

Dated 7-13-2020

Village of Mukwonago  
Town of Mukwonago

**JOINT MEETING BETWEEN THE  
TOWN OF MUKWONAGO BOARD AND THE  
VILLAGE OF MUKWONAGO BOARD**

Notice of Meeting and Agenda

**Monday, July 13, 2020**

**AMENDED**

Time: **6:30 p.m.**

Place: **Fire Station #1, 1111 Fox St, Mukwonago**

Topic: Mukwonago Fire Dept. Study Presentation

Time: Jul 13, 2020 06:30 PM Central Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/81739412392>

Meeting ID: 817 3941 2392

One tap mobile

+16465588656,,81739412392# US (New York)

+13017158592,,81739412392# US (Germantown)

Dial by your location

+1 312 626 6799 US (Chicago)

Meeting ID: 817 3941 2392

Find your local number: <https://us02web.zoom.us/u/kd4JnSnvpN>

1. Call to Order

2. Roll Call

3. New Business

*Discussion and Possible Action on the Following Items*

A. Presentation on Fire Department Organizational Analysis Report.

B. Accept insurance company email for vehicle settlement. Retain funds from vehicle sale for future Fire Department designated use.

C. Fire and Ambulance Reports for 2020

*(This item is a report from Staff to Committee members. No discussion or action shall take place by Committee members unless otherwise listed below.)*

4. Adjournment

It is possible that members of, and possibly a quorum of, members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Please note that, upon reasonable notice, efforts will be made to accommodate the needs of individuals with disabilities through appropriate aids and services. For additional information or to request this service, contact the Village Clerk's Office, 440 River Crest Court, (262) 363-6420 or the Town Clerk's Office, W320S8315 Beulah Road, (262) 363-4555.

# Fire Department Organizational Analysis Report

## **Mukwonago Fire Department** Waukesha County, WI



Prepared for the  
**MUKWONAGO FIRE DEPARTMENT**

April 24, 2020

McM. No. M0413-4-20-00102.00

JRR:lam



**RW MANAGEMENT**  
- A McMahon Associates, Inc. Company -

# Fire Department Organizational Analysis Report

## **Mukwonago Fire Department**

Waukesha County, WI



Prepared for the  
**MUKWONAGO FIRE DEPARTMENT**

April 4, 2020  
McM. No. M0413-4-20-00102.00

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# Engineering Fire Department Organizational Analysis Report

## Mukwonago Fire Department

Waukesha County, WI



Prepared for the  
**MUKWONAGO FIRE DEPARTMENT**

April 4, 2020  
McM. No. M0413-4-20-00102.00

### I. INTRODUCTION

#### A. Project Overview

RW Management Group, Inc. was retained by the Mukwonago Fire Department to conduct an organizational analysis of the Fire Department.

The Study will provide recommendations and options for the fire department to use now and in the future, when assessing department needs. Based upon the proposal submitted by RW Management Group, Inc. (RW) in August 2019, the scope of the project was to perform a Fire Department Organizational Analysis and Staffing Study to assist the Fire Department, the Village and the Town. This study was designed to have an independent third-party review current department administration, operations, rules, regulations, personnel procedures, operating procedures, and provide recommendations on future departmental needs.

Fire Department Organizational Analysis Report

The findings and recommendations are related to the MFD operations, administration, and response times for services rendered, related human resources, and equipment and program review. The review included the following categories:

- Governance and Administration
- Assessment and Planning
- Goal and Objectives
- Financial Resources
- Programs
- Physical Resources
- Human Resources
- Essential Resources
- Training
- External Systems Relations
- Staffing

## **B. Project Work Tasks**

To complete the objectives set forth by the Fire Department, RW evaluated the operations of the Fire Department. RW met with and gathered the needs and concerns of Fire Department personnel. RW also met with Village and Town administration to further understand the growth potential of both communities and the relationship between the projected growth and needs of the Department.

The following presents an overview of the work tasks completed by RW during the project.

1. Developed a project team of appropriate users and stakeholders to oversee and participate in the project.
2. Conducted a Project Planning Meeting with RW Project Manager, the Project Team and key project personnel. Defined scope and mission, discussed work plans, established liaison responsibilities, coordinated project schedules and confirmed other general arrangements.
3. Obtained and reviewed documentation provided by the project team pertaining to the project.
4. Conducted interviews and on-site observation to evaluate the current, and future, needs and standards of performance of the Department internally and in relation to other surrounding departments. In conducting this study, we met with representatives from the following agencies:
  - Mukwonago Fire Department
  - Village of Mukwonago
  - Town of Mukwonago
  - Neighboring Fire Departments

Interviews and observations primarily focused on the following:

- Current Fire/EMS operations, staffing and levels of service
  - Fire/EMS workload, call volume and activity
  - Administrative Organizational Structure
  - Department Policies and Procedures
  - Analysis of intergovernmental agreement, regulations and rules of the Department
  - Facilities
  - Major Equipment
5. Prepared for and facilitated a project status meeting to discuss the results of the interviews and on-site observations with the Project Team.
6. Reviewed the present Fire/EMS workflows and processes to analyze and develop potential organizational and operational requirements. This review was based on the Commission of Fire Accreditation International (CFAI) categories and criteria. The performance indicators that were examined include the following:
- Governance and Administration
  - Assessment and Planning
  - Goals and Objectives
  - Financial Resources
  - Programs
  - Physical Resources
  - Human Resources
  - Essential Resources
  - Training
  - External System Relations
7. Determined any public safety industry standards and trends related to the Department's operational requirements. During the development of all recommendations, RW considered many factors and standards as a basis for recommendations, including:
- National Highway Safety Traffic Administration (NHSTA)
  - National Fire Service Accreditation Program (NFSAP)
  - National Fire Protection Association (NFPA)
  - Federal Emergency Management Association (FEMA)
  - National Fire Administration (NFA)
  - Occupational Safety and Health Administration (OSHA)
  - Insurance Services Office (ISO) Rating Schedule
  - Local Fire Protection Ordinances
  - State of Wisconsin Statutes and Administrative Code

8. Developed a comprehensive Fire/EMS organizational analysis, utilizing the information provided by the documentation received, the interviews and on-site observations. The projected growth and level of service needs were considered during the development of these recommendations. Recommendations included:
  - Effectiveness, efficiency and performance of current Fire/EMS operations
  - Governance
  - Administrative growth and organizational structure
  - Review of Department policies and procedures
  - Analysis of Personnel and staffing needs
9. Facilitated a Recommendations Meeting to present preliminary recommendations and obtain feedback from the Project Team.
10. Listed and described the findings and recommendations on the Fire/EMS governance and administration, assessment and planning, goals and objectives, financial resources, programs, physical resources, human resources, essential resources, training, and external system relations, and all other items evaluated and analyzed during the project.
11. Assembled the Study document. Performed a detailed quality assurance review of the document to ensure that the document meets the expectations of the Project Team and conforms to RW's standards.
12. Prepared and delivered the draft Study to the Project Team for review.
13. Facilitated a Study Review Meeting with the Project Team one (1) week after initial delivery to answer questions regarding the content of the Plan. Made any changes to the Plan based on the discussions at the Study Review Meeting. Produced and delivered the final document copies to the Project Team.
14. Presented the findings and recommendations of the Study to the Village Board, Town Board and Joint Fire Commission. This was not completed due to the COVID-19 stay at home rules.

### **C. Overview of the Current Demographics and Environment**

The Village of Mukwonago has a population of approximately 8,137 and encompasses approximately 8.32 square miles. The Town of Mukwonago has a population of approximately 8,016 and is approximately 32 square miles. The Town effectively surrounds the Village. The Town and Village operate a joint fire department under an intergovernmental agreement. The Village and Town are located in Waukesha County, 30 miles southwest of Milwaukee and 12 miles southwest of the City of Waukesha. Both the Village and Town have experienced significant development in the past several years. The service area for the Department has a diverse landscape with rural lands, subdivisions, commercial establishments, industrial parks and municipal buildings. The Department is a member of the Mutual Aid Box Alarm System (MABAS) Division 106, which encompasses all of Waukesha County. MABAS is an extensive mutual aid network that not only exists

throughout the State of Wisconsin, but in several surrounding states. The joint fire department was organized in 1962. At the present time, the department has approximately 45 members which include seven full-time members, three cadets and 35 paid-on-premise and paid-on-call firefighters. The Fire Chief is one of the seven full-time members. The Department operates out of two fire stations. The current ISO rating is 4/4Y.

#### **D. Fire Department Organizational Analysis**

To present the findings and recommendations that resulted from the engagement, RW has prepared this document; commonly referred to as the ***Fire Department Organizational Analysis***.

The remainder of this report is structured as follows:

- Section II – Operational Recommendations: This section lists the findings and presents recommendations on the current and future issues associated with organizational aspects of the Department. This section is outlined in the following sections:
  - A. Operational Overview and Recommendations
  - B. Governance and Administration
  - C. Assessment and Planning
  - D. Goals and Objectives
  - E. Financial Resources
  - F. Programs
  - G. Physical Resources
  - H. Human Resources
  - I. Essential Resources
  - J. Training
  - K. External System Relations
  - L. Staffing
- Section III – Implementation Plan: This chapter contains a phased implementation for the recommendations made in the Analysis.
- Section IV – Budget Estimate: This section contains budget estimates and benefits for the recommendations implemented.
- Section V – Management Summary: A summarized version of the Analysis is presented, highlighting the projects objectives and recommendations.
- Section VI – Glossary of Terms: A glossary of terms is presented for reference.

## **II. OPERATIONAL RECOMMENDATIONS**

### **A. Operational Overview and Recommendations**

As stated earlier, the objectives of this project were to evaluate the Mukwonago Fire Department (Department) and make recommendations for the Department's short/long term organizational and administrative needs. The Report includes findings and recommendations relating to the Governance and Administration, Assessment and Planning, Goals and Objectives, Financial Resources, Programs, Physical Resources, Human Resources, Essential Resources, Training, External System Relations and Staffing of the Fire Department. This section evaluates the Department's present Fire/EMS organizational and administrative needs, and makes recommendations relating to the categories listed above. This review was based on the Center for Public Safety Excellence (CPSE), formerly the Commission of Fire Accreditation International (CFAI) categories and criteria.

The Mukwonago Fire Department overall is doing a very good job of maintaining high standards in providing fire and emergency medical services. Department personnel displayed professionalism and were very cooperative throughout the review.

## **B. Governance and Administration**

### **1. Findings**

The Mukwonago Fire Department is an organization established by an intergovernmental agreement between the Village of Mukwonago and Town of Mukwonago. The governing authority is a Joint Fire Commission made up of seven members, five of which have voting authority. The five voting members are appointed by the Village President and Town Chairman. The voting members serve three-year rotating terms. The two non-voting members consist of one Village Board Member and one Town Board Member. The Fire Chief is responsible to submit a proposed budget to the Village and Town Boards and receive approval of such budget annually. Costs for the Department are split evenly between the Village and the Town. The intergovernmental agreement gives authority to the Village President and Town Chairman to provide direction to the Fire Chief on issues not addressed in the intergovernmental agreement.

Chapter 37 of the Village of Mukwonago Municipal Code establishes that the joint fire department provides services to the Village. Chapter 38 of the Village Code establishes fire prevention ordinances within the Village. Chapter 30 of the Town Ordinances addresses fire prevention and protection within the Town.

The intergovernmental agreement that forms the Department does not currently include the option for the member municipalities to exempt increases in charges from the joint fire department from the tax levy as is allowed in Wisconsin Statutes 66.0602.

### **2. Recommendations**

- a. RW recommends the non-voting members of the Joint Commission be retitled as "liaisons" to the Joint Fire Commission and not identify them as

members of the Joint Fire Commission. This ensures the Joint Fire Commission complies with requirements of State Statutes.

- b. The intergovernmental agreement that forms the Department should be amended to allow for the option of the member municipalities to exempt increases in charges from the joint fire department from the municipal tax levy as is allowed in Wisconsin Statutes 66.0602.
- c. Begin posting agendas and minutes of the Joint Fire Commission on either the Department's Website or the Village/Town Websites.
- d. The intergovernmental agreement requires semi-annual fire inspections of all buildings, premises and thoroughfares within the Town and Village. The Department is currently unable to complete semi-annual inspections of all these properties. RW recommends the intergovernmental agreement be updated to match the fire inspection requirements of State Statutes which allows some occupancies to be inspected annually. Even with amending the intergovernmental agreement to reflect current Statutes, the Department will likely require additional staff to complete the requirement.
- e. Chapter 37 of the Village Ordinances should be updated to reflect the current organizational structure of the fire department.
- f. In 2015, the State of Wisconsin passed Act 270 that prohibits a municipality from adopting fire prevention codes that are more stringent than the currently adopted State Fire Prevention Code. Municipalities could grandfather fire prevention codes/ordinances at the time if approved by the State. Chapter 30 of the Town Ordinances includes requirements that do not appear to have been approved by the State in the grandfathering process. The Ordinances should be updated. It appears the Village did receive approval to grandfather some ordinances/codes in 2015 when Act 270 was adopted.
- g. RW finds that the Department is heavily reliant on fees for service to support its budgetary needs. The Department should diversify its revenue source and transition costs resulting from this report to tax levy or other annual revenue sources.

## **C. Assessment and Planning**

RW reviewed area characteristics, fire and non-fire risk assessments and response strategies, and planning within the Department. The following findings and recommendations are based on planning concerns and risk management criteria that will impact outcomes and provide for the basic needs to complete the mission of the Department.

### **1. Findings**

The Village of Mukwonago has a population of approximately 8,137 and encompasses approximately 8.32 square miles. The Town of Mukwonago has a population of approximately 8,016 and is approximately 32 square miles.

The Department has approximately 45 members which include seven full-time members, three cadets and 35 paid-on-premise and paid-on-call firefighters. The Fire Chief is one of the seven full-time members. The Department operates out of two fire stations. The current ISO rating is 4/4Y.

The Department operates 2 fire stations, one located in the Village and one in the Town. Station 1, located in the Village, was built in 2002 with a recent addition. The building has sleeping quarters in the station. The station is located in the southeast corner of the service area which results in long response times to some portions of the protection area.

Station 2, located in the Town, was an addition to the Town Hall approximately 20 years ago. The station is staffed by paid-on-call members who respond from home. There are a limited number of paid-on-call members who live near this station which presents challenges to the Department. Station 2 is not currently designed for in-house staffing of personnel.

The Department's current Insurance Services Office, Inc. (ISO) rating is a 4/4Y. The ISO Rating Schedule measures the major elements of a municipalities' fire suppression system. These measurements then are developed into a Public Protection Classification number on a relative scale from 1 to 10, with 10 representing less than the minimum recognized protection. The schedule is a fire insurance rating tool used to determine property insurance premiums that property owners pay to their insurance carrier.

