012 was 66%. As a refresher, when the program began in 2009, staff anticipated that the collection rate would be somewhere between 50% and 70%, although closer to 70%. While the collection numbers are in line with what staff anticipated when the process began, we were interested to determine if surrounding communities were seeing a similar collection percentage for their services. Unfortunately, this information is not easily compared as write offs for one community can be very different from another, providing great variances in collection percentages. Nonetheless, PBS worked to provide the Village with comparable collection percentages, and demonstrated through this survey that the Village's collections are in the appropriate collection range (communities ranged from 61% to 73%).

In working with PBS to review the collection rates, staff requested PBS provide recommendations that may assist us in continuing to raise our collection rates. One of the recommendations was that the Fire Company begin working more closely with Good Samaritan Hospital and Glen Oaks Hospital to ensure information such as phone numbers and face sheets for customers are provided to PBS. Creating partnerships with these hospitals to ensure this information is provided assists PBS in retrieving necessary insurance information, thereby potentially increasing collections. This recommendation was passed on to the Fire Company, which has recently implemented the process. It will be some time before the Village can determine if this method has assisted in greater collections.

Billing Services Recommendation

The Village's contract with PBS expires on an annual basis in June. Staff recommends that the Village work with PBS over the next year to monitor service levels and collection rates, and then begin the RFP process in early 2014 prior to the contract expiration.

Emergency Ambulance and Medical Service Fee Schedule

In 2009 the Village established updated emergency ambulance and medical service fees. The Village continues to utilize this fee schedule in 2012. The Village obtained a surrounding community survey conducted by the City of Naperville related to ambulance and medical service fee schedules in 2012. PBS also provided the Village with an updated surrounding community survey of fees in December 2012. Based on review of these surveys, the Village's fees are in line with those in surrounding communities, but are higher than average when compared to the City of Naperville's fee study. Staff is comfortable continuing with the current fee schedule for the final year of the paramedic contract, but recommends an in depth fee survey be conducted in 2014 prior to beginning a new paramedic contract.

Recommendations

To summarize, based on the recently conducted review of services provided by PBS and PSSI, as well as a fee schedule review, staff recommends the following:

- With review of paramedic services in late 2013/early 2014, determine whether proposals should be sought for a future paramedic contract;
- Conduct RFP process for billing services in 2014 prior to expiration of contract in June; and
- Complete in depth fee survey in 2014 prior to beginning a new paramedic contract.

Attachments

- Exhibit 1: PSSI Annual Service Costs – 2009-2014
- Exhibit 2: Fire Chief Letter: PSSI Customer Service Analysis
- Exhibit 3: Finance Director Memo: Financial Status, Ambulance Contract & Billing
- Exhibit 4: Surrounding Community Survey: Service Rates – City of Naperville
- Exhibit 5: Surrounding Community Survey: Service Rates – PBS

cc: Kevin Wachtel, Finance Director
Jeff Buccola, Fire Chief
Christina Coyle, Assistant Finance Director

Exhibit 1

	PROPOSED	REVISED BASE	AGREED	SAVINGS OVER	CUMULATIVE	ANNUAL
	Per RFP	using Veteran EE's	ANNUAL	Revised Base	SAVINGS	% Increase
6/15/2009	780,000	830,000	830,000			
6/15/2010	810,420	867,149	866,135	1,014	1,014	4.35%
6/15/2011	842,026	900,968	886,200	14,768	15,782	2.31%
6/15/2012	874,865	936,105	903,924	32,181	47,963	2.00%
6/15/2013	908,985	972,614				

Exhibit 2



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

Jeff Buccola, Fire Chief

(630) 469-5265

FAX (630) 469-1762

To: Kristen Schrader
From: Jeff Buccola
Re. Paramedic service provider, PSSI.

To whom it may concern,

I am writing this letter in regards to our Paramedic service provider, PSSI. Since starting with PSSI in 2009 we have had some major changes to our operations. When past Fire Chief Scott Raffensparger was developing his plan, we decided that it would benefit both the Fire Company, and the Village of Glen Ellyn, to require the contract to be a Firefighter/Paramedic contract. At the time, and currently, we staff a 3 person fire company during the daytime hours between 0630 and 1830. This new idea of a Firefighter/Paramedic contract gives us additional trained Firefighters that we can use during major events with our limited man power. That was a big change for the Volunteer Fire Company. We have never before used contract personal in such a way, and I'd be lying if I didn't say that some had reservations about such a plan, but it has gone very well since its conception. The members of the Fire Company and the Paramedics that work for PSSI get along great and work very well together. There have been several fires in our town where I have put the contract Paramedics to work helping our Firefighters, and it's nice to know that they have the training to do so. Prior to PSSI, with Metro Ambulance, they were not a big part of our fire operations. I have nothing good or bad to say about them, they provided 1 full time, and 1 part time ambulance, but it was strictly paramedic based, we did not get trained Firefighters, nor did we have a say in who worked those Ambulances. Today, we do the interviews. We have the final say in who works in our town; we train them to our operations, our sog's, and our policies. We have a very low turn over rate, which I am very proud of. That tells me that these Paramedics not only like working for PSSI, but they also like working for and with the Glen Ellyn Volunteer Fire Company.