The Department responded to 264 fire incidents and 1,970 EMS incidents in the year 2019. The number of fire incidents was up 7% from 2010. Total calls for service have increased 75% since the year 2000.

The Department does not have a "standard of cover" for emergency deployment, which outlines response time, pumping capacity and apparatus and equipment deployment objectives. Both the Town and Village have aggressive development and planning processes in place which support the fire department.

The service area has a mix of areas supplied by a municipal water supply system and other areas that do not have municipal water. The water supply in most of the hydranted areas is capable and adequate. Water supply is reviewed as part of planning efforts as it relates to Village development. The Department operates with water tenders to support water supply needs in non-hydranted areas. Additional water tenders are available from neighboring departments through the MABAS System. The Department takes an active role in promoting fire protection suppression and detection systems as part of the development and planning process.

The MFD inspection program attempts to achieve semi-annual inspections as required by the intergovernmental agreement between the Town and the Village. Currently, the Department is unable to complete all required inspections. The inspection records system is adequate.

The Department does have a strategic plan in place that is approved by the Joint Fire Commission and Village and Town Boards.

There are no current annexation issues or concerns with neighboring communities.

2. **Recommendations**

- a. A standards of cover study should be completed and documented for the Department.
- b. A fire risk assessment and response strategy listing the nature and magnitude of the hazards within the Village and Town should be completed. The fire risks in each planning zone, including required fire protection resources and special, routine and isolated hazards need to be identified (pre-plans) so an accurate “standard of cover” strategy can be established. The risk assessment and the recommendations and implementation plan in this report will provide the basis for additions to the strategic plan.

**D. Goals and Objectives**

RW performed an evaluation of the Village, Town and Department goals and objectives and has made recommendations for future documentation.

1. **Findings**

The Department has a mission and vision statement in place. Written goals and objectives for the fire department are included in the Department’s Strategic Plan.

The Department does have standard operating guidelines (SOGs), but they need to be updated. Chapter 37 of the Village’s Ordinances require a SOG Committee to be in place. It does not appear this Committee is in place in the Department. The Ordinance is unclear as to the authority of this Committee. Additionally, this section of the ordinance gives the Joint Fire Commission authority to approve SOGs. The Fire Commission does not have optional powers in accordance with State Statutes and should not have authority to approve operating guidelines.

2. **Recommendations**

- a. RW recommends that the goals and objectives of the Department included in the Strategic Plan be regularly reinforced with Department members and reported on to the Joint Fire Commission, Village and Town Boards.

- b. Department SOGs need to be updated to provide guidance on current operational activities. It is recommended a SOG Committee be put in place to assist the Department in this on-going process.
- c. Chapter 38 of the Village Ordinances should be updated to remove authority of the Joint Fire Commission over operating guidelines since the Commission does not have optional powers.
- d. RW recommends filling vacant officer positions on the current organizational chart. As part of filling out vacant officer positions, RW recommends the Department create promotional opportunities to Chief Officer ranks for full-time employees so the chief officers of the Department are eventually filled by full-time employees.

## **E. Financial Resources**

RW reviewed how the Department handled financial issues including budget development and administration.

### **1. Findings**

Fire Administration is charged with development of an annual budget for the Department. The draft budget is presented to the Village President and Town Chairman no later than September 15 of each year by the Fire Chief. The draft budget is jointly considered by the Village and Town Board in workshop session(s). Once those sessions are completed, each governing body takes action on the budget for the following year.

The Village of Mukwonago is identified as the fiscal agent of the joint fire department. Financial reports are provided to the Chief by the Finance Director who reviews them periodically. The Department also has an independent audit conducted annually.

The Fire Department charges fees for emergency medical calls. Authority to charge these fees is commonly given to agencies by ordinances or in code language adopted by municipal governing bodies. The Village and Town adopt ordinances/resolutions regarding charging of fees for fire department related services.

The Department is responsible for processing fees and submitting them to a third-party billing agency. Given the complexity of medical billing, especially as it relates to Medicare billings, most EMS departments use the services of a third-party biller.

### **2. Recommendations**

- a. RW recommends the Village and Town Boards amend the intergovernmental agreement that forms the joint department to allow the

municipalities to utilize the levy limit exception for joint fire departments in State Statute 66 in 2024.

## **F. Programs**

This area is defined as the services, activities and responses provided by the department for the community, and supported by the mission, goals and objectives of the Mukwonago Fire Department.

### **1. Findings**

The fire suppression performed by the MFD is supported by 3 Engines, 1 Ladder, 3 Ambulances, 1 Grass Truck, 1 Water Tender, 1 Boat, 1 Utility Vehicle, 3 Cars and 1 Special Utility. All responding personnel are familiar with the Incident Command System (ICS), and seem to work well with their MABAS neighbors.

The Department responded to 264 fire responses in 2019. As a result of the Department's current staffing model, limited personnel resources are available for fire suppression operations.

The Department has a code enforcement program in place, however, as mentioned earlier in this report, the Department struggles to complete the inspections required to complete the code enforcement program due to staffing challenges. There are currently 491 occupancies that require inspection. The automated records process relating to inspections is automated and meets the needs of the Department. The Department does plan reviews of new construction, however fees charged for these services are not directed to the Department, rather the General Fund of the Village.

A public education program is in place that includes education for school children on fire prevention topics. The Department also offers fire extinguisher training and cardiopulmonary resuscitation (CPR) training for interested parties. There is currently not a program in place to evaluate the effectiveness of these programs.

The MFD has limited ability to investigate fire cause and origin or provide fire investigation services. The Department currently performs initial cause and origin investigation and receives assistance of local police departments and the State Department of Criminal Investigation-State Fire Marshal's Office as needed.

Technical Rescue covers several disciplines that are traditionally provided by fire/emergency service agencies. The department provides auto extrication, water-ice rescue and initial response to other technical rescue incidents.

Hazardous materials services are provided by the department up to awareness level, with technician and operational level services provided by the Cities of

Waukesha and Milwaukee. This is a practical approach to hazardous materials for a department this size.

Elevated rescue, trench rescue and confined space rescue services are provided by the City of Waukesha Fire Department under contract. Again, this is a practical approach to these types of responses.

Emergency medical services are a core function of the Department. The Department provides care at the Advanced Life Support-Critical Care Level under licensure by the State of Wisconsin and under the authority of a medical director as is required. In addition to customary 911 responses, the Department also provides paramedic intercepts to several surrounding communities and interfacility transports for the Pro Health Care Hospital in Mukwonago. In 2020, the Department is receiving a negotiated payment from Pro Health Care since the number of transports out of the facility is expected to decrease, thus impacting the Department's revenue. The Department may elect to attempt to get a payment in 2021 through additional negotiation with Pro Health Care.

Pre-arrival and emergency medical dispatch services are not provided to 911 callers that are taken at the Mukwonago Police Department Public Safety Answering Point (PSAP).

The Fire Chief is the Emergency Management Director for the Town and Village. Both municipalities have an emergency plan in place. Staff participates in NIMS and related emergency management training. The Village is currently updating the emergency operations center (EOC) located at the Village Hall.

## 2. **Recommendations**

- a. The Fire Department should conduct periodic appraisals for all programs to ensure consistency and compliance with the Department's mission.
- b. Upon completion of the standards of cover study and risk assessment, the Department should review the long-range capital plan to ensure Department equipment meets the needs of the agency.
- c. The Department should identify those pieces of equipment that could be purchased jointly with neighboring communities that could effectively be utilized under a shared services agreement as a method to contain costs.
- d. A joint effort with neighboring communities should be considered to assist in providing adequate on-duty personnel and reduce capital equipment needs/costs.
- e. The Department should add fire suppression resources to its initial dispatch to a structure fire to provide adequate and timely resources in order to meet response recommendations of NFPA 1720. The lack of dedicated dispatch resources to the fire department in the Mukwonago 911 PSAP

appears to be a significant factor in the requesting enough resources in a timely manner.

- f. The Department should schedule staff to complete fire inspections as required by the intergovernmental agreement and in accordance with State Statutes.
- g. RW recommends the intergovernmental agreement be amended to match State Statutes regarding the number of required annual fire inspections since the Department is currently unable to meet the requirement of the intergovernmental agreement.
- h. The public education program should be documented to detail the programs being utilized, goals and target audiences.
- i. A written assessment of the public education program should be completed each calendar year and provided to the Joint Fire Commission and the Village and Town Boards.
- j. Procedures and guidelines should be developed that detail the Department's fire cause and origin investigation programs and processes.
- k. The Department should include as part of its annual training program, the roles and responsibilities of initial responding agencies in identification of fire cause and origin.
- l. RW recommends the Department contract with the Waukesha County Communications Center (WCC) to provide fire/EMS dispatch services. WCC can provide staffing to meet the Department's needs for fire/EMS dispatch.
- m. Elected officials should complete NIMS training/certification programs offered through the Federal Emergency Management Agency (NIMS Overview for Senior Elected Officials).

## **G. Physical Resources**

This section evaluates the Department's fixed facility, apparatus and maintenance and related personnel needs.

### **1. Findings**

The Department currently has two (2) stations. Station 1, in the Village, has facilities for overnight staffing, is adequate and well maintained. While the station is in good condition, it is located in the southeast corner of the district which can result in long response times to portions of the district.

Station 2, located in the Town, is adjacent to the Town Hall and Police Department. There are no facilities for overnight staffing at this station. Paid-on-call staff provide

services from this station. The Department roster has a limited number of paid-on-call staff that live within a reasonable distance to this station to provide adequate response. The Department has lost space in this facility over time due to expansion of other services in the building.

The ideal standards of coverage for fire and emergency medical responses are 4-6 minutes from the time that the call is dispatched until the unit arrives on the scene. This standard is consistent with the standards of the following agencies;

- Occupational Safety and Health Administration (OSHA)
- National Highway Traffic Safety Administration (NHTSA)
- National Fire Protection Association (NFPA)
- American Heart Association Guidelines for Defibrillation and CPR
- National Standard of Care for EMS Response
- Journal of American Medical Association
- Commission on Accreditation of Ambulance Services (CAAS)
- American Ambulance Association (AAA)

These established national standards for response have proven to be valid and will be utilized in legal cases as being the benchmark to which services will be judged. Response time data provided by the Department shows the Department responds to fire incidents in the Village in about 9 minutes 90% of the time. Response times in the Town are approximately 12 minutes 90% of the time. Longer response times in the Town are generally related to the fact that the Town is more geographically spread out and that a vast majority of the responses come from Station 1 rather than Station 2 since there are no on-duty staff at Station 2.

The apparatus is fully equipped for structural firefighting. Water supply is adequate in areas served by municipal water systems. The vehicles are checked on a regular basis and have adequate maintenance provisions (certified vehicle maintenance). The current Department apparatus are well designed and meet the Department's goals and objectives. The Department has 3 engines, 1 ladder, 3 ambulances, 1 water tender, 1 grass truck, 1 boat, 1 utility vehicle, a special utility and 3 staff cars.

The Department provides for a certified vehicle maintenance service and emergency repair for all apparatus. A schedule is established and appears to meet the need for service and reliability of emergency apparatus. The Department equipment resources were adequate and well maintained. There was regular preventive maintenance and repairs on the equipment and an inventory control system was in place.

There is a capital Improvement program set up which outlines the replacement schedule for the apparatus, although the station maintenance or replacement is not part of that plan.

## 2. **Recommendations**

- a. A physical facilities/resource plan should be developed that provides a strategic direction for the Department in regard to facilities
- b. As the Town continues to grow, Station 2 will need improvements to include living facilities for on-duty personnel in order to respond to calls in a timely manner.

## **H. Human Resources**

RW reviewed the development and utilization of human resources for the Department. The Department's organizational chart, policies and standard operating guidelines were examined to provide a basis for the completion of this section.

### **1. Findings**

Human resource policies are included in the Village's Personnel Manual. Job descriptions for all positions are in place. The collective bargaining agreement between the Department and the unionized firefighters covers wages, hours and working condition issues specific to the career personnel, except for the Fire Chief. The Department's standard operating guidelines need to be reviewed and updated. There were concerns identified by some employees that the Personnel Manual for the Village does not appropriately address issues related to the fire department.

Recruitment, selection, discipline, probationary period, and promotion policies are in place. Currently the Joint Fire Commission holds the responsibility for these areas with the Fire Chief providing input. A limited career development program is in place.

The Department has a written new member orientation program.

A written physical fitness program is not in place. The Department does not have a written risk management program in place either.

The Department does conduct exit interviews when members of the department resign.

### **2. Recommendations**

- a. The Department, in conjunction with the Village, needs to ensure the Personnel Manual appropriately addresses issues related to the fire department. The Village's Personnel Manual is applied to the fire department because the department contracts with the Village for human resources and financial services.
- b. RW also recommends that the Department develop a career development program and a written health and fitness program for the Department.

- c. Develop a written risk management process that will provide the Department and member communities with an analysis of community risk using real world factors. The risk assessment will include determining and defining the differences in risk between single family, multiple family, and commercial dwellings within the service area.

## **I. Training**

Training supports safety and is the backbone for all fire departments when it comes to providing services to their communities in a safe and efficient manner. The Mukwonago Fire Department has a good training system in place.

### **1. Findings**

An annual training calendar is in place, however a full written training program with lesson plans related to job performance requirements (JPRs) should be developed.

Training records are maintained electronically, however the software being used to maintain the records are no longer supported by the vendor.

Adequate training facilities are in place.

### **2. Recommendations**

- a. A written training plan using JPRs should be developed and maintained. The training plan should include training goals and objectives, a list of mandatory training that is needed and a schedule to meet the training needs, goals and objectives.
- b. RW recommends the Department transition entry of training records to a currently supported records management system.

## **J. Essential Resources**

RW interviews and document review provided a basis for the completion of this section.

### **1. Findings**

The water supply in most areas served by municipal fire hydrants is adequate. The Department has one water tender for areas of the communities not serviced by municipal water. The Department relies on the Mutual Aid Box Alarm System (MABAS) for additional water tenders which is appropriate.

A county wide trunked 800-megahertz radio system is in place. This system provides interoperability with mutual aid departments. The police departments servicing the Village and Town utilize a different radio system, requiring multiple radios to be installed in vehicles to ensure interoperable communications.

The Department continues to be challenged by the limited resources that can be provided by the Mukwonago Police Department PSAP. Limited staffing results in delays in call processing, responding to radio requests from units in the field and limits the ability of the fire department to effectively utilize mutual aid resources in a timely manner. Mutual aid resources are critical for the Department's services due to limited staffing levels within the fire department. Additionally, the current PSAP is unable to provide pre-arrival medical instructions as is provided in a majority of Waukesha County.

The current National Fire Protection Association (NFPA) Standard for call processing of fire/EMS calls for service by PSAPs states that 90% of all calls should be processed in 64 seconds or less and not more than 106 seconds for at least 95% of the calls. Data from 2019 shows that only 21% of calls were processed in 60 seconds or less and 65% of calls were processed in 120 seconds or less.

There is no administrative support staff for the Department.

The Department currently uses two different records management systems to keep records for responses, training, maintenance and inspections.

The Department has a Safety Committee that meets regularly.

The Department does not have an employee assistance program (EAP) as is mandated by State of Wisconsin Administrative Chapter SPS 330.

## 2. **Recommendations**

- a. RW recommends the Department contract with the Waukesha County Communications Center for fire/ems dispatching services.
- b. The Safety Committee should be retitled to the Health and Safety Committee to ensure employee health is also a part of the Committee's function.
- c. An employee assistance program (EAP) should be implemented to meet SPS 330.
- d. Administrative support staff should be added to the department to assist staff with the administrative functions of the Department.

## K. **External System Relations**

This section of the report covers external department relations for fire, EMS and police coverage and their effect on the station and staffing needs of the Department.

### 1. Findings

The Department has a strategic plan in place that assists in educating stakeholders in the needs of the Department.

Based on interviews with neighboring departments, the MFD maintains good relationships with adjoining departments, however limited discussion has occurred between MFD and neighbors regarding shared services or potential service consolidation options.

2. **Recommendations**

- a. The Department should consider engaging a project manager with shared service experience to develop additional shared service agreements and options for consideration.

**L. Staffing**

Provision of emergency services is heavily reliant on staffing of personnel to provide those services. This section of the report looks at current staffing and provides recommendations on needs of the Department.

1. Findings

The Department has 45 members, seven of which are full-time, three are cadets and 35 paid-on-call and paid-on-premise. The Fire Chief works an administrative schedule, generally Monday through Friday during typical business hours.

Of the six full-time firefighters, three are the rank of Lieutenant and three are firefighters. All six are licensed as paramedics. One Lieutenant and one firefighter are assigned to one of three shifts that work a 24 hour on/48 hour off schedule, thus providing two full-time on duty personnel at all times.

Two paid-on-premise personnel work weekdays from 6 AM – 6 PM. On weekends, two paid-on-premise personnel work from 8 AM – 6 PM and one additional person works 6 AM – 6 PM.

The full-time and paid-on-premise staff all work from Station 1.

Paid-on-call members are assigned to one of three companies. Each company is on call once every three days from 6 PM – 6 AM. Paid-on-call members are assigned to both Station 1 and Station 2. Paid-on-call members who do not live within the required distance to a station can stay overnight at Station 1 in order to provide a timely response.

- 2. In 2019, the Department responded to 264 fire calls. Between 2015 and 2018 approximately 9% of fire calls were for structure fires. The Department also responded to 1,970 EMS calls in 2019 of which 729 (37%) were inter-facility transfers.

3. The current staffing levels of the Department presents challenges to the Department's ability to provide desired service levels to the community based on their call volume. In 2019, 37% of the current call volume was driven by inter-facility transfers. The percentage of interfacility transfers of total EMS calls has been higher in previous years.

The current lower staffing levels during evening/overnight hours presents additional challenges to the Department's ability to respond to requests for service, both emergency medical and fire related. Simultaneous calls for service not only stress current staffing levels but put the Department in a position of not having sufficient resources to respond to subsequent calls for service.

While paid-on-premise staff are less expensive from a pay standpoint, paid-on-premise staff present many challenges since these members are generally not long-term employees and are generally less experienced and have more training and mentoring needs than full-time staff. Many Departments, including Mukwonago, also have challenges filling shifts with paid-on-premise staff since most have other jobs that limit their ability to work.

| Current Staffing by Hours/Day |     |     |     |     |     |     |     |
|-------------------------------|-----|-----|-----|-----|-----|-----|-----|
|                               | Sun | Mon | Tue | Wed | Thu | Fri | Sat |
| Lieutenant/Medic FT           | 24  | 24  | 24  | 24  | 24  | 24  | 24  |
| Firefighter/Medic FT          | 24  | 24  | 24  | 24  | 24  | 24  | 24  |
| Paid on Premise               | 12  | 12  | 12  | 12  | 12  | 12  | 12  |
| Paid on Premise               | 10  | 12  | 12  | 12  | 12  | 12  | 10  |
| Paid on Premise               | 10  |     |     |     |     |     | 10  |
| TOTAL                         | 80  | 72  | 72  | 72  | 72  | 72  | 80  |

\*The Fire Chief works a Monday-Friday administrative schedule and is considered the on-call Duty Chief after work hours. The Duty Chief position is filled by the part-time chief officers on weekends.

2. **Recommendations**
- a. The Department provides interfacility transfers to area medical facilities. The call volume that results from providing this service does stress the Department's ability to service 911 calls. If the Department continues to provide inter-facility transfers, the Department should begin transitioning staffing to more reliance on full-time positions as opposed to paid-on-premise and paid-on-call. The current call volume, which is substantially driven by inter-facility transfers support the need for additional on-duty staff. Significant reliance for daily minimum staffing on paid-on-premise positions cannot be sustained and should not be relied upon to provide a majority of on-duty staff moving forward.

- b. The Department should maintain a minimum daily staffing of five full-time positions (see Recommended Staffing by Hours/Day Chart below). With five fulltime positions the reliance on paid-on-premise positions could be limited to covering for time-off of full-time staff.
- c. Upon transition to WCC for dispatch services, the Department should seek automatic aid agreements with neighboring communities to ensure enough resources are immediately dispatched upon a report of a structure fire in order to meet response requirements outlined in the standards of cover document that is developed.
- d. The Department should increase its interfacility transfer fees.

| <b>Recommended Staffing by Hours/Day</b> |            |            |            |            |            |            |            |
|------------------------------------------|------------|------------|------------|------------|------------|------------|------------|
|                                          | <b>Sun</b> | <b>Mon</b> | <b>Tue</b> | <b>Wed</b> | <b>Thu</b> | <b>Fri</b> | <b>Sat</b> |
| <b>Lieutenant/Medic FT</b>               | 24         | 24         | 24         | 24         | 24         | 24         | 24         |
| <b>Firefighter/Medic FT</b>              | 24         | 24         | 24         | 24         | 24         | 24         | 24         |
| <b>Firefighter/Medic FT</b>              | 24         | 24         | 24         | 24         | 24         | 24         | 24         |
| <b>Firefighter/Medic FT</b>              | 24         | 24         | 24         | 24         | 24         | 24         | 24         |
| <b>Firefighter/Medic FT</b>              | 24         | 24         | 24         | 24         | 24         | 24         | 24         |
| <b>TOTAL</b>                             | 120        | 120        | 120        | 120        | 120        | 120        | 120        |

The staffing described in the chart above requires a significant increase in financial commitment towards the fire department. Several factors support this staffing recommendation including on-going call demand, the risk that exists within the communities served, the desired service level and the reduced availability of paid-on-call and paid-on-premise personnel.

Funding this staffing model may require a referendum to fund this service model. A carefully and strategically designed referendum process would provide a one-time boost in funding to provide enough operating funds to support this model.

The communities could also elect to phase-in this staffing model over a number of years, however, a phased approach likely requires continued reliance on paid-on-call and paid-on-premise personnel during the phasing period which presents the same on-going challenges that the Department faces today with those positions and doesn't necessarily guarantee the recommended staffing level during the transition period since the Department, even today, struggles to fill daily staffing positions with paid-on-premise staff.

### III. IMPLEMENTATION PLAN

#### A. Implementation Plan by Priority

To properly and successfully implement the recommendations made for department operations, administrative services, policies, and other related recommendations, certain key components must be addressed. Without the implementation of these components, overall services, productivity and organizational buy-in will be tempered and system performance will suffer.

The following implementation plan lists, by priority, those requirements that satisfy the principles of comprehensive delivery of fire service protection. The plan has been developed also considering the benefits that have a high overall return to the residents, the Department, and the communities served. Using this approach, the Department will not only be moving toward sound fire department services, practices and systems, but they will also be implementing changes in operations, services and technology that yield the highest returns first. The exact details and dates for some of these changes are left up to the project team to determine the specifics of how the current corporate culture is, and the immediate need.

##### 1. Fiscal Year 2020

- a. The goal for the first year of implementation should be to begin planning for the comprehensive implementation of the recommendations. The following areas are to be implemented during the remainder of this year include:
- b. Define a Project Team made up of members from the Department, Village and Town. This team will provide oversight of the Fire Department Organizational Analysis Study recommendations and of the planned organizational changes to occur with internal and external resources to coordinate efforts.
- c. Provide for project management to oversee the entire project for the next five (5) years. The project manager will be responsible for keeping the project on track and moving ahead. This should be the Fire Chief.
- d. Retitle the two non-voting members of the Joint Fire Commission as “liaisons” to the Joint Fire Commission and not identify them as members of the Joint Fire Commission. This ensures the Joint Fire Commission complies with requirements of State Statutes.
- e. Begin posting agendas and minutes of the Joint Fire Commission on either the Department’s Website or the Village/Town Websites.
- f. RW recommends filling vacant officer positions on the current organizational chart and providing a mechanism for full-time employees to fill those positions.

- g. Update the Intergovernmental Agreement to match the fire inspection requirements of State Statutes which allows some occupancies to be inspected annually. Even with amending the intergovernmental agreement to reflect current Statutes, the Department will likely require additional staff to complete the requirement.
- h. Chapter 37 of the Village Ordinances should be updated to reflect the current organizational structure of the fire department.
- i. A fire risk assessment and response strategy listing the nature and magnitude of the hazards within the Village and Town should be completed. The fire risks in each planning zone, including required fire protection resources and special, routine and isolated hazards need to be identified (pre-plans) so an accurate “standard of cover” strategy can be established. The risk assessment and the recommendations and implementation plan in this report will provide the basis for additions to the strategic plan.
- j. Department SOGs need to be updated to provide guidance on current operational activities. It is recommended a SOG Committee be put in place to assist the Department in this on-going process.
- k. Chapter 38 of the Village Ordinances should be updated to remove authority of the Joint Fire Commission over operating guidelines since the Commission does not have optional powers.
- l. The Town Board should adopt an ordinance to authorize the Fire Department to charge for fire and EMS services to avoid potential legal challenges to said fees.
- m. Procedures and guidelines should be developed that detail the Department’s fire cause and origin investigation programs and processes.
- n. RW recommends the Department begin the process of contracting with the Waukesha County Communications Center (WCC) to provide fire/EMS dispatch services.
- o. The Department, in conjunction with the Village, needs to ensure the Personnel Manual appropriately addresses issues related to the fire department. The Village’s Personnel Manual is applied to the fire department because the department contracts with the Village for human resources and financial services.
- p. The Safety Committee should be retitled to the Health and Safety Committee to ensure employee health is also a part of the Committee’s function.

- q. An employee assistance program (EAP) should be implemented to meet SPS 330.

2. **Fiscal Year 2021**

- a. The Department should add a part-time administrative support person for 20 hours per week to assist with general administrative tasks.
- b. The Town should update its Fire Prevention Ordinance to comply with State Statutes specific to Wisconsin 2015 Act 270.
- c. A standards of cover study should be completed and documented for the Department.
- d. Upon completion of the standards of cover study and risk assessment, the Department should review the long-range capital plan to ensure Department equipment meets the needs of the agency.
- e. The Department should identify those pieces of equipment that could be purchased jointly with neighboring communities that could effectively be utilized under a shared services agreement as a method to contain costs.
- f. A joint effort with neighboring communities should be considered to assist in providing adequate on-duty personnel and reduce capital equipment needs/costs.
- g. The Department should add fire suppression resources to its initial dispatch to a structure fire to provide adequate and timely resources in order to meet response recommendations of NFPA 1720. The lack of dedicated dispatch resources to the fire department in the Mukwonago 911 PSAP appears to be a significant factor in the requesting enough resources in a timely manner.
- h. Procedures and guidelines should be developed that detail the Department's fire cause and origin investigation programs and processes.
- i. The Department should include as part of its annual training program, the roles and responsibilities of initial responding agencies in identification of fire cause and origin.
- j. A written training plan using JPRs should be developed and maintained.
- k. The Department should transition entry of training records to a currently supported records management system.
- l. Increase fee charges for inter-facility transfers.

3. **Fiscal Year 2022**

- a. The public education program should be documented to detail the programs being utilized, goals and target audiences.
  - b. A written assessment of the public education program should be completed each calendar year and provided to the Joint Fire Commission and the Village and Town Boards.
  - c. RW also recommends that the Department develop a career development program and a written health and fitness program for the Department.
  - d. Make needed adjustments, changes and updates to the Department strategic plan.
4. **Fiscal Year 2023/2024**
- a. Re-evaluate staffing needs of Fire Station 2 and consider a plan for meeting those staffing needs.
  - b. A physical facilities/resource plan should be developed for the Department based on the evaluation of the needs for Fire Station 2.
5. **Fiscal Year 2025**
- a. During future union contract negotiations, RW recommends that a concerted effort be made to eliminate the requirement that staffing shortages be filled with fulltime personnel to reduce overtime expenses.
6. On-Going
- a. RW finds that the Department is heavily reliant on fees for service to support its budgetary needs. The Department should diversify its revenue source and transition costs resulting from this report to tax levy or other annual revenue sources.
  - b. RW recommends that the goals and objectives of the Department included in the Strategic Plan be regularly reinforced with Department members and reported on to the Joint Fire Commission, Village and Town Boards.
  - c. The Fire Department should conduct periodic appraisals for all programs to ensure consistency and compliance with the Department's mission.

## IV. ESTIMATED BUDGET

### A. Project Budget

This section presents budget estimates and costs associated with future short/long term organizational and administrative recommendations. The budget has been developed considering the recommendations presented throughout this document.

As with any project, these estimates were developed anticipating that the Department would implement the plan as presented, and in the timeframes specified. Should the project timeframes be lengthened, or the scope or direction of the project be changed, the budget estimates would need to be adjusted accordingly. The costs for these recommendations are approximate estimations and can be adjusted at any time by the project team.

The budget is presented to provide the basis for the continuing project efforts should the Department adopt the recommendations and begin implementation of the recommendations. The budget is characterized by the following major components:

- a. Operational Expenses – Expenses associated with project management and related costs. Project management should include but is not limited to these areas within the village/department; team development, high-level plan, choosing the best people, assigning responsibilities, and setting goals and objectives. These costs are based on external project management and may or may not be lower if the project management is handled internally.
- b. Capital Expenses - Major Equipment Purchases – Cost associated with the replacement of apparatus according to the included replacement schedule.