I too am a trained Firefighter/Paramedic, which is my full time job. I know the job well, I know and understand what is expected of a Firefighter/Paramedic and I know and understand the stresses of the job. The Paramedics that we have handle themselves very well. They all take their job very serious, they study and train hard and our contract coordinator Sue Myers, who is a 25 year Paramedic in our town,

makes sure of that. They show a genuine concern for our residents, their job, our buildings, and our community. They are respectful and true professionals. Some of them like it here so much that they want to move to Glen Ellyn and also become Volunteers. Additionally, we are very busy Ambulances call wise; currently we are on about an average pace of 8 calls a day, some days more. Rarely do they get a full night sleep, or eat a warm meal, yet I never hear any complaints from any of them. I know what goes on in the communities around us and I hear what people say. Word on the street (the fire service street of course) is for the young kids coming out of school to go work in Glen Ellyn! That's where they'll get the experience and training they need, that is awesome to hear. They tell the students in paramedic school to try and get Glen Ellyn for their ride time. That speaks volumes of our Paramedics and what they do and how well they do it. If there was bad stuff out there about any of our Paramedics, I guarantee that I would have heard about it, I hear nothing but good things. I have spoken with Gary Fredericks and Bob Kolder on a number of occasions, and I'll tell you that they run a fantastic operation. They both care tremendously about their employees, and the contracts they serve. They always offer assistance and advice and I know that they truly are here to help me if I ever need anything from them. I know the contract is not up until next year, 2014, but I will tell you now that it would take something major for me to not want to renew with PSSI. As a tax paying resident of Glen Ellyn and as Fire Chief of the Glen Ellyn Volunteer Fire Company, I will tell you that I am more that pleased with the services of our current Paramedic provider, PSSI. If you have any further questions please feel free to call me any time.

Respectuly submitted,

Jeff Buccola
Fire Chief

Exhibit 3

MEMORANDUM

TO: Mark Franz, Village Manager
 FROM: Kevin Wachtel, Finance Director
 DATE: January 23, 2013
 RE: Ambulance contract and billing, financial status



Background

In 2009, the Village changed its ambulance program to provide 2 24-hour ambulances, but also required that the Village hire a company to bill for ambulance service. This memo is the third annual review of the paramedic services / billing arrangement, specifically focusing on the financial picture of paramedic service as a whole, and the billing company collection performance. I have updated the tables and charts that were provided during the last review of the program.

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; 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 maintain the ambulances. Since June 2009, the Village's costs and revenues have been as follows:

	June 2009 - May 2010	June 2010- May 2011	June 2011- May 2012	June 2009 to May 2012
Billing revenues*	\$ 659,386	\$ 642,920	\$ 632,412	\$ 1,934,718
Paramedic contract**	\$ 830,000	\$ 866,135	\$ 883,693	\$ 2,579,828
PBS billing fees	25,229	33,285	32,727	91,241
Ambulance purchase (1/5 of total cost, net of projected trade in)***	63,660	63,660	63,660	190,980
Fuel	9,687	12,035	14,940	36,662
Ambulance in-house maintenance	23,502	14,153	28,535	66,190
Other equipment and supplies	5,004	10,918	15,251	31,173
Total Expenditures	\$ 957,082	\$ 1,000,186	\$ 1,038,806	\$ 2,996,074
Net (payment)	\$ (297,696)	\$ (357,266)	\$ (406,394)	\$ (1,061,356)
<i>*Revenue is based on call date</i>				\$ (353,785)
<i>** Contract runs from June 15 to June 14 of the following year</i>				
<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, which is important due to the significant lag in collections. The billing revenues for the 2009-2010 and 2010-2011 periods have increased since the last report, by \$6,000 and \$9,000 respectively, because subsequent collections have occurred for the calls that occurred during those periods.

For the first three years of the revised program, the average annual cost for the Village provide ambulance service has been \$353,785. The last year has been the most costly, due to less revenue and higher costs, most notably the paramedic contract, maintenance and equipment.

Put another way, it has cost the Village \$176,893 for each of the two 24-hour ambulances. For the previous two years, the average Village cost for 24 hours of ambulance service was \$184,657. The chart below summarizes the total level of ambulance service, the total net cost, the total cost per 24 hours of ambulance service, the average cost for the two year period before and three years after the program change.

	FY07/08	FY08/09	June 2009 - May 2010	June 2010 - May 2011	June 2011 - May 2012
Level of ambulance service (24 hours)	1.5	1.5	2	2	2
Total annual cost	\$283,699	\$270,273	\$297,696	\$366,359	\$406,395
Cost per 24 hours of ambulance service	\$189,133	\$180,182	\$148,848	\$178,633	\$203,197
2 year average	\$184,657				
3 year average			\$176,893		

PBS billing performance

During the past year, we have begun to receive reports that allow us to audit specific ambulance runs. Based on spot checks, we are fairly confident that the proper amounts are being billed. We do not audit all calls, just periodic and ongoing verifications.

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 3 years of the agreement, they have been paid \$25,229, \$33,285 and \$32,727. 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	June 2011 – May 2012	Three year total
Total Calls	1457	1399	1501	4357
Total amount billed	\$1,462,950	\$1,414,064	\$1,473,326	\$4,350,340
Adjustments and write-offs	\$488,944	\$473,329	\$476,841	\$1,439,023
Net billed	\$974,006	\$940,825	\$997,394	\$2,912,226
Amount outstanding at collections	\$316,116	\$298,527	\$326,366	\$941,009
Total collected	\$659,386	\$642,920	\$632,412*	\$1,934,717
Revenue per call	\$453	\$460	\$421*	\$444
Total collected / Net billed	68%	68%	63%*	66%