#### 1. Benefits

As a result of implementing RW's recommendations, the Department and the citizens living in the service area should realize significant tangible benefits, mitigate liabilities, and justify the recommended investment. The following tangible and intangible benefits should be realized as a result of implementation of the study recommendations:

- a. Improve the confidence and abilities of emergency response personnel to handle emergency incidents, by improving the MFD support network; updated operations and administration policies and procedures.
- b. Provide a long-term approach to operational needs for the Department to use as a planning guide for budgetary and operational considerations. This approach improves efficiencies and provides for a structured management plan.

- c. Mitigate liability in instances where accepted national standards are not being met. These standards are nationally recognized in a court of law and will serve to protect the Department.
- d. Provide a pro-active approach to planning for the future development of the community by detailed evaluation of the fire department services, which is then revisited periodically.
- e. Provide a well-defined, coordinated plan for the proper implementation of a fully functional Fire Department, supported by department and Department goals and objectives.
- f. Improve the confidence and abilities of emergency response personnel to handle emergency incidents, by providing the appropriate facilities, management, organizational structure and technology.
- g. Improve coordination and productivity during major incidents and disasters with all involved agencies, including the on-scene command posts, Emergency Management and the Emergency Operations Center.
- h. Increase quality improvement through a continuous self-assessment capable of identifying and correcting deficiencies and building on strong points. This will also foster pride within the Department and national recognition by the community and peers. This will also assure that the Department is utilizing best practices and instills community pride.
- i. The improvement and retention of the overall fitness and health of the Department members should be given a higher priority. This should contribute to the mitigation of work accidents, occupational exposure, hazard awareness and the reduction of lost time injuries and legal actions.

The cost to implement the recommendations is shown in the budget projections on the below:

[illegible]

By implementing the recommendations found in this report, the Mukwonago Fire Department will be able to meet the current service demands provided by the community using a planned approach that allows for fiscal planning by the Department, Village and Town.

## V. MANAGEMENT SUMMARY

The management summary is a concise version of the full report. It contains an overview of the project, the operational recommendations and the benefits of implementing the recommendations.

## A. Project Overview

RW Management Group, Inc. was retained by the Mukwonago Fire Department to conduct an organizational analysis of the Fire Department.

The Study will provide recommendations and options for the fire department to use now and in the future, when assessing department needs. Based upon the proposal submitted by RW Management Group, Inc. (RW) in August 2019, the scope of the project was to perform a Fire Department Organizational Analysis and Staffing Study to assist the Fire Department, the Village and the Town. This study was designed to have an independent third-party review current department administration, operations, rules, regulations, personnel procedures, operating procedures, and provide recommendations on future departmental needs.

The findings and recommendations are related to the MFD operations, administration, and response times for services rendered, related human resources, and equipment and program review. The review included the following categories:

- Governance and Administration
- Assessment and Planning
- Goal and Objectives
- Financial Resources
- Programs
- Physical Resources
- Human Resources
- Essential Resources
- Training
- External Systems Relations
- Staffing

## **B. Operational Recommendations**

1. RW recommends the non-voting members of the Joint Commission be retitled as “liaisons” to the Joint Fire Commission and not identify them as members of the Joint Fire Commission. This ensures the Joint Fire Commission complies with requirements of State Statutes.
2. The intergovernmental agreement that forms the Department should be amended to allow for the option of the member municipalities to exempt increases in charges from the joint fire department from the municipal tax levy as is allowed in Wisconsin Statutes 66.0602.
3. Begin posting agendas and minutes of the Joint Fire Commission on either the Department’s Website or the Village/Town Websites.
4. The intergovernmental agreement requires semi-annual fire inspections of all buildings, premises and thoroughfares within the Town and Village. The Department is currently unable to complete semi-annual inspections of all these properties. RW recommends the intergovernmental agreement be updated to match the fire inspection requirements of State Statutes which allows some occupancies to be inspected annually. Even with amending the intergovernmental agreement to reflect current Statutes, the Department will likely require additional staff to complete the requirement.
5. Chapter 37 of the Village Ordinances should be updated to reflect the current organizational structure of the fire department.
6. In 2015, the State of Wisconsin passed Act 270 that prohibits a municipality from adopting fire prevention codes that are more stringent than the currently adopted State Fire Prevention Code. Municipalities could grandfather fire prevention codes/ordinances at the time if approved by the State. Chapter 30 of the Town Ordinances includes requirements that do not appear to have been approved by the State in the grandfathering process. The Ordinances should be updated. It appears the Village did receive approval to grandfather some ordinances/codes in 2015 when Act 270 was adopted.

7. RW finds that the Department is heavily reliant on fees for service to support its budgetary needs. The Department should diversify its revenue source and transition costs resulting from this report to tax levy or other annual revenue sources.
8. A standards of cover study should be completed and documented for the Department.
9. A fire risk assessment and response strategy listing the nature and magnitude of the hazards within the Village and Town should be completed. The fire risks in each planning zone, including required fire protection resources and special, routine and isolated hazards need to be identified (pre-plans) so an accurate “standard of cover” strategy can be established. The risk assessment and the recommendations and implementation plan in this report will provide the basis for additions to the strategic plan.
10. RW recommends that the goals and objectives of the Department included in the Strategic Plan be regularly reinforced with Department members and reported on to the Joint Fire Commission, Village and Town Boards.
11. Department SOGs need to be updated to provide guidance on current operational activities. It is recommended a SOG Committee be put in place to assist the Department in this on-going process.
12. Chapter 38 of the Village Ordinances should be updated to remove authority of the Joint Fire Commission over operating guidelines since the Commission does not have optional powers.
13. RW recommends filling vacant officer positions on the current organizational chart. The Department should consider creating additional career path steps for current full-time Lieutenants in the Department that provide those positions opportunity to promote to chief officer positions.
14. RW recommends the Village and Town Boards amend the intergovernmental agreement that forms the joint department to allow the municipalities to utilize the levy limit exception for joint fire departments in State Statute 66 in 2024.
15. The Fire Department should conduct periodic appraisals for all programs to ensure consistency and compliance with the Department’s mission.
16. Upon completion of the standards of cover study and risk assessment, the Department should review the long-range capital plan to ensure Department equipment meets the needs of the agency.

17. The Department should identify those pieces of equipment that could be purchased jointly with neighboring communities that could effectively be utilized under a shared services agreement as a method to contain costs.
18. A joint effort with neighboring communities should be considered to assist in providing adequate on-duty personnel and reduce capital equipment needs/costs.
19. The Department should add fire suppression resources to its initial dispatch to a structure fire to provide adequate and timely resources in order to meet response recommendations of NFPA 1720. The lack of dedicated dispatch resources to the fire department in the Mukwonago 911 PSAP appears to be a significant factor in the requesting enough resources in a timely manner.
20. The Department should schedule staff to complete fire inspections as required by the intergovernmental agreement and in accordance with State Statutes.
21. RW recommends the intergovernmental agreement be amended to match State Statutes regarding the number of required annual fire inspections since the Department is currently unable to meet the requirement of the intergovernmental agreement.
22. The public education program should be documented to detail the programs being utilized, goals and target audiences.
23. A written assessment of the public education program should be completed each calendar year and provided to the Joint Fire Commission and the Village and Town Boards.
24. Procedures and guidelines should be developed that detail the Department's fire cause and origin investigation programs and processes.
25. The Department should include as part of its annual training program, the roles and responsibilities of initial responding agencies in identification of fire cause and origin.
26. RW recommends the Department contract with the Waukesha County Communications Center (WCC) to provide fire/EMS dispatch services. WCC can provide staffing to meet the Department's needs for fire/EMS dispatch.
27. A physical facilities/resource plan should be developed that provides a strategic direction for the Department in regard to facilities
28. As the Town continues to grow, Station 2 will need improvements to include living facilities for on-duty personnel in order to respond to calls in a timely manner.

29. The Department, in conjunction with the Village, needs to ensure the Personnel Manual appropriately addresses issues related to the fire department. The Village's Personnel Manual is applied to the fire department because the department contracts with the Village for human resources and financial services.
30. RW also recommends that the Department develop a career development program and a written health and fitness program for the Department.
31. Develop a written risk management process that will provide the Department and member communities with an analysis of community risk using real world factors. The risk assessment will include determining and defining the differences in risk between single family, multiple family, and commercial dwellings within the service area.
32. A written training plan using JPRs should be developed and maintained. The training plan should include training goals and objectives, a list of mandatory training that is needed and a schedule to meet the training needs, goals and objectives.
33. RW recommends the Department transition entry of training records to a currently supported records management system.
34. RW recommends the Department contract with the Waukesha County Communications Center for fire/ems dispatching services.
35. The Safety Committee should be retitled to the Health and Safety Committee to ensure employee health is also a part of the Committee's function.
36. An employee assistance program (EAP) should be implemented to meet SPS 330.
37. Administrative support staff should be added to the department to assist staff with the administrative functions of the Department.
38. The Department should consider engaging a project manager with shared service experience to develop additional shared service agreements and options for consideration.
39. The Department should begin transitioning its staffing to more reliance on full-time positions as opposed to paid-on-premise and paid-on-call. The current call volume and service requirements supports the need for additional on-duty staff.
40. Beginning in 2021, the Department should always schedule five firefighter/paramedics every day.

41. Upon transition to WCC for dispatch services, the Department should seek automatic aid agreements with neighboring communities to ensure enough resources are immediately dispatched upon a report of a structure fire in order to meet response requirements outlined in the standards of cover document that is developed.
42. The Department should ultimately plan to remodel Fire Station 2 to allow for on-duty staffing as development in the Town continues.
43. The Department should plan to add on-duty staff to Fire Station 2 after completion of the staffing transition included in this report. Development in the Town continues and the availability of paid-on-call staff to supplement the on-duty staff of the Department will likely continue to dwindle throughout time.

### **C. Benefits**

As a result of implementing RW's recommendations, the Department and the citizens living in the service area should realize significant tangible benefits, mitigate liabilities, and justify the recommended investment. The following tangible and intangible benefits should be realized as a result of implementation of the study recommendations:

1. Improve the confidence and abilities of emergency response personnel to handle emergency incidents, by improving the MFD support network; updated operations and administration policies and procedures.
2. Provide a long-term approach to operational needs for the Department to use as a planning guide for budgetary and operational considerations. This approach improves efficiencies and provides for a structured management plan.
3. Mitigate liability in instances where accepted national standards are not being met. These standards are nationally recognized in a court of law and will serve to protect the Department.
4. Provide a pro-active approach to planning for the future development of the community by detailed evaluation of the fire department services, which is then revisited periodically.
5. Provide a well-defined, coordinated plan for the proper implementation of a fully functional Fire Department, supported by department and Department goals and objectives.
6. Improve the confidence and abilities of emergency response personnel to handle emergency incidents, by providing the appropriate facilities, management, organizational structure and technology.

7. Improve coordination and productivity during major incidents and disasters with all involved agencies, including the on-scene command posts, Emergency Management and the Emergency Operations Center.
8. Increase quality improvement through a continuous self-assessment capable of identifying and correcting deficiencies and building on strong points. This will also foster pride within the Department and national recognition by the community and peers. This will also assure that the Department is utilizing best practices and instills community pride.
9. The improvement and retention of the overall fitness and health of the Department members should be given a higher priority. This should contribute to the mitigation or work accidents, occupational exposure, hazard awareness and the reduction of loss time injuries and legal actions.

## VI. GLOSSARY OF TERMS

|               |                                                                                                                                                                                                                                                                                                                   |
|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ALS           | Advanced Life Support – An emergency medical response unit with EMT-Paramedic personnel and equipment. This unit is equipped to provide emergency cardiac and drug intervention care.                                                                                                                             |
| AUTOMATIC AID | Automatic Aid is a type of mutual aid in which resources from another department/agency are dispatched to an incident in another jurisdiction by protocol rather than by verbal request from the incident commander in the jurisdiction where aid is needed.                                                      |
| APPARATUS     | Apparatus is commonly used to describe multiple types of fire trucks or emergency response vehicles like ambulances.                                                                                                                                                                                              |
| BLS           | Basic Life Support – An emergency medical response unit with EMT personnel and equipment. This unit is equipped to provide basic emergency medical care.                                                                                                                                                          |
| CAAS          | Commission on Accreditation of Ambulance Services – An evaluation process developed to measure emergency medical service providers to established and accepted national standard criteria.                                                                                                                        |
| CIP           | Capital Improvement Plan - A short-range plan, usually four to ten years, which identifies capital projects and equipment purchases, provides a planning schedule and identifies options for financing the plan                                                                                                   |
| CFAI          | Commission of Fire Accreditation International – National Fire accreditation process, which has become a part of the Center of Public Safety Excellence.                                                                                                                                                          |
| CPSE          | Center for Public Safety Excellence - Evaluation process that measures fire departments to established and accepted national standard criteria. The International City /County Management Association and the International Association of Fire Chiefs were both committed to the development of these standards. |

|            |                                                                                                                                                                                                                                                                                                                                                        |
|------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| EMS        | Emergency Medical Service - This term is utilized to cover the multiple tiers of emergency medical response, from first responder to Paramedic.                                                                                                                                                                                                        |
| EOC        | Emergency Operations Center - is a central command and control facility responsible for carrying out the principles of emergency preparedness and emergency management, or disaster management functions at a strategic level during an emergency, and ensuring the continuity of operation of a company, political subdivision or other organization. |
| EOP        | Emergency Operations Plan - Describes how a facility will respond to and recover from all hazards.                                                                                                                                                                                                                                                     |
| EVT        | Emergency Vehicle Technician – A mechanic or other service person with Certification indicating they have specialized knowledge pertaining to Emergency Vehicles                                                                                                                                                                                       |
| FEMA       | Federal Emergency Management Agency – A federal government agency responsible for the regulation of disaster management, planning and training.                                                                                                                                                                                                        |
| IAP        | Incident Action Plan – A plan for mitigating an incident.                                                                                                                                                                                                                                                                                              |
| ICS        | Incident Command System – Nationally accepted system for the management of personnel and resources at large Public Safety incidents.                                                                                                                                                                                                                   |
| ISO        | Insurance Services Office Rating Schedule – System used to rate fire departments for insurance rating purposes.                                                                                                                                                                                                                                        |
| LEXIPOL    | Lexipol is a private provider of risk management policies and resources for organizations, delivering services through a unique, web-based development system. Lexipol offers state-specific policy manuals that are integrated with scenario-based daily training on high-risk, low-frequency events.                                                 |
| MABAS      | Mutual Aid Box Alarm System – A Wisconsin statutory system in place for the coordination of fire and EMS mutual aid throughout the State of Wisconsin.                                                                                                                                                                                                 |
| MUTUAL AID | Mutual aid is utilized frequently in fires that exceed the capabilities of a department's equipment or available manpower to appropriately fight a large fire. Mutual aid requires a specific request for assistance by the incident commander.                                                                                                        |
| NFPA       | National Fire Protection Association - An association organized to reduce the burden of fire on the quality of life by advocating scientifically based consensus codes and standards, research and education for fire and related safety issues                                                                                                        |
| NIMS       | National Incident Management System – Nationally accepted program for the management of personnel, resources and equipment at major disaster related incidents.                                                                                                                                                                                        |
| PFC        | Police and Fire Commission.                                                                                                                                                                                                                                                                                                                            |

|                 |                                                                                                                                                                       |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| POC             | Paid-On-Call - Firefighters that are paid based on responding to call. Generally, POC Firefighters do not stay at a fire station while awaiting a call to respond to. |
| PAID-ON-PREMISE | Firefighters that are paid on a part-time basis to be working in a fire station while waiting for a call for service to respond to.                                   |
| PRE-PLANS       | The documentation fire departments use to plan building response and incident management for target threats or specific hazardous locations.                          |
| RMS             | Records Management Systems.                                                                                                                                           |
| SOG             | Standard Operating Guidelines - Department developed document that establishes parameters for firefighting operations and other department functions.                 |

**From:** Statewide Sarah Bourgeois <[sbourgeois@statewidesvcs.com](mailto:sbourgeois@statewidesvcs.com)>  
**Sent:** Wednesday, July 8, 2020 2:29 PM  
**To:** Chief Jeff Stien <[chiefstien@mukwonagofire.org](mailto:chiefstien@mukwonagofire.org)>  
**Cc:** Diana Dykstra <[ddykstra@villageofmukwonago.com](mailto:ddykstra@villageofmukwonago.com)>  
**Subject:** 2009 suburban - Claim WM000671530091

Thank you, Chief Stien.