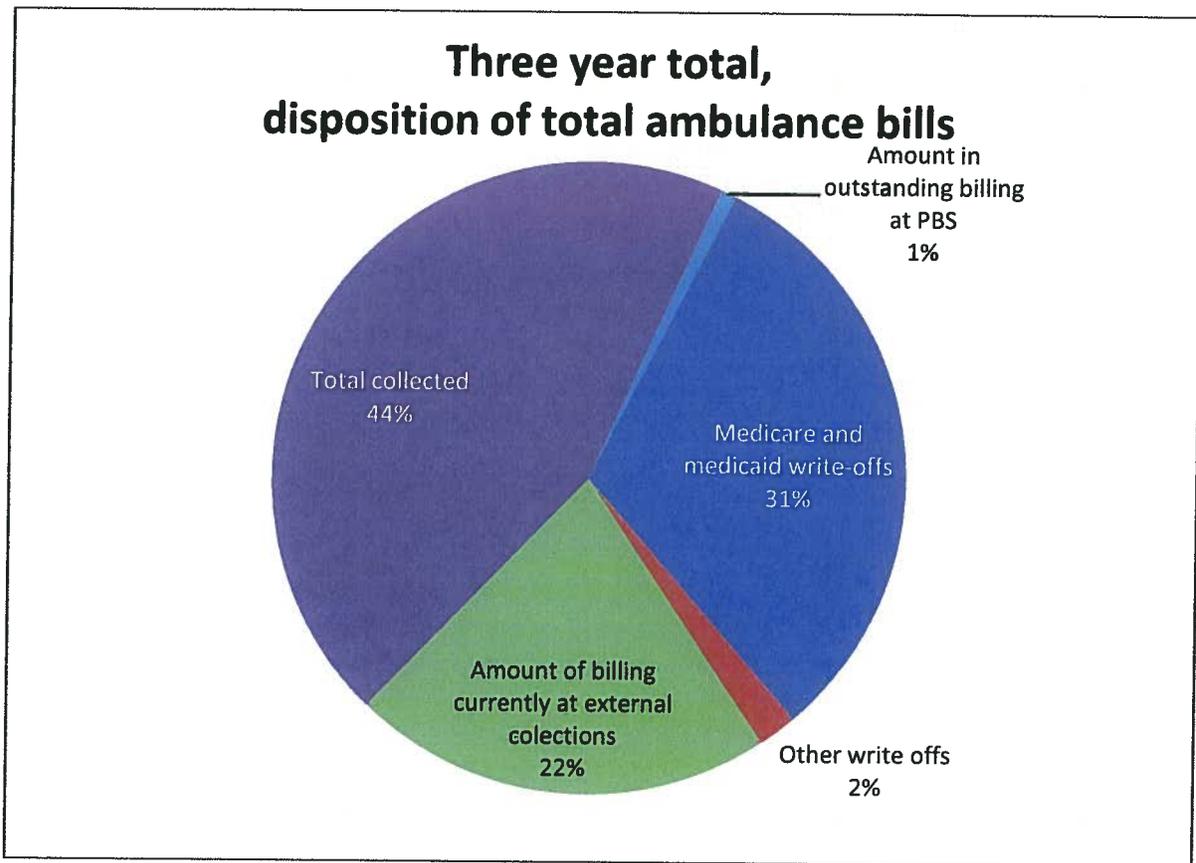
**For the June 2011-May 2012 period, about \$38,000 remains in the billing process at PBS and has not been forwarded to the outside collection agency. If all of those outstanding bills are paid, the total revenue for the period would be \$670,000, increasing the revenue per call to \$446, and total collected / net billed ratio to 67%*

For the first three years of the contract, PBS has billed \$4.3 million. Of that, \$1.4 million has been written off or statutorily reduced (such as Medicare, Medicaid, or Workman's Compensation), leaving a net billing of \$2.9 million. From that, we have collected \$1.6 million, for a collection rate (of net billings) of 66%, excluding the amounts outstanding at the collection agency.

We consider the net amount billed (rather than the percent collected of total billed) because there is a large portion that we are legally precluded from collected. Statutory and other required reductions and write-offs from various programs (Social Security, Medicare, Work Comp) identify the maximum dollar amount that they will pay for paramedic service. We cannot charge the remaining balances back to the patient, so we must write off about 1/3 of the total amount of billings. See the chart on the next page for additional breakdown of the total bill.

What happens to the total bill?

We have added a new chart to graphically illustrate what happens to the total amount of the bill. Through the first three years, statutory reductions and other write-off have totaled 33% of the total amount billed. 23% is awaiting collections either at PBS or an external collection agency. The remaining 44% of the total amount billed has been received as revenue.



An attachment illustrates the breakdown of the each year's total amount billed through the ambulance billing program.

Attachments

- Ambulance service financial analysis
- Billing status, by ambulance call date
- What happens to the total bill?