Based on the initial repair estimate from Fleury's and the pre-accident actual cash value (please see attached), the truck is unfortunately in the total loss range. The truck is insured with replacement cost coverage on the policy. Please see that attached policy language for that endorsement.

In order for the policy to cover a replacement 2020 Chevy Suburban, the repair estimate would have to equal at least 75% of the cost of a 2020 Chevy Suburban. As a new unit would cost at least \$30,000 and the repair cost is estimated at only \$9,200, the figures don't meet that 75% threshold. The endorsement states that the claim should be paid based on the estimated repair cost, but you have a couple of options. If you would like to repair the truck, you may do so, and we will cover the full repair cost, less the \$2,500 deductible. If you would like to declare the truck a total loss, we will pay out based on the ACV of \$11,258.00, less the \$2,500 deductible, and the Village may retain/sell the salvage.

Please let me know when the Village has made a decision as to how it would like the claim handled/paid. Feel free to call me if you would like to discuss further.

Thank you,

Sarah Bourgeois  
Claims Rep. I  
Statewide Services Inc.  
P.O. Box 5555  
Madison, WI 53705  
Ph: 608-828-5439  
Fax: 800-854-1537  
EM: [sbourgeois@statewidesvcs.com](mailto:sbourgeois@statewidesvcs.com)



# Autosource

## Market-Driven Valuation™

### Administrative Data

Sarah Boureois  
Rural Insurance Company  
Madison Branch  
PO Box 5555  
Madison WI 53075-0555

Claimant  
Insured Mukwonago, Village Of  
Claim WM000671530091  
Loss Date 06/23/2020  
Loss Type Collision  
Policy  
Other

### VINSOURCE Analysis

VIN 1GNFK16329R222115  
Decodes as 2009 Chevrolet Suburban K15 LS 4WD 4D  
Wagon  
Accuracy Decodes Correctly  
History No activity was reported  
AudaVIN No

### Valuation Detail

|                           | Typical Vehicle     | Your Vehicle       | Adjustment |
|---------------------------|---------------------|--------------------|------------|
| Vehicle Base Price        | Mukwonago Market    |                    | \$9,213    |
| Odometer                  | 152,570 Mi(Typical) | 116,053 Mi(Actual) | 730        |
| Other Optional Equipment  | Trailer Hitch       |                    | -10        |
| Carpets Condition         | Moderate Wear       | Minor Wear         | 55         |
| Body Condition            | Moderate Damage     | Good               | 610        |
| Paint Condition           | Moderate Damage     | Good               | 525        |
| Ext Trim Condition        | Moderate Damage     | Good               | 135        |
|                           |                     |                    |            |
| Market Driven Value       |                     |                    | \$11,258   |
| Deductible                |                     |                    | -2,500.00  |
| Net Adjusted Market Value |                     |                    | \$8,758.00 |

### Vehicle Description

**VIN: 1GNFK16329R222115**

2009 Chevrolet Suburban K15 LS 4WD 4D Wagon

**116,053 Miles Actual**

8cyl Gasoline 5.3 FLEX

6-Speed Automatic

|               |                                                                                                          |                          |                          |
|---------------|----------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|
| Interior      | Dual Air Conditioning                                                                                    | Alarm System             | Dual Zone Auto A/C       |
|               | Cruise Control                                                                                           | Split Front Bench Seat   | Intermittent Wipers      |
|               | Illuminated Visor Mirror                                                                                 | Lighted Entry System     | Floor Mats               |
|               | Overhead Console                                                                                         | Power Door Locks         | Power Windows            |
|               | Power Drivers Seat                                                                                       | Rear Heater              | Split Folding Rear Seat  |
|               | Velour/Cloth Seats                                                                                       | Leather Steering Wheel   | Tachometer               |
|               | Trip Computer                                                                                            | Third Seat (trucks)      | Tire Pressure Monitor    |
|               | Tilt Steering Wheel                                                                                      |                          |                          |
| Exterior      | Running Boards                                                                                           | Color-Keyed Bumper(s)    | Rear Window Defroster    |
|               | Flip-Up Liftgate Window                                                                                  | Keyless Entry System     | Heated Power Mirrors     |
|               | Roof/Luggage Rack                                                                                        | Rear Window Wiper/Washer | Rear Spoiler             |
|               | Tinted Glass                                                                                             | Tow Hooks                | Aluminum/Alloy Wheels    |
| Mechanical    | Heavy Duty Battery                                                                                       | Auto Locking Hubs (4WD)  | Power Brakes             |
|               | Power Steering                                                                                           | Stability Cntrl Suspensn | Full Size Spare Tire     |
|               | Camper/Towing Package                                                                                    | Electronic Transfer Case |                          |
| Safety        | Auto Headlamp Control                                                                                    | Dual Airbags             | Anti-Lock Brakes         |
|               | Daytime Running Lights                                                                                   | Head Airbags             | Halogen Headlights       |
|               | 2nd Row Head Airbags                                                                                     | Side Airbags             | Emergency S.O.S. System  |
|               | Traction Control System                                                                                  | Theft Deterrent System   | 3rd Row Head Airbags     |
| Entertainment | MP3 Decoder                                                                                              | AM/FM CD Player          | Strg Wheel Radio Control |
| Packages      | LS Package                                                                                               |                          |                          |
| Trim Levels   | *K15 LS, K15 LT1, K25 LS, K25 LT1, K15 LT2, K25 LT2, K15 * Indicates your trim level<br>LT2 Z71, K15 LTZ |                          |                          |

A detailed description of your vehicle was provided to Autosource by a trained appraiser. Contact Rural Insurance Company if revisions are necessary.

| Vehicle Condition |  |
|-------------------|--|
|-------------------|--|

|                     |              |
|---------------------|--------------|
| <b>Seats</b>        | Minor Wear   |
| <b>Carpets</b>      | Minor Wear   |
| <b>Int Trim</b>     | Minor Damage |
| <b>Glass</b>        | Good         |
| <b>Headliner</b>    | Good         |
| <b>Body</b>         | Good         |
| <b>Paint</b>        | Good         |
| <b>Ext Trim</b>     | Good         |
| <b>Engine</b>       | Minor Wear   |
| <b>Transmission</b> | Minor Wear   |
| <b>Front Tires</b>  | Good         |
| <b>Rear Tires</b>   | Good         |

### Valuation Notes

- o **Loss vehicle description was provided by Rural Insurance Company**
- o **Adjustments of Special Note**
  - An odometer adjustment of 2.00 cents per mile/kilometer has been applied. This adjustment is based on the vehicle year, vehicle category and market area. Odometer adjustments are capped at 40% of the vehicle's starting value.
  - Typical miles for this 2009 Chevrolet Suburban in Wisconsin is 152,570.
  - No special adjustments were made for this vehicle.
  - All values are in U.S. dollars.
- o **Autosource Valuation Process**
  - Over 9,000,000 vehicles are entered weekly into the database used for researching this value. This database includes dealer inspected, dealer inventory, dealer advertised, phone verified and advertised private party vehicles.
  - The originating search area for this valuation was Mukwonago, Wisconsin.

### Typical Condition Statement

Odometer, equipment, trim level and condition must all be carefully considered on this vehicle. The vehicle's typical odometer and condition is based on comparison of dealer and private party vehicles of the same year, vehicle type and state/province. The average miles driven for this vehicle is 152,570. Numerous descriptions have been described within each condition sub-category rating and are separated by a period. Each description is meant to be independent, but can also be interpreted as an "and/or" statement.

|                   | Condition       | Description                                                                                                                                                                                                                                                                                                     |
|-------------------|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>INTERIOR</b>   |                 |                                                                                                                                                                                                                                                                                                                 |
| Seats             | Minor Wear      | Slight stains. Slight wear. Seams worn. Seams strained. 1-3 burn marks or holes smaller than a dime. slight odor or smoke smell. 1 tear smaller than a credit card. Leather shows slight surface cracks. Mold that can be removed with detail. Slight fading or discoloration.                                  |
| Carpets           | Moderate Wear   | 4 or more burn marks or holes smaller than a dime. 1 tear greater than 1 credit card in size. Considerable fading or discoloration. Molded inserts separated from carpet. Sun or weather damage. Mold that can't be removed with a detail.                                                                      |
| Int Trim          | Minor Damage    | Slight discoloration or wear. Slight scuffs or scratches. 1-3 burn marks or holes smaller than a dime. 1 crack no greater than 1 credit card in size. 1-2 control knobs or switches missing. 1-2 gauges or control switches not working. Cracked speaker covers. Mold that can be removed with detail.          |
| Glass             | Good            | No obvious damage. Numerous small pits. Light scratches visible on close inspection.                                                                                                                                                                                                                            |
| Headliner         | Good            | No damage. Very negligible wear visible on close inspection. Soiling removable with cleaning. No fading or discoloration.                                                                                                                                                                                       |
| <b>EXTERIOR</b>   |                 |                                                                                                                                                                                                                                                                                                                 |
| Body              | Moderate Damage | Small dents or a dent greater than 1 credit card in size up to the size of the Condition Book. Surface rust on one or more panels. Small isolated spot or spots rusted through less than 1 credit card in size. Considerable hail damage, including repairable hail damage. Poor quality repairs on 1-2 panels. |
| Paint             | Moderate Damage | Visible oxidation or fading. Discoloration that can't be buffed out. More than 3 scrapes or large scratches up to 6 credit cards in length or diameter. Extensive chipping. Chipping on 3 or more panels. 1 primer area. Obvious mismatched paint on 1 panel. Poor quality complete vehicle repaint.            |
| Ext Trim          | Moderate Damage | Corrosion or rust on more than 3 items. 1-3 items broken. 1-2 minor items missing. More than 3 tears or cracks up to 6 credit cards in length or diameter. Holes in cladding. Large tears or cracks. Mismatched items. Scrapes or peeling paint on chrome and bumper covers.                                    |
| <b>MECHANICAL</b> |                 |                                                                                                                                                                                                                                                                                                                 |
| Engine            | Minor Wear      | Belts or accessories show slight wear or corrosion. Slight oil or fluid seepage around gaskets or covers. Poor fitting aftermarket cosmetic components.                                                                                                                                                         |

|              | Condition               | Description                                                                                                                                                         |
|--------------|-------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | Transmission Minor Wear | Obvious oil seepage around any of the following: transmission housing, transaxle, differential, transfer case. Recommended maintenance may not have been performed. |
| <b>TIRES</b> |                         |                                                                                                                                                                     |
|              | Front Tires Good        | Tires are in good condition. 30-79% of tread remains.                                                                                                               |
|              | Rear Tires Good         | Tires are in good condition. 30-79% of tread remains.                                                                                                               |

Having a clean, well maintained vehicle will add to its market value. Prior body damage, rust, extensive interior damage or mechanical problems will all decrease the market value of this vehicle.

#### Comparable Vehicle Details

The Autosource database contains inspected dealer inventories, dealer advertisements, phone verified vehicles, and private party advertisements from thousands of sources including automotive publications, newspapers and Web sites. Autosource uses vehicles comparable in year, make and model within the specified market area, expanding as necessary, to determine the loss vehicle's local market value. This valuation includes a representative sample of the vehicles used to calculate the typical starting price.

The market search originated from Zip Code 53149, as determined by the vehicle owner's principally garaged area. Autosource located 13, 2009 Chevrolet Suburban vehicles which were used to determine the typical vehicle price. Adjustments have been made to the comparable vehicles for value differences in vehicle description as indicated in the "Veh Adj" field. The sum of the 13 comparable vehicles is \$127,416 for an average price of \$9,801.

The asking or actual sale price is displayed for each vehicle. If a vehicle has been sold, the sold price is displayed with an (S) indicator. The selling price may be substantially less than the asking price. In the case of this 2009 Chevrolet Suburban, the difference between the asking price and selling price is generally 6%. This selling price adjustment has been applied to the typical price. Additional adjustments have been made to the typical vehicle price taking into consideration the loss vehicle's odometer, equipment and condition. All adjustments are vehicle specific and reflect driving habits and condition for the vehicle's market. An odometer adjustment of 2.00 cents per mile/kilometer has been applied.

Taking into consideration the vehicle specifics, the fair market value is \$11,258.