**Village of Glen Ellyn
Ambulance service financial analysis
January, 2013**

	1 24-hour ambulance and 1 12-hours ambulance				2 24-hours ambulances*				3 year average
	FY05/06	FY06/07	FY07/08	FY08/09	June 2009 - May 2010	June 2010 - May 2011	June 2011 - May 2012	First 3 year total	
Revenues									
Ambulance collections**	\$ -	\$ -	\$ -	\$ -	\$ 659,386	\$ 642,920	\$ 632,412	\$ 1,934,717	\$ 644,906
Total Revenues	\$ -	\$ -	\$ -	\$ -	\$ 659,386	\$ 642,920	\$ 632,412	\$ 1,934,717	\$ 644,906
Expenditures									
Ambulance Service	\$ 219,567	\$ 230,411	\$ 283,699	\$ 270,273	\$ 830,000	\$ 866,135	\$ 883,693	\$ 2,579,828	\$ 859,943
PBS Fees					25,229	33,285	32,727	91,241	30,414
Ambulance Purchase***					63,660	63,660	63,660	190,981	63,660
Ambulance Fuel					9,687	12,035	14,940	36,662	12,221
Ambulance in-house maintenance					23,502	14,153	28,535	66,190	22,063
Ambulance Equipment and supplies					5,004	10,918	15,251	31,173	10,391
Total Expenditures	\$ 219,567	\$ 230,411	\$ 283,699	\$ 270,273	\$ 957,082	\$ 1,000,186	\$ 1,038,807	\$ 2,996,074	\$ 998,691
Net for the year	\$ (219,567)	\$ (230,411)	\$ (283,699)	\$ (270,273)	\$ (297,696)	\$ (357,266)	\$ (406,395)	\$ (1,061,357)	\$ (353,786)
Cost per 24 hours of ambulance service	\$ (146,378)	\$ (153,607)	\$ (189,133)	\$ (180,182)	Average per year for first 3 years				\$ (353,786)
					\$ (148,848)	\$ (178,633)	\$ (203,197)	\$ (176,893)	
12 month CPI-U change (June)					-1.4%	1.1%	3.6%		
FY08 FY09 average					\$ (182,072)	\$ (184,075)	\$ (190,702)		
CPI-U adjusted (from FY08 FY09 average)					\$ 33,224	\$ 5,442	\$ (12,496)	\$ 26,170	
Performance better or (worse) than CPI adjusted									

* Not fiscal year totals as the paramedic contract year begins on June 15.
 ** Revenue calculated by call date, collections as of January 16, 2013. 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.

Paramedic Billing Services - Collections Activity/Information as of January 16, 2013
 Data for each month includes the number of calls, amounts billed, adjusted, and collected, etc. for the ambulance calls in that month.
 Recent calls have had less time to mature, that is there may be additional calls added and revenue collected due to the nature and timing of billing.

	January	February	March	April	May	June	July	August	December	Total
Total Calls	116	112	112	126	137	132	114	117	136	129
Total Amount Billed	\$ 116,310.77	\$ 111,369.44	\$ 126,035.17	\$ 137,121.58	\$ 131,878.35	\$ 115,989.00	\$ 117,750.70	\$ 114,254.00	\$ 126,107.50	\$ 1,430,811
Adjustments	\$ 42,906.68	\$ 35,872.54	\$ 40,493.36	\$ 44,636.47	\$ 41,621.75	\$ 38,657.43	\$ 38,284.71	\$ 33,476.98	\$ 42,610.27	\$ 459,593
External Collections	\$ 16,126.95	\$ 24,735.46	\$ 20,764.05	\$ 31,328.50	\$ 33,447.47	\$ 23,155.00	\$ 23,349.20	\$ 26,494.63	\$ 17,037.00	\$ 277,616
Other Write-Offs	\$ 2,536.84	\$ 5,212.28	\$ 3,832.53	\$ 3,292.72	\$ 2,038.19	\$ 2,640.50	\$ 3,683.86	\$ 567.50	\$ 2,474.81	\$ 33,184
Net Billed	\$ 70,867.25	\$ 70,284.62	\$ 81,709.28	\$ 89,192.39	\$ 88,218.41	\$ 74,691.07	\$ 75,782.13	\$ 80,209.52	\$ 81,022.42	\$ 938,035
Total Collected	\$ 54,998.33	\$ 45,680.74	\$ 61,038.13	\$ 57,863.89	\$ 54,865.90	\$ 51,536.07	\$ 53,490.58	\$ 53,714.89	\$ 63,985.42	\$ 661,886
Net Collected Percent	78%	65%	75%	65%	62%	69%	71%	67%	66%	71%
Income Per Call	\$ 474.12	\$ 407.86	\$ 484.43	\$ 422.36	\$ 415.65	\$ 452.07	\$ 457.18	\$ 475.35	\$ 406.23	\$ 474.41
										\$ 461.56

Village of Glen Ellyn began billing for ambulance service in June, 2009

2009

	January	February	March	April	May	June	July	August	December	Total
Total Calls	102	125	129	129	124	122	127	125	136	124
Total Amount Billed	\$ 101,223.30	\$ 123,971.25	\$ 130,704.78	\$ 127,426.52	\$ 122,642.10	\$ 128,063.50	\$ 123,720.20	\$ 130,028.74	\$ 120,235.74	\$ 1,480,024
Adjustments	\$ 32,267.67	\$ 41,470.12	\$ 37,226.13	\$ 42,139.37	\$ 37,363.00	\$ 38,309.24	\$ 41,180.88	\$ 36,261.67	\$ 48,098.43	\$ 475,355
External Collections	\$ 22,880.43	\$ 20,826.60	\$ 31,951.27	\$ 34,151.62	\$ 37,504.03	\$ 38,698.72	\$ 23,049.30	\$ 35,426.23	\$ 19,920.53	\$ 343,384
Other Write-Offs	\$ 1,272.29	\$ 2,982.02	\$ 4,225.07	\$ 827.12	\$ 3,132.64	\$ 1,767.99	\$ 3,764.86	\$ 2,315.67	\$ 2,111.34	\$ 24,635
Net Billed	\$ 67,683.34	\$ 79,519.11	\$ 89,253.58	\$ 84,460.03	\$ 82,146.46	\$ 87,986.27	\$ 78,774.46	\$ 91,451.40	\$ 70,025.97	\$ 980,035
Total Collected	\$ 44,802.91	\$ 59,544.86	\$ 57,205.55	\$ 50,368.04	\$ 43,558.97	\$ 47,173.05	\$ 54,917.78	\$ 54,859.16	\$ 46,287.59	\$ 621,145
Net Collected Percent	66%	75%	64%	60%	53%	54%	70%	60%	66%	63%
Income Per Call	\$ 439.24	\$ 476.36	\$ 443.45	\$ 406.19	\$ 357.04	\$ 371.44	\$ 439.34	\$ 403.38	\$ 373.29	\$ 416.32
										\$ 466

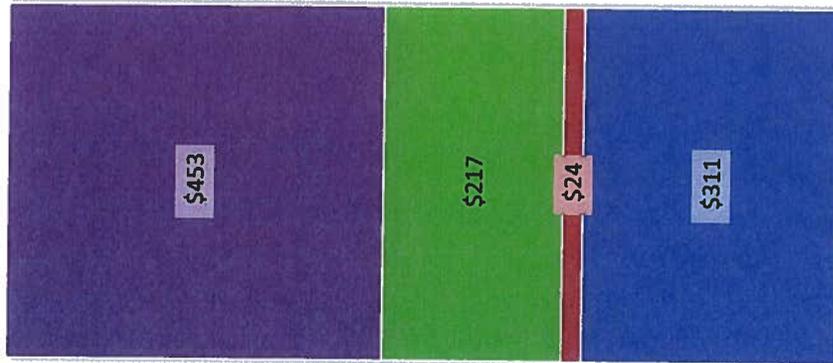
2011

	January	February	March	April	May	June	July	August	December	Total
Total Calls	133	127	115	123	113	152	172	150	1452	1452
Total Amount Billed	\$ 130,300.10	\$ 122,850.36	\$ 114,599.70	\$ 120,957.52	\$ 110,562.20	\$ 148,810.00	\$ 166,466.01	\$ 147,346.20	\$ 1,415,101	\$ 1,415,101
Adjustments	\$ 40,980.11	\$ 40,117.73	\$ 34,264.87	\$ 27,708.71	\$ 29,030.52	\$ 37,723.00	\$ 37,341.50	\$ 34,474.61	\$ 329,635	\$ 329,635
External Collections	\$ 21,999.57	\$ 18,276.30	\$ 29,540.49	\$ 31,065.38	\$ 29,414.10	\$ 38,886.25	\$ 46,827.30	\$ 21,599.90	\$ 237,609	\$ 237,609
Other Write-Offs	\$ 1,344.69	\$ 987.62	\$ 790.75	\$ 2,044.99	\$ 2,486.59	\$ 2,990.88	\$ 1,407.29	\$ 3,799.28	\$ 18,451	\$ 18,451
Net Billed	\$ 87,975.30	\$ 82,654.06	\$ 79,544.08	\$ 91,203.82	\$ 79,045.09	\$ 108,096.12	\$ 127,717.22	\$ 109,072.31	\$ 1,067,925	\$ 1,067,925
Total Collected	\$ 63,541.74	\$ 59,948.83	\$ 47,944.65	\$ 47,710.97	\$ 47,601.13	\$ 56,078.66	\$ 53,263.85	\$ 43,714.88	\$ 491,365	\$ 491,365
Net Collected Percent	72%	73%	60%	52%	60%	52%	42%	40%	0%	46%
Income Per Call	\$ 477.76	\$ 472.04	\$ 416.91	\$ 387.89	\$ 421.25	\$ 368.94	\$ 309.67	\$ 291.43	\$ 338.41	\$ 338.41
**										

Designates the month paperless reporting went into effect, total reflects billable calls.

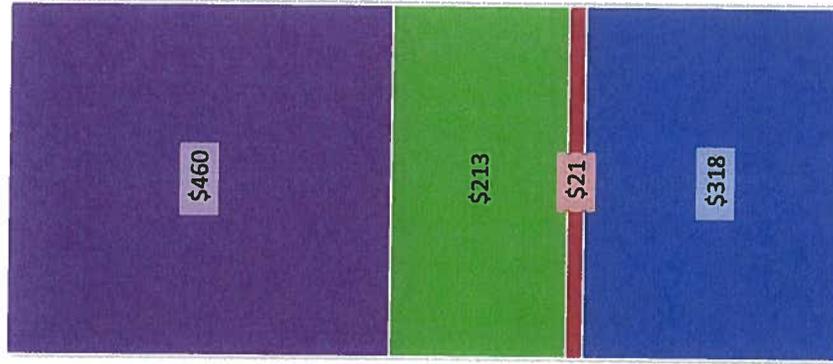
What happens to the total bill?

Total billed: \$1,004
Collected 68% of net billed



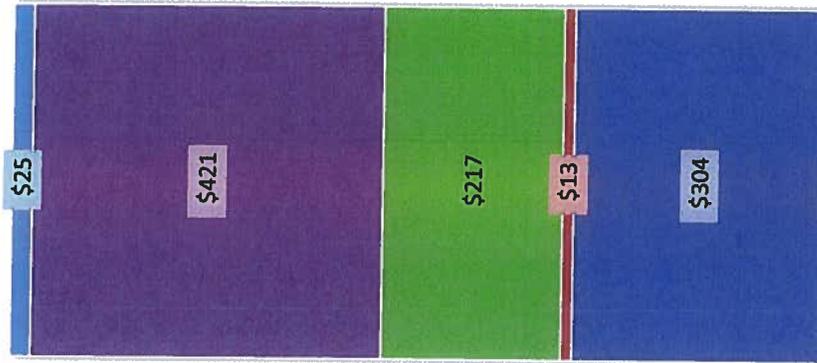
June 2009-May 2010

Total billed: \$1,011
Collected 68% of net billed



June 2010-May 2011

Total billed: \$954
Collected 63% of net billed
(67% if all remaining amount outstanding at PBS is collected)