The following comparables represent a sample of the vehicles used to calculate the Vehicle Base Price. The complete list of vehicles is available upon request. These vehicles have been recently offered for sale in the market place.

| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2009 Chevrolet Suburban K15 LT2 4WD 4D Wagon | 1GNFK26339R276027 | \$10,636 |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-------------------|----------|
| Stock# MP1802A. 129,235 Miles. 6-Speed Automatic, LT2 Package, Auxiliary Audio Input, Anti-Lock Brakes, Automatic Dimming Mirror, Auto Headlamp Control, Auto Locking Hubs (4WD), Alarm System, Aluminum/Alloy Wheels, Bodyside Moldings, Bucket Seats, Cruise Control, Color-Keyed Bumper(s), Cargo/Trunk Net, Center & Rear Bench Seat, Center Console, Dual Airbags, Dual Air Conditioning, Rear Window Defroster, Heated Power Mirrors, Daytime Running Lights, Driver Seat Memory, Dual Zone Auto A/C, Dual Power Seats, Electronic Transfer Case, Floor Mats, Fog Lights, Full Size Spare Tire, Flip-Up Liftgate Window, Garage Door Opener, Head Airbags, Halogen Headlights, Heavy Duty Battery, Heated Front Seats, AM/FM In-dash CD Changer, Intermittent Wipers, Illuminated Visor Mirror, Keyless Entry System, Lighted Entry System, Leather Steering Wheel, Leather Seats, MP3 Decoder, Overhead Console, OnStar System, Power Brakes, Power Door Locks, Privacy Glass, Power Steering, Power Windows, Power Adjustable Pedals, Roof/Luggage Rack, Rear Heater, Remote Starter, Running Boards, Rear Seat Audio Controls, Reverse Sensing System, Rear Window Wiper/Washer, Stability Cntrl Suspensn, Split Folding Rear Seat, Emergency S.O.S. System, Strg Wheel Radio Control, Tachometer, Trip Computer, Traction Control System, Theft Deterrent System, Third Seat (trucks), Tonneau/Cargo Cover, Tinted Glass, Tow Hooks, Camper/Towing Package, Tire Pressure Monitor, Tilt Steering Wheel, Wood Interior Trim, Wireless Phone Connect, Flex Fuel Option, Cargo Cover, Child Safety Locks, Blue Tooth Communications, Side Curtain Airbags, telematics system, COMMAND System. |                                              |                   |          |
| Offered for sale by Lynch Chevy of Mukwonago in Mukwonago, WI, (262) 363-4061. Vehicle information by Vast on 04/20/20.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                              |                   |          |
| The advertised price of \$12,995 was adjusted to account for differences in vehicle description (\$ -1,680) and typical negotiation (\$ -679).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                                              |                   |          |
| 2                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2009 Chevrolet Suburban K15 LS 4WD 4D Wagon  | 1GNFK163X9R290243 | \$10,340 |
| Stock# 20952A. 128,625 Miles. 8 Cylinder 5.3 FLEX Engine, Automatic Transmission, LS Package, Auto Headlamp Control, Dual Air Conditioning, Dual Airbags, Alarm System, Anti-Lock Brakes, Dual Zone Auto A/C, Running Boards, Color-Keyed Bumper(s), Cruise Control, Rear Window Defroster, Daytime Running Lights, Split Front Bench Seat, Flip-Up Liftgate Window, Head Airbags, Heavy Duty Battery, Halogen Headlights, Auto Locking Hubs (4WD), Intermittent Wipers, Illuminated Visor Mirror, Keyless Entry System, Lighted Entry System, Floor Mats, Heated Power Mirrors, MP3 Decoder, Overhead Console, Power Brakes, Power Door                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                                              |                   |          |

Locks, Power Steering, Power Windows, Power Drivers Seat, Roof/Luggage Rack, AM/FM CD Player, 2nd Row Head Airbags, Rear Heater, Remote Starter, Split Folding Rear Seat, Rear View Camera, Rear Window Wiper/Washer, Side Airbags, Stability Cntrl Suspensn, Velour/Cloth Seats, Emergency S.O.S. System, Rear Spoiler, Full Size Spare Tire, Strg Wheel Radio Control, Leather Steering Wheel, Tachometer, Trip Computer, Traction Control System, Theft Deterrent System, 3rd Row Head Airbags, Third Seat (trucks), Tinted Glass, Tow Hooks, Camper/Towing Package, Tire Pressure Monitor, Electronic Transfer Case, Trailer Hitch, Tilt Steering Wheel, Aluminum/Alloy Wheels, Flex Fuel Option, 17 Inch Wheels And Tires, Armrest, Transmission Cooler, Convenience Package, Emergency Communication System, Center Armrest, Preferred Equipment Package, RADIO DATA SYSTEM, Rear View Mirror, Smooth Ride Suspension, Towing Package, Trailer Brake Controller.

Offered for sale by Wickstrom Ford in Barrington, IL, (847) 381-8850. Vehicle information by Vast on 06/05/20.

The advertised price of \$11,000 was adjusted to account for typical negotiation (\$ -660).

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|                                                       |                          |                |
|-------------------------------------------------------|--------------------------|----------------|
| <b>3 2009 Chevrolet Suburban K15 LT2 4WD 4D Wagon</b> | <b>1GNFK26399R266280</b> | <b>\$7,350</b> |
|-------------------------------------------------------|--------------------------|----------------|

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Stock# JYC266280. 137,856 Miles. 6-Speed Automatic, LT2 Package, Auxiliary Audio Input, Anti-Lock Brakes, Automatic Dimming Mirror, Auto Headlamp Control, Auto Locking Hubs (4WD), Alarm System, Aluminum/Alloy Wheels, Bodyside Moldings, Bucket Seats, Cruise Control, Color-Keyed Bumper(s), Cargo/Trunk Net, Center & Rear Bench Seat, Center Console, Dual Airbags, Dual Air Conditioning, Rear Window Defroster, Heated Power Mirrors, Daytime Running Lights, Driver Seat Memory, Dual Zone Auto A/C, Dual Power Seats, Electronic Transfer Case, Floor Mats, Fog Lights, Full Size Spare Tire, Flip-Up Liftgate Window, Garage Door Opener, Head Airbags, Halogen Headlights, Heavy Duty Battery, Heated Front Seats, AM/FM In-dash CD Changer, Intermittent Wipers, Illuminated Visor Mirror, Keyless Entry System, Lighted Entry System, Leather Steering Wheel, Leather Seats, MP3 Decoder, Overhead Console, Power Brakes, Power Door Locks, Privacy Glass, Power Steering, Power Windows, Power Adjustable Pedals, Roof/Luggage Rack, Rear Heater, Remote Starter, Running Boards, Rear Seat Audio Controls, Reverse Sensing System, Rear Window Wiper/Washer, Stability Cntrl Suspensn, Split Folding Rear Seat, Emergency S.O.S. System, Strg Wheel Radio Control, Tachometer, Trip Computer, Traction Control System, Theft Deterrent System, Third Seat (trucks), Tonneau/Cargo Cover, Tinted Glass, Tow Hooks, Camper/Towing Package, Tire Pressure Monitor, Tilt Steering Wheel, Wood Interior Trim, Wireless Phone Connect, Armrest.

Offered for sale by My Choice Motors Elmhurst in Brookfield, IL, (708) 699-9237. Vehicle information by Cars.com on 07/06/20.

The advertised price of \$9,499 was adjusted to account for differences in vehicle description (\$ -1,680) and typical negotiation (\$ -469).

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|                                                       |                          |                 |
|-------------------------------------------------------|--------------------------|-----------------|
| <b>4 2009 Chevrolet Suburban K15 LT1 4WD 4D Wagon</b> | <b>1GNFK26359R151160</b> | <b>\$10,254</b> |
|-------------------------------------------------------|--------------------------|-----------------|

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Stock# EYC151160. 137,893 Miles. 8 Cylinder 5.3 FLEX Engine, Automatic Transmission, LT1 Package, Auto Headlamp Control, Dual Air Conditioning, Dual Airbags, Alarm System, Anti-Lock Brakes, Dual Zone Auto A/C, Center & Rear Bench Seat, Running Boards, Bodyside Moldings, Cruise Control, Cargo/Trunk Net, Center Console, Rear Window Defroster, Daytime Running Lights, Fog Lights, Bucket Seats, Flip-Up Liftgate Window, Head Airbags, Heavy Duty Battery, Halogen Headlights, Auto Locking Hubs (4WD), Intermittent Wipers, Illuminated Visor Mirror, Keyless Entry System, Lighted Entry System, Floor Mats, Heated Power Mirrors, MP3 Decoder, Overhead Console, Power Brakes, Power Door Locks, Privacy Glass, Power Steering, Power Windows, Dual Power Seats, Roof/Luggage Rack, AM/FM CD Player, Rear Heater, Rear Seat Audio Controls, Split Folding Rear Seat, Rear Window Wiper/Washer, Stability Cntrl Suspensn, Velour/Cloth Seats, Emergency S.O.S. System, Full Size Spare Tire, Strg Wheel Radio Control, Leather Steering Wheel, Tachometer, Trip Computer, Tonneau/Cargo Cover, Traction Control System, Theft Deterrent System, Third Seat (trucks), Tinted Glass, Camper/Towing Package, Tire Pressure Monitor, Electronic Transfer Case, Trailer Hitch, Tilt Steering Wheel, Aluminum/Alloy Wheels, Wireless Phone Connect.

Offered for sale by Your Choice Autos in Harvey, IL, (708) 640-0933. Vehicle information by \*Leading Internet Auto Site on 07/06/20.

The advertised price of \$11,999 was adjusted to account for differences in vehicle description (\$ -1,090) and typical negotiation (\$ -655).

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|                                                       |                          |                |
|-------------------------------------------------------|--------------------------|----------------|
| <b>5 2009 Chevrolet Suburban K15 LT2 4WD 4D Wagon</b> | <b>1GNFK26359R261528</b> | <b>\$8,705</b> |
|-------------------------------------------------------|--------------------------|----------------|

---

Stock# 9969631. 156,711 Miles. 8 Cylinder 5.3 FLEX Engine, Automatic Transmission, LT2 Package, Auxiliary Audio Input, Automatic Dimming Mirror, Auto Headlamp Control, Dual Air Conditioning, Dual Airbags, Alarm System, Anti-Lock Brakes, Dual Zone Auto A/C, Center & Rear Bench Seat, Running Boards, Bodyside Moldings, Color-Keyed Bumper(s), Cruise Control, Cargo/Trunk Net, Center Console, Rear Window Defroster, Daytime Running Lights, Driver Seat Memory, Fog Lights, Bucket Seats, Flip-Up Liftgate Window, Garage Door Opener, Head Airbags, Heavy Duty Battery, Halogen Headlights, Heated Front Seats, Auto Locking Hubs (4WD), Intermittent Wipers, Illuminated Visor Mirror, Keyless Entry System, Lighted Entry System, Floor Mats, Heated Power Mirrors, MP3 Decoder, Navigation System, Overhead Console, Power Brakes, Power Door Locks, Privacy Glass, Power Steering, Power Windows, Power Adjustable Pedals, Dual Power Seats, Roof/Luggage Rack, AM/FM In-dash CD Changer, Rear Heater, Remote Starter, Rear Seat Audio Controls, Split Folding Rear Seat, Reverse Sensing System, Rear View Camera, Rear Window Wiper/Washer, Stability Cntrl Suspensn, Leather Seats, Emergency S.O.S. System, Full Size Spare Tire, Strg Wheel Radio Control, Leather Steering Wheel, Tachometer, Trip Computer, Tonneau/Cargo Cover, Traction Control System, Theft Deterrent System, Third Seat (trucks), Tinted Glass, Tow Hooks, Camper/Towing Package, Tire Pressure Monitor, Electronic Transfer Case, Trailer Hitch, Tilt Steering Wheel, Aluminum/Alloy Wheels, Wood Interior Trim, Wireless Phone Connect.

Offered for sale by Gurley Leep Cadillac Buick GMC in South Bend, IN, (574) 271-3700. Vehicle information by \*Leading Internet Auto Site on 05/31/20.

The advertised price of \$10,941 was adjusted to account for differences in vehicle description (\$ -1,680) and typical negotiation (\$ -556).

6 2009 Chevrolet Suburban K15 LT1 4WD 4D Wagon 1GNFK26339R162805 \$9,109

Stock# D1280. 192,188 Miles. 8 Cylinder 5.3 FLEX Engine, Automatic Transmission, LT1 Package, Auto Headlamp Control, Dual Air Conditioning, Dual Airbags, Alarm System, Anti-Lock Brakes, Dual Zone Auto A/C, Center & Rear Bench Seat, Running Boards, Bodyside Moldings, Cruise Control, Cargo/Trunk Net, Center Console, Rear Window Defroster, Daytime Running Lights, Fog Lights, Bucket Seats, Flip-Up Liftgate Window, Head Airbags, Heavy Duty Battery, Halogen Headlights, Auto Locking Hubs (4WD), Intermittent Wipers, Illuminated Visor Mirror, Keyless Entry System, Lighted Entry System, Floor Mats, Heated Power Mirrors, MP3 Decoder, Overhead Console, Power Brakes, Power Door Locks, Privacy Glass, Power Steering, Power Windows, Dual Power Seats, Roof/Luggage Rack, AM/FM CD Player, Rear Heater, Rear Seat Audio Controls, Split Folding Rear Seat, Rear Window Wiper/Washer, Stability Cntrl Suspensn, Velour/Cloth Seats, Emergency S.O.S. System, Full Size Spare Tire, Strg Wheel Radio Control, Leather Steering Wheel, Tachometer, Trip Computer, Tonneau/Cargo Cover, Traction Control System, Theft Deterrent System, Third Seat (trucks), Tinted Glass, Camper/Towing Package, Tire Pressure Monitor, Electronic Transfer Case, Trailer Hitch, Tilt Steering Wheel, Aluminum/Alloy Wheels, Wireless Phone Connect, Flex Fuel Option, Seat Belts.

Offered for sale by Dealer in Howard City, MI, (231) 648-6400. Vehicle information by Vast on 05/18/20.

The advertised price of \$10,780 was adjusted to account for differences in vehicle description (\$ -1,090) and typical negotiation (\$ -581).

#### N.A.D.A. Value\*\*

\*\*N.A.D.A. Vehicle Description: 2009 CHEV Suburban Utility K1500 LS 4WD

N.A.D.A. values are as of June, 2020 from the Official Older Used Car Guide, National Edition.

|                            |                 |
|----------------------------|-----------------|
| <b>Base Value</b>          | <b>\$11,150</b> |
| <b>Mechanical</b>          |                 |
| Engine                     | \$0             |
| Transmission               | \$0             |
| <b>Equipment</b>           |                 |
| Towing/Camper Pkg          | 175             |
| <b>Equipment Subtotal</b>  | <b>\$175</b>    |
| <b>Mileage: 116,053 Mi</b> | <b>\$650</b>    |
| <b>Adjusted Total</b>      | <b>\$11,975</b> |

These current N.A.D.A. values are furnished under license from NADASC. All values Copyright © NADASC 2020.