June 2011-May 2012

Notes:
As of January 16, 2013
Net billed is the total billed, less statutory reductions (such as Medicare and workman's compensation)
Slight differences in totals due to rounding

**NAPERVILLE FIRE DEPARTMENT - 2012 USER FEE SURVEY
Fee Charges**

Exhibit A

DEPARTMENT NAME	RESIDENT			NON-RESIDENT FEES			MILEAGE (per mile)		LAST FEE UPDATE
	BLS	ALS-1	ALS-2	BLS	ALS-1	ALS-2	RES.	NON-RES.	
ADDISON FPD	\$1,275.00	\$1,650.00	\$2,100.00	\$1,275.00	\$1,650.00	\$2,100.00	\$16.00	\$16.00	1/2012
ALGONQUIN LAKE IN THE HILLS FPD	\$422.75	\$525.75	\$760.00	\$692.75	\$900.00	\$1,135.00	\$10.00	\$10.00	5/2010
AURORA FD	\$361.95	\$429.81	\$622.10	\$481.03	\$604.02	\$793.89	\$6.94	\$6.94	7/2010
BARRINGTON FD	\$420.00	\$525.00	\$525.00	\$525.00	\$630.00	\$630.00	\$45.00	\$55.00	2009
BARTLETT FPD	\$550.00	\$800.00	\$1,000.00	\$800.00	\$1,100.00	\$1,200.00	\$10.00	\$10.00	9/2009
BERWYN FD	\$450.00	\$550.00	\$750.00	\$550.00	\$600.00	\$800.00	\$10.00	\$10.00	5/2008
BOLINGBROOK FD	\$400.00	\$500.00	\$600.00	\$650.00	\$650.00	\$850.00	\$6.25	\$10.00	5/2007
BOURBONNAIS FPD	\$350.00	\$400.00	\$563.37	\$450.00	\$500.00	\$700.00	\$7.03	\$10.00	9/2009
BRIDGEVIEW FD	\$600.00	\$700.00	DNP	\$650.00	\$750.00	DNP	\$12.00	\$12.00	2001
BRISTOL-KENDALL FPD	\$300.00	\$300.00	DNP	\$500.00	\$500.00	DNP	\$5.00	\$5.00	2003
BYRON FPD	\$300.00	\$300.00	DNP	\$450.00	\$550.50	DNP	DNP	\$10.50	2007
CARY FPD	DNP	DNP	DNP	\$500.00	\$600.00	DNP	DNP	DNP	2006
CHARLESTON FD	\$385.00	\$578.20	\$700.70	\$550.00	\$826.00	\$1,001.00	\$11.10	\$11.10	4/2012
CHERRY VALLEY FPD	\$590.00	\$640.00	\$740.00	\$1,180.00	\$1,280.00	\$1,480.00	\$16.00	\$16.00	3/2011
CICERO FD	DNP	DNP	DNP	\$400.00	\$750.00	\$1,000.00	DNP	\$25.00	4/2008
CLARENDON HILLS FD	\$550.00	\$650.00	\$800.00	\$800.00	\$1,000.00	\$1,200.00	\$10.00	\$25.00	6/2010
CRETE (VILLAGE OF) FD	\$400.00	\$500.00	\$700.00	\$600.00	\$700.00	\$900.00	\$15.00	\$15.00	3/2010
CRETE TOWNSHIP FPD	\$700.00	\$900.00	\$900.00	\$900.00	\$1,100.00	\$1,100.00	\$12.50	\$12.50	5/2012
CRYSTAL LAKE FD	\$330.99	\$393.05	\$393.05	\$730.99	\$793.05	\$968.89	\$6.94	\$9.94	10/2010
DEKALB FD	\$438.00	\$520.00	\$747.00	\$629.00	\$747.00	\$1,073.00	\$9.38	\$9.38	7/2012
DOWNERS GROVE FD	\$465.00	\$620.00	\$670.00	\$565.00	\$775.00	\$825.00	\$8.25	\$8.25	9/2011
ELBURN FPD	\$450.00	\$550.00	\$650.00	\$600.00	\$800.00	\$900.00	\$6.00	\$10.00	1/2012
ELGIN FD	\$442.75	\$525.75	\$760.00	\$692.75	\$900.00	\$1,135.00	\$10.00	\$10.00	10/2011
ELMHURST FD	\$850.00	\$1,150.00	DNP	\$850.00	\$1,150.00	DNP	\$16.00	\$16.00	2008
EVANSTON FIRE & LIFE SAFETY SERV	\$362.00	\$429.00	\$621.00	\$500.00	\$550.00	\$700.00	DNP	DNP	3/2010
EVERGREEN PARK FD	\$650.00	\$750.00	DNP	\$700.00	\$800.00	DNP	\$10.00	\$10.00	10/2011
FOX RIVER GROVE FPD	\$600.00	\$800.00	DNP	\$600.00	\$800.00	DNP	\$10.00	\$10.00	5/2011
FRANKFORD FPD	\$450.00	\$550.00	DNP	\$700.00	\$700.00	DNP	\$10.00	\$10.00	1/2012
FRANKLIN PARK FD	\$850.00	\$1,100.00	\$1,375.00	\$1,275.00	\$1,650.00	\$2,100.00	\$16.00	\$16.00	12/2010
GRAYSLAKE FPD	\$850.00	\$950.00	\$1,050.00	\$850.00	\$950.00	\$1,050.00	\$11.00	\$11.00	12/2010
GREATER ROUND LAKE FPD	\$500.00	\$800.00	\$900.00	\$1,000.00	\$1,000.00	\$1,000.00	\$12.00	\$12.00	9/2010
GURNEE FD	\$928.82	\$1,038.14	\$1,147.14	\$928.82	\$1,038.14	\$1,147.14	\$10.93	\$10.93	2009
HANOVER PARK FD	\$625.00	\$725.00	\$975.00	\$625.00	\$725.00	\$975.00	\$10.50	\$10.50	8/2010

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DEPARTMENT NAME	RESIDENT			NON-RESIDENT FEES			MILEAGE		LAST FEE UPDATE
	BLS	ALS-1	ALS-2	BLS	ALS-1	ALS-2	RES.	NON-RES.	
HIGHLAND PARK FD	\$450.00	\$535.00	\$770.00	\$660.00	\$710.00	\$945.00	\$8.60	\$8.60	5/2009
HINSDALE FD	\$550.00	\$650.00	\$800.00	\$800.00	\$1,000.00	\$1,200.00	\$10.00	\$25.00	4/2010
HUNTLEY FPD	\$443.00	\$526.00	\$760.00	\$693.00	\$900.00	\$1,125.00	\$10.00	\$10.00	6/2011
LaGRANGE PARK FD	\$500.00	\$800.00	DNP	\$800.00	\$1,200.00	DNP	\$15.00	\$15.00	6/2012
LEMONT FPD	\$450.00	\$550.00	\$550.00	\$650.00	\$750.00	\$750.00	\$10.00	\$10.00	2009
LIBERTYVILLE FD	\$550.00	\$550.00	DNP	\$750.00	\$750.00	DNP	\$5.00	\$5.00	2011
LINCOLNSHIRE-RIVERWOODS FPD	\$360.45	\$428.03	\$619.52	\$650.00	\$700.00	\$850.00	\$6.89	\$15.00	
LINCOLNWOOD FD	\$500.00	\$700.00	\$950.00	\$850.00	\$1,000.00	\$1,250.00	\$45.00	\$51.00	
LISLE-WOODRIDGE FPD	\$350.00	\$550.00	\$750.00	\$700.00	\$1,000.00	\$1,200.00	\$15.00	\$15.00	1/2008
LITTLE ROCK-FOX FPD	\$500.00	\$600.00	\$800.00	\$700.00	\$900.00	\$1,100.00	\$16.00	\$16.00	1/2012
LIBERTYVILLE FD	\$550.00	\$550.00	DNP	\$750.00	\$750.00	DNP	\$5.00	\$5.00	2011
LISLE-WOODRIDGE FPD	\$350.00	\$550.00	\$750.00	\$700.00	\$1,000.00	\$1,200.00	\$15.00	\$15.00	1/2008
LOCKPORT FPD	\$650.00	\$750.00	\$850.00	\$850.00	\$950.00	\$1,050.00	\$8.00	\$10.00	4/2010
LOMBARD FD	\$440.00	\$580.00	\$700.00	\$750.00	\$970.00	\$1,100.00	\$10.00	\$11.00	12/2010
MELROSE PARK FD	\$850.00	\$1,100.00	\$1,375.00	\$850.00	\$1,100.00	\$1,675.00	\$16.00	\$16.00	4/2010
MOKENA FPD	DNP	DNP	DNP	\$650.00	\$650.00	\$650.00	DNP	DNP	6/2007
MOLINE FD	\$660.00	\$660.00	\$770.00	\$660.00	\$660.00	\$770.00	\$11.00	\$11.00	2009
MONEE FD	\$400.00	\$400.00	DNP	\$800.00	\$800.00	DNP	\$7.00	\$7.00	2007
MORTON GROVE FD	\$500.00	\$700.00	\$950.00	\$650.00	\$950.00	\$1,150.00	\$15.00	\$15.00	2008
MOUNT HOPE-FUNKS GROVE FPD	\$680.00	DNP	DNP	\$680.00	DNP	DNP	\$10.00	\$10.00	
MOUNT PROSPECT FD	\$361.31	\$429.05	\$621.00	\$461.31	\$529.05	\$721.00	\$6.87	\$6.87	1/2009
MUNDELEIN FD	\$330.00	\$395.00	\$570.00	\$765.00	\$825.00	\$1,005.00	\$5.00	\$5.00	5/2011
NAPERVILLE FD	\$514.54	\$631.24	\$864.63	\$747.93	\$864.63	\$1,034.38	\$7.36	\$7.36	2012
NILES FD	\$500.00	\$700.00	\$950.00	\$650.00	\$950.00	\$1,150.00	\$15.00	\$15.00	6/2010
NORTH AURORA FPD	\$550.00	\$550.00	DNP	\$750.00	\$750.00	DNP	DNP	DNP	11/2009
NORTH RIVERSIDE FD	\$600.00	\$1,200.00	DNP	\$600.00	\$1,200.00	DNP	\$25.00	\$25.00	8/2010
NORTHBROOK FD	\$500.00	\$500.00	\$500.00	\$700.00	\$700.00	\$700.00	\$8.00	\$8.00	5/2009
NORTHWEST HOMER FPD	\$550.00	\$650.00	DNP	\$650.00	\$750.00	DNP	\$10.00	\$10.00	7/2012
NORWOOD PARK FPD	\$600.00	\$1,000.00	\$1,200.00	\$600.00	\$1,000.00	\$1,200.00	\$25.00	\$25.00	2/2012
OAK BROOK FD	\$550.00	\$700.00	\$800.00	\$650.00	\$800.00	\$900.00	\$10.00	\$10.00	9/2011
OAK LAWN FD	\$600.00	\$700.00	\$800.00	\$650.00	\$950.00	\$1,150.00	\$15.00	\$15.00	11/2009
OAK PARK FD	\$500.00	\$800.00	\$800.00	\$700.00	\$1,000.00	\$1,000.00	\$15.00	\$15.00	2009
ORLAND FPD	\$600.00	\$700.00	\$800.00	\$700.00	\$800.00	\$900.00	\$6.00	\$6.00	6/2008