The values in the N.A.D.A. guide assume a vehicle in clean condition. Appropriate deductions should be made to put a vehicle in salable condition.

**Special Note on Older Vehicles:** N.A.D.A.'s editors believe that most optional equipment has little or no value on older vehicles. This is especially true of options that cost relatively little to begin with and which deteriorate with age or use.

#### Recall Bulletins

Nat'l. Highway Traffic Safety Admin (US) has issued a total of 2 recall bulletins that may apply to this vehicle.

**NHTSA ID Number** 09V154000

Date Issued 05/06/09

Quantity Affected 27,188

Defect Gm is recalling 27,188 my 2009 Cadillac escalade, escalade hybrid, escalade esv, and escalade ext; Chevrolet avalanche, suburban, tahoe, tahoe hybrid, and colorado; and GMC Yukon, Yukon hybrid, Yukon xl, and canyon vehicles. The fuel system control modules may have a condition in

which an adhesive separation of the room temperature vulcanizing (rtv) seal between the seal and the housing may allow water to seep into the module.

Water in the module could cause a short or open circuit, illumination of the service engine soon lamp, setting of diagnostic trouble codes or the engine may be hard to start, may not start or may stall increasing the risk of a crash.

**Remedy** Dealers will install a new fuel system control module free of charge. The recall began on May 18, 2009. Owners may contact Cadillac at 1-866-982-2339, Chevrolet at 1-800-630-2438 and GMC at 1-866-996-9463 or at [www.Gmownercenter.Com](http://www.Gmownercenter.Com).

**NHTSA ID Number** 10V240000

**Date Issued** 06/04/10

**Quantity Affected** 1,365,070

**Defect** Gm is recalling certain model year 2006-2009 Buick, lucerne; Cadillac dts; Hummer h2; model year 2008-2009 Buick enclave; Cadillac cts; model year 2007-2009 Cadillac escalade, escalade esv, escalade ext; Chevrolet avalanche, silverado, suburban, tahoe; GMC acadia, sierra, Yukon, Yukon xl; Saturn outlook; and model year 2009 Chevrolet traverse vehicles equipped with a heated washer fluid system (hwfs). A recall was implemented in 2008 to add a fuse to the control circuit harness to address the potential consequences of a printed circuit board (pcb) electrical short. However, there have been new reports of thermal incidents on hwfs modules after this improvement was installed. These incidents resulted from a new failure mode attributed to the device's thermal protection feature. The significance varies from minor distortion to considerable melting of the plastic around the hwfs fluid chamber.

It is possible for the heated washer module to ignite and a fire may occur.

**Remedy** Dealers will permanently disable and remove the heated washer fluid module. An updated page for the owner manual will be provided and inserted in the owner manual to document that the feature has been permanently disabled and removed from the vehicle. The safety recall began on June 11, 2010. Owners may contact Buick at 1-866-608-8080, Cadillac at 1-866-982-2339, Chevrolet at 1-800-630-2438, Saturn at 1-800-972-8876, GMC at 1-866-996-9463 and Hummer at 1-800-732-5493 or at the owner center at [www.Gmownercenter.Com](http://www.Gmownercenter.Com).

#### Original Equipment Guide

| Engine Options               |       | Transmission Options       |      |
|------------------------------|-------|----------------------------|------|
| * 8 Cylinder 5.3 FLEX Engine | STD   | * 6-Speed Automatic        | STD  |
| Other Optional Equipment     |       | Convenience Options        |      |
| * Anti-Lock Brakes           | STD   | Automatic Dimming Mirror   |      |
| * Auto Locking Hubs (4WD)    | STD   | * Auto Headlamp Control    | STD  |
| Chrome Grille                | \$496 | Cargo/Trunk Mat            | \$69 |
| * Color-Keyed Bumper(s)      | STD   | * Cruise Control           | STD  |
| Color-Keyed Grille           | \$496 | * Dual Air Conditioning    | STD  |
| * Dual Airbags               | STD   | * Rear Window Defroster    | STD  |
| Engine Block Heater          | \$75  | * Daytime Running Lights   | STD  |
| Fender Flares                | \$661 | * Dual Zone Auto A/C       | STD  |
| * Flip-Up Liftgate Window    | STD   | * Electronic Transfer Case | STD  |
| * Head Airbags               | STD   | * Floor Mats               | STD  |
| * Halogen Headlights         | STD   | * Illuminated Visor Mirror | STD  |
| * Heavy Duty Battery         | STD   | Reverse Sensing System     |      |
| * Intermittent Wipers        | STD   | Rear View Camera           |      |
| * Keyless Entry System       | STD   | * Strg Wheel Radio Control | STD  |
| Limited Slip Differential    | \$295 | * Tire Pressure Monitor    | STD  |
| * Lighted Entry System       | STD   | * Tilt Steering Wheel      | STD  |
| * Leather Steering Wheel     | STD   | Power Accessories          |      |
| * Overhead Console           | STD   | * Heated Power Mirrors     | STD  |

|                            |       |                                  |       |
|----------------------------|-------|----------------------------------|-------|
| OnStar System              | \$85  | * Power Drivers Seat             | STD   |
| Power Adjustable Pedals    |       | Heatd Pwr Camper Mirrors         | \$240 |
| * Roof/Luggage Rack        | STD   | * Power Brakes                   | STD   |
| * 2nd Row Head Airbags     | STD   | * Power Door Locks               | STD   |
| * Rear Heater              | STD   | * Power Steering                 | STD   |
| Remote Starter             |       | * Power Windows                  | STD   |
| * Running Boards           | STD   | <b>Radio/Phone/Alarm Options</b> |       |
| * Rear Window Wiper/Washer | STD   | * Alarm System                   | STD   |
| * Side Airbags             | STD   | * AM/FM CD Player                | STD   |
| * Stability Cntrl Suspensn | STD   | * MP3 Decoder                    | STD   |
| Skid Plates                | \$150 | * Theft Deterrent System         | STD   |
| * Emergency S.O.S. System  | STD   | XM Satellite Radio               | \$150 |
| * Rear Spoiler             | STD   | <b>Seat Options</b>              |       |
| * Tachometer               | STD   | Heated Front Seats               | \$635 |
| * Trip Computer            | STD   | * Split Front Bench Seat         | STD   |
| * Traction Control System  | STD   | * Split Folding Rear Seat        | STD   |
| * 3rd Row Head Airbags     | STD   | * Third Seat (trucks)            | STD   |
| * Tinted Glass             | STD   | * Velour/Cloth Seats             | STD   |
| * Tow Hooks                | STD   | <b>Wheel Options</b>             |       |
| * Camper/Towing Package    | STD   | * Aluminum/Alloy Wheels          | STD   |
| Trailer Brake              | \$200 | Steel Wheels                     |       |
| Trailer Hitch              | \$124 | <b>Tires</b>                     |       |
|                            |       | * Full Size Spare Tire           | STD   |

**Option Packages**

|                           |         |                                                                                                                                                           |
|---------------------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2-Way Advanced Remote     | \$375   |                                                                                                                                                           |
| 20 In Chrome 5-Single Spk | \$2,995 |                                                                                                                                                           |
| 20 In Chrome 5-Spk Notchd | \$2,995 |                                                                                                                                                           |
| 20 In Chrome 6-Single Spk | \$2,995 |                                                                                                                                                           |
| 20 In Chrome 6-Spk Chisel | \$2,995 |                                                                                                                                                           |
| 20 In Chrome 6-Split Spk  | \$2,995 |                                                                                                                                                           |
| 20 In Chrome 6-Spoke      | \$2,995 |                                                                                                                                                           |
| 20 In Chrome 6-Tapered Sp | \$2,995 |                                                                                                                                                           |
| 20 In Chrome 7-Spoke      | \$3,285 |                                                                                                                                                           |
| 20 In Chrome 8-Square Spk | \$2,995 |                                                                                                                                                           |
| 22 In 12-Spoke High Gloss | \$3,855 |                                                                                                                                                           |
| 22 In Chrome 6-Spoke Whls | \$3,855 |                                                                                                                                                           |
| 22 In Chrome 6-Tapered    | \$3,855 |                                                                                                                                                           |
| 22 In Chrome 8-Spoke Open | \$3,855 |                                                                                                                                                           |
| 22 In Chrome 8-Spoke Whls | \$3,855 |                                                                                                                                                           |
| 22 In Chrome 9-Spoke Whls | \$4,310 |                                                                                                                                                           |
| 3rd Row All-Weather Mats  | \$69    |                                                                                                                                                           |
| Chrome Dr Handle Inserts  | \$326   |                                                                                                                                                           |
| Chrome Mirror Cap(s)      | \$115   |                                                                                                                                                           |
| Chrome Package            | \$154   | Includes Tow Hooks, Chrome Tow Hooks                                                                                                                      |
| Convenience Package       | \$1,060 | Includes Automatic Dimming Mirror, Power Adjustable Pedals, Remote Starter, Reverse Sensing System, Rear View Camera, Inside Mirror w/Rear Camera Display |
| Heavy Duty Trailering Pkg | \$230   | Includes Camper/Towing Package, Trailer Hitch, Engine Oil Cooler, Heavy Duty Transmission Oil Cooler                                                      |

|                         |       |
|-------------------------|-------|
| * LS Package            | STD   |
| Polished Exhaust Tip(s) | \$122 |
| Theft-Deterrent Wheel   | \$215 |

Base retail price \$44,165

|                                                                       |                 |
|-----------------------------------------------------------------------|-----------------|
| <b>Loss Vehicle manufacturer's suggested retail price as reported</b> | <b>\$44,165</b> |
|-----------------------------------------------------------------------|-----------------|

Editions available for the same body style (in order of original cost, increasing): \*K15 LS, K15 LT1, K25 LS, K25 LT1, K15 LT2, K25 LT2, K15 LT2 Z71, K15 LTZ

\* Indicates loss vehicle equipment.

### Loss Vehicle Valuation

**Autosource** has been chosen by **Rural Insurance Company** to assist in establishing a fair and reasonable market value for your vehicle. We are proud to offer you the most current and comprehensive automotive valuations available today.

Your vehicle was inspected and/or described to **Autosource** by a trained representative of Rural Insurance Company. Autosource has evaluated all aspects of your vehicle provided by Rural Insurance Company as well as those features identified by the Vehicle Identification Number (VIN) or known to be standard equipment for your vehicle.

The market value of your vehicle is determined by comparing it to other vehicles in your area of similar make, model, equipment, odometer and condition that have been offered for sale or sold. The sources for this comparison include new and used car dealers, newspapers, traders, specialty journals and the Internet. Our exclusive Dealer Access program provides us with electronic inventories from thousands of affiliated dealers in North America.

Each week, over **9,000,000 vehicles** are listed from these sources, representing over 100,000 dealerships and 3400 publications, making our database the largest in the industry. We utilize the industry's largest electronic network and leading edge technology to provide you with the most current inspected, surveyed or advertised market data. We will find the closest vehicle matches in the area nearest your home.

### About Your Valuation

This report contains proprietary information of Audatex and its partners and shall not be disclosed to any third party (other than the insurer or insured, or their legal representative; or claimant or claimant's insurer for purposes of subrogation) without Audatex's prior written consent. If you are the insured or claimant and have questions regarding the description of your vehicle, please contact the insurance company that is handling your claim. Information within VINsource/NICB is provided solely to identify potential duplicative claims activity. User agrees to use such information solely for lawful purposes.

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US Pat. No 8725544

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## Incident Type Report (Summary)