**NAPERVILLE FIRE DEPARTMENT - 2012 USER FEE SURVEY
Fee Charges**

DEPARTMENT NAME	RESIDENT			NON-RESIDENT FEES			MILEAGE		LAST FEE UPDATE
	BLS	ALS-1	ALS-2	BLS	ALS-1	ALS-2	RES.	NON-RES.	
PALATINE RURAL FPD	\$700.00	\$825.00	\$1,000.00	\$945.00	\$1,115.00	\$1,350.00	\$10.00	\$10.00	2009
PALOS FPD	\$550.00	\$550.00	DNP	\$850.00	\$850.00	DNP	DNP	DNP	3/2011
PARK FOREST FD	\$365.00	\$435.00	\$630.00	\$615.00	\$710.00	\$780.00	\$7.00	\$7.00	5/2009
PARK RIDGE FD	\$500.00	\$700.00	\$950.00	\$650.00	\$950.00	\$1,150.00	\$15.00	\$15.00	2008
PINGREE GROVE & COUNTRYSIDE FPD	\$450.00	\$600.00	\$600.00	\$450.00	\$600.00	\$600.00	\$10.00	\$10.00	2004
PLAINFIELD FPD	\$600.00	\$700.00	\$800.00	\$600.00	\$700.00	\$800.00	\$10.00	\$10.00	5/2010
PLEASANTVIEW FPD	\$710.00	\$1,050.00	DNP	\$710.00	\$1,050.00	DNP	\$25.00	\$25.00	7/2009
PROSPECT HEIGHTS FPD	\$400.00	\$450.00	\$600.00	\$500.00	\$550.00	\$700.00	\$10.00	\$10.00	1/2010
ROCKFORD FD	\$590.00	\$640.00	\$740.00	\$1,180.00	\$1,280.00	\$1,480.00	\$16.00	\$16.00	1/2011
ROMEVILLE FD	\$400.00	\$600.00	\$700.00	\$650.00	\$725.00	\$825.00	\$10.00	\$10.00	8/2011
SCHAUMBURG FD	\$361.00	\$429.00	\$621.00	\$550.00	\$750.00	\$900.00	DNP	DNP	2009
SOUTH HOLLAND FD	\$450.00	\$550.00	DNP	\$500.00	\$600.00	DNP	\$10.00	\$10.00	2008
TRI-CITY AMBULANCE	\$500.00	\$600.00	\$700.00	\$700.00	\$800.00	\$900.00	\$10.00	\$10.00	3/2009
WESTMONT FD	\$470.00	\$800.00	\$800.00	\$750.00	\$1,000.00	\$1,000.00	\$13.00	\$14.00	3/2010
WILLOW SPRINGS FIRE RESCUE	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	\$1,000.00	DNP	DNP	1/2007
YORK CENTER FPD	\$400.00	\$720.00	\$720.00	\$720.00	\$720.00	\$720.00	\$7.00	\$7.00	2011
ZION F&R	\$275.00	\$200.00	\$475.00	\$495.00	\$550.00	\$690.00	DNP	DNP	11/2011
Average	\$525.72	\$656.11	\$801.38	\$702.20	\$852.16	\$1,022.41	\$12.05	\$13.16	
MIN	\$275.00	\$200.00	\$393.05	\$400.00	\$500.00	\$600.00	\$5.00	\$5.00	
**MAX	\$1,275	\$1,650	\$2,100	\$1,275	\$1,650	\$2,100	\$45	\$55	
Range	\$1,000.00	\$1,450.00	\$1,706.95	\$875.00	\$1,150.00	\$1,500.00	\$40.00	\$50.00	
Of the 85 responding departments, total # charging:									
DNP=Did not provide									

Area Rate Comparison

Department	BLS-R	BLS-N	ALS-R	ALS-N	ALS2-R	ALS2-N	MI-R	MI-N
Glenside FPD	\$ 700.00	\$ 850.00	\$ 850.00	\$ 1,200.00	\$ 1,000.00	\$ 1,700.00	\$ 13.00	\$ 13.00
Roselle FD	\$700.00	\$800.00	\$900.00	\$1,100.00	\$1,000.00	\$1,200.00	\$15.00	\$20.00
Bloomingtondale FPD	\$650.00	\$850.00	\$850.00	\$1,050.00	\$1,100.00	\$1,500.00	\$10.00	\$15.00
Bartlett FPD	\$550.00	\$800.00	\$800.00	\$1,100.00	\$1,000.00	\$1,200.00	\$10.00	\$10.00
Glen Ellyn FD	\$725.00	\$910.00	\$904.00	\$1,097.00	\$962.00	\$1,181.00	\$12.00	\$12.00
Itasca FPD	\$500.00	\$750.00	\$750.00	\$1,000.00	\$750.00	\$1,000.00	\$10.00	\$15.00
AVERAGE	\$637.50	\$826.67	\$842.33	\$1,091.17	\$968.67	\$1,296.83	\$11.67	\$14.17