| Basic Incident Type Code And Description (FD1.21)                                           | Total Incidents      | Total Incidents Percent of Incidents | Total Property Loss     | Total Content Loss       | Total Loss            | Total Loss Percent of Total |
|---------------------------------------------------------------------------------------------|----------------------|--------------------------------------|-------------------------|--------------------------|-----------------------|-----------------------------|
| <b>Incident Type Category (FD1.21): 1 - Fire</b>                                            |                      |                                      |                         |                          |                       |                             |
| 111 - Building fire                                                                         | 14                   | 10.69%                               | 211,180.00              | 62,750.00                | 273,930.00            | 97.86%                      |
| 113 - Cooking fire, confined to container                                                   | 1                    | 0.76%                                |                         |                          |                       |                             |
| 131 - Passenger vehicle fire                                                                | 2                    | 1.53%                                | 6,000.00                | 0.00                     | 6,000.00              | 2.14%                       |
| 132 - Road freight or transport vehicle fire                                                | 1                    | 0.76%                                |                         |                          |                       |                             |
| 141 - Forest, woods or wildland fire                                                        | 1                    | 0.76%                                |                         |                          |                       |                             |
| 142 - Brush or brush-and-grass mixture fire                                                 | 1                    | 0.76%                                |                         |                          |                       |                             |
| 143 - Grass fire                                                                            | 2                    | 1.53%                                |                         |                          |                       |                             |
| <b>Total: 22</b>                                                                            | <b>Total: 16.79%</b> | <b>Total: 217,180.00</b>             | <b>Total: 62,750.00</b> | <b>Total: 279,930.00</b> | <b>Total: 100.00%</b> |                             |
| <b>Incident Type Category (FD1.21): 3 - Rescue &amp; Emergency Medical Service Incident</b> |                      |                                      |                         |                          |                       |                             |
| 311 - Medical assist, assist EMS crew                                                       | 9                    | 6.87%                                |                         |                          |                       |                             |
| 322 - Motor vehicle accident with injuries                                                  | 12                   | 9.16%                                |                         |                          |                       |                             |
| 324 - Motor vehicle accident with no injuries.                                              | 12                   | 9.16%                                |                         |                          |                       |                             |
| 351 - Extrication of victim(s) from building/structure                                      | 1                    | 0.76%                                |                         |                          |                       |                             |
| <b>Total: 34</b>                                                                            | <b>Total: 25.95%</b> | <b>Total: 0.00</b>                   | <b>Total: 0.00</b>      | <b>Total: 0.00</b>       | <b>Total: 0.00%</b>   |                             |
| <b>Incident Type Category (FD1.21): 4 - Hazardous Condition (No Fire)</b>                   |                      |                                      |                         |                          |                       |                             |
| 411 - Gasoline or other flammable liquid spill                                              | 2                    | 1.53%                                |                         |                          |                       |                             |
| 412 - Gas leak (natural gas or LPG)                                                         | 4                    | 3.05%                                |                         |                          |                       |                             |
| 413 - Oil or other combustible liquid spill                                                 | 3                    | 2.29%                                |                         |                          |                       |                             |
| 424 - Carbon monoxide incident                                                              | 1                    | 0.76%                                |                         |                          |                       |                             |
| 445 - Arcing, shorted electrical equipment                                                  | 3                    | 2.29%                                |                         |                          |                       |                             |
| 463 - Vehicle accident, general cleanup                                                     | 1                    | 0.76%                                |                         |                          |                       |                             |
| <b>Total: 14</b>                                                                            | <b>Total: 10.69%</b> | <b>Total: 0.00</b>                   | <b>Total: 0.00</b>      | <b>Total: 0.00</b>       | <b>Total: 0.00%</b>   |                             |
| <b>Incident Type Category (FD1.21): 5 - Service Call</b>                                    |                      |                                      |                         |                          |                       |                             |
| 531 - Smoke or odor removal                                                                 | 1                    | 0.76%                                |                         |                          |                       |                             |
| 550 - Public service assistance, other                                                      | 1                    | 0.76%                                |                         |                          |                       |                             |
| 551 - Assist police or other governmental agency                                            | 5                    | 3.82%                                |                         |                          |                       |                             |
| 553 - Public service                                                                        | 1                    | 0.76%                                |                         |                          |                       |                             |
| 554 - Assist invalid                                                                        | 1                    | 0.76%                                |                         |                          |                       |                             |
| 555 - Defective elevator, no occupants                                                      | 1                    | 0.76%                                |                         |                          |                       |                             |
| 561 - Unauthorized burning                                                                  | 3                    | 2.29%                                |                         |                          |                       |                             |
| 571 - Cover assignment, standby, moveup                                                     | 1                    | 0.76%                                |                         |                          |                       |                             |
| <b>Total: 14</b>                                                                            | <b>Total: 10.69%</b> | <b>Total: 0.00</b>                   | <b>Total: 0.00</b>      | <b>Total: 0.00</b>       | <b>Total: 0.00%</b>   |                             |
| <b>Incident Type Category (FD1.21): 6 - Good Intent Call</b>                                |                      |                                      |                         |                          |                       |                             |
| 600 - Good intent call, other                                                               | 1                    | 0.76%                                |                         |                          |                       |                             |
| 611 - Dispatched and cancelled en route                                                     | 5                    | 3.82%                                |                         |                          |                       |                             |
| 622 - No incident found on arrival at dispatch address                                      | 2                    | 1.53%                                |                         |                          |                       |                             |
| 651 - Smoke scare, odor of smoke                                                            | 3                    | 2.29%                                |                         |                          |                       |                             |
| 652 - Steam, vapor, fog or dust thought to be smoke                                         | 1                    | 0.76%                                |                         |                          |                       |                             |
| 671 - HazMat release investigation w/no HazMat                                              | 5                    | 3.82%                                |                         |                          |                       |                             |
| <b>Total: 17</b>                                                                            | <b>Total: 12.98%</b> | <b>Total: 0.00</b>                   | <b>Total: 0.00</b>      | <b>Total: 0.00</b>       | <b>Total: 0.00%</b>   |                             |
| <b>Incident Type Category (FD1.21): 7 - False Alarm &amp; False Call</b>                    |                      |                                      |                         |                          |                       |                             |
| 714 - Central station, malicious false alarm                                                | 1                    | 0.76%                                |                         |                          |                       |                             |
| 733 - Smoke detector activation due to                                                      | 6                    | 4.58%                                |                         |                          |                       |                             |

| Basic Incident Type Code And Description (FD1.21)        | Total Incidents | Total Incidents Percent of Incidents | Total Property Loss | Total Content Loss | Total Loss        | Total Loss Percent of Total |
|----------------------------------------------------------|-----------------|--------------------------------------|---------------------|--------------------|-------------------|-----------------------------|
| malfunction                                              |                 |                                      |                     |                    |                   |                             |
| 735 - Alarm system sounded due to malfunction            | 4               | 3.05%                                |                     |                    |                   |                             |
| 736 - CO detector activation due to malfunction          | 4               | 3.05%                                |                     |                    |                   |                             |
| 741 - Sprinkler activation, no fire - unintentional      | 1               | 0.76%                                |                     |                    |                   |                             |
| 743 - Smoke detector activation, no fire - unintentional | 2               | 1.53%                                |                     |                    |                   |                             |
| 744 - Detector activation, no fire - unintentional       | 1               | 0.76%                                |                     |                    |                   |                             |
| 745 - Alarm system activation, no fire - unintentional   | 11              | 8.40%                                |                     |                    |                   |                             |
|                                                          | Total: 30       | Total: 22.90%                        | Total: 0.00         | Total: 0.00        | Total: 0.00       | Total: 0.00%                |
|                                                          | Total: 131      | Total: 100.00%                       | Total: 217,180.00   | Total: 62,750.00   | Total: 279,930.00 | Total: 100.00%              |

## Runs by City

| Scene Incident City Name (eScene.17) | Number of Runs    | Percent of Total Runs |
|--------------------------------------|-------------------|-----------------------|
| Village of Mukwonago                 | 769               | 77.99%                |
| Town of Mukwonago                    | 106               | 10.75%                |
| East Troy                            | 48                | 4.87%                 |
| Eagle                                | 27                | 2.74%                 |
| Village of North Prairie             | 18                | 1.83%                 |
| Big Bend                             | 10                | 1.01%                 |
| Palmyra                              | 4                 | 0.41%                 |
|                                      | 3                 | 0.30%                 |
| Vernon                               | 1                 | 0.10%                 |
|                                      | <b>Total: 986</b> | <b>Total: 100.00%</b> |

### Report Filters

Incident Date: is between '01/01/2020' and '06/30/2020'



## Runs by Destination Name

| Disposition          | Destination Name                                   | Delivered | Transferred | Disposition          | Destination Code | Delivered | Transferred | Number of<br>Runs | Percent of Total<br>Runs |
|----------------------|----------------------------------------------------|-----------|-------------|----------------------|------------------|-----------|-------------|-------------------|--------------------------|
| To (eDisposition.01) |                                                    |           |             | To (eDisposition.02) |                  |           |             |                   |                          |
|                      | Aurora Lakeland Medical Center                     |           | 132         |                      |                  |           |             | 108               | 10.95%                   |
|                      | Aurora Medical Center - Summit                     |           | 316         |                      |                  |           |             | 3                 | 0.30%                    |
|                      | Aurora Medical Center - West Allis                 |           | 149         |                      |                  |           |             | 19                | 1.93%                    |
|                      | Aurora Mem Hosp of Burlington                      |           | 14          |                      |                  |           |             | 1                 | 0.10%                    |
|                      | Children's Hospital of Wisconsin (CHOW)            |           | 135         |                      |                  |           |             | 2                 | 0.20%                    |
|                      | Columbia St Mary's - Milwaukee                     |           | 53          |                      |                  |           |             | 10                | 1.01%                    |
|                      | Froedtert Memorial Lutheran Hospital               |           | 232         |                      |                  |           |             | 2                 | 0.20%                    |
|                      | Mooreland Reserve Health Center                    |           | 233         |                      |                  |           |             | 20                | 2.03%                    |
|                      | Not Transported                                    |           | 6024        |                      |                  |           |             | 4                 | 0.41%                    |
|                      | Oconomowoc Memorial Hospital                       |           | 113         |                      |                  |           |             | 87                | 8.82%                    |
|                      | St. Lukes Medical Center                           |           | 160         |                      |                  |           |             | 3                 | 0.30%                    |
|                      | VA Milwaukee (Clement J Zablocki Veterans Affairs) |           | 125503      |                      |                  |           |             | 7                 | 0.71%                    |
|                      | Waukesha Memorial Hospital                         |           | 41          |                      |                  |           |             | 3                 | 0.30%                    |
|                      | Waukesha Memorial Outpatient Center                |           | 42          |                      |                  |           |             | 622               | 63.08%                   |
|                      | WHEATON FRANCISCAN HEALTHCARE-ELMBROOK             |           | 262         |                      |                  |           |             | 94                | 9.53%                    |
|                      |                                                    |           |             |                      |                  |           |             | 1                 | 0.10%                    |
|                      |                                                    |           |             |                      |                  |           |             | <b>Total: 986</b> | <b>Total: 100.00%</b>    |

## Report Filters

Incident Date: is between '01/01/2020' and '06/30/2020'



## Runs by Primary Role of Unit

| Response Primary Role Of Unit (eResponse.07) | Number of Runs    | Percent of Total Runs |
|----------------------------------------------|-------------------|-----------------------|
| ALS Ground Transport                         | 484               | 49.09%                |
| BLS Ground Transport                         | 182               | 18.46%                |
| Critical Care Ground Transport               | 170               | 17.24%                |
| Non-Transport                                | 150               | 15.21%                |
|                                              | <b>Total: 986</b> | <b>Total: 100.00%</b> |

## Report Filters

Incident Date: is between '01/01/2020' and '06/30/2020'



## Ambulance Request Type

| SQ System Ambulance Request | Number of Runs    | Percent of Total Runs |
|-----------------------------|-------------------|-----------------------|
| Primary Ambulance Request   | 725               | 73.53%                |
| Secondary Ambulance Request | 150               | 15.21%                |
| Paramedic Intercept         | 98                | 9.94%                 |
| Third Ambulance Request     | 13                | 1.32%                 |
|                             | <b>Total: 986</b> | <b>Total: 100.00%</b> |

## Report Filters

Incident Date: is between '01/01/2020' and '03/30/2020'



07/06/2020

SHAWN

MFDINTERY2

Financial Class

Year to Date Intercept Report

VILLAGE OF MUKWONAGO

Posting Dates: 01/01/2020 - 06/30/2020

Page: 1

|                       | Encounters | Procedures | Charges   | Payments  | Adjustments | Proc/Enc | Chg/Enc |
|-----------------------|------------|------------|-----------|-----------|-------------|----------|---------|
| EAGLE FIRE DEPT       | 3          | 20         | 1,113.11  | 1,042.34  | 65.77       | 6.67     | 371.04  |
| EAST TROY EMS         | 44         | 131        | 24,798.32 | 23,113.94 | 69.38       | 2.98     | 563.60  |
| PALMYRA FIRE DISTRICT | 0          | 0          | .00       | 495.00    | .00         | .00      | .00     |
| Report Total          | 47         | 151        | 25,911.43 | 24,851.28 | 135.15      | 3.21     | 551.31  |

ebix, Inc.

07/06/2020  
 User: SHAWN  
 Qry: MFDINTEFY2  
 Type Procedures

VILLAGE OF MUKWONAGO  
 Interfacility Summary - Year to Date  
 Posting Dates: 01/01/2020 ~ 06/30/2020

Page: 1

| Type  | Procedures                               | Charges | Minutes    | Payments | Adjustments |           |
|-------|------------------------------------------|---------|------------|----------|-------------|-----------|
| DNG   | A0382 BASIC SUPPORT ROUTINE SUPPLIES     | 104     | 930.41     | 10,819   | 931.22      | 19.89     |
| DNG   | A0392 ALS DEFIBRILLATION SUPPLIES        | 46      | 5,060.00   | 5,283    | 5,357.90    | 107.10    |
| DNG   | A0394 ALS IV DRUG THERAPY SUPPLIES       | 4       | 22.41      | 493      | 19.94       | .42       |
| DNG   | A0398 ALS ROUTINE DISPOSABLE SUPPLIES    | 272     | 13,756.16  | 29,495   | 13,228.05   | 259.16    |
| DNG   | A0422 AMBULANCE 02 LIFE SUSTAINING       | 355     | 5,670.70   | 38,182   | 5,299.20    | 100.02    |
| DNG   | A0425 DNG MILEAGE                        | 6,110   | 46,690.44  | 46,807   | 45,114.75   | 809.93    |
| DNG   | A0425 GROUND MILEAGE                     | 16      | 121.92     | 296      | 119.47      | 2.45      |
| DNG   | A0427 ALS-EMERGENCY INTERFACILITY        | 1       | 1,300.00   | 56       | .00         | .00       |
| DNG   | A0427 ALS1-EMERGENCY DNG                 | 182     | 78,901.08  | 19,005   | 74,497.63   | 1,509.96  |
| DNG   | A0427 ALS1-EMERGENCY RESIDENT            | 0       | .00        | 0        | .00         | 304.55-   |
| DNG   | A0429 BLS-EMERGENCY DNG                  | 106     | 38,698.48  | 11,003   | 37,917.18   | 766.20    |
| DNG   | A0433 ALS 2 RESIDENT                     | 0       | .00        | 0        | 931.00      | 19.00     |
| DNG   | A0434 CRITICAL CARE DNG                  | 98      | 72,672.88  | 11,227   | 72,164.05   | 1,231.76  |
| DNG   | J7030 NORMAL SALINE SOLUTION INFUS       | 1       | 5.35       | 140      | 9.81        | .20       |
| DNG   | J7040 NORMAL SALINE SOLUTION INFUS       | 2       | 14.79      | 244      | 14.49       | .30       |
| DNG   | 93005 ELECTROCARDIOGRAM, TRACING         | 5       | 470.00     | 566      | 548.80      | 11.20     |
| DNG   | 94760 NONINVASIVE EAR OR PULSE OXIMETRY  | 31      | 307.70     | 3,249    | 308.09      | 6.16      |
| DNG   | TOTAL                                    | 7,333   | 264,622.32 | 176,865  | 256,461.58  | 4,539.20  |
| Other | A0380 BLS - BASIC LIFE SUPPORT MILEAGE   | 0       | .00        | 0        | .00         | .00       |
| Other | A0382 BASIC SUPPORT ROUTINE SUPPLIES     | 1       | 12.19      | 0        | 12.19       | .00       |
| Other | A0390 ALS - ADVANCED LIFE SUPPORT MILEAG | 50      | 1,245.00   | 0        | 1,516.47    | 1,394.94  |
| Other | A0392 ALS DEFIBRILLATION SUPPLIES        | 1       | 110.00     | 0        | 193.00      | 105.00    |
| Other | A0394 ALS IV DRUG THERAPY SUPPLIES       | 2       | 79.30      | 0        | 98.29       | 37.75     |
| Other | A0398 ALS ROUTINE DISPOSABLE SUPPLIES    | 6       | 213.95     | 0        | 254.30      | 155.60    |
| Other | A0422 AMBULANCE 02 LIFE SUSTAINING       | 7       | 221.45     | 0        | 88.73       | 89.09     |
| Other | A0425 GROUND MILEAGE                     | 133     | 3,290.00   | 0        | 1,784.30    | 1,472.52  |
| Other | A0427 ALS-EMERGENCY INTERFACILITY        | 4       | 5,200.00   | 0        | 4,674.44    | 1,119.69  |
| Other | A0427 ALS1-EMERGENCY NON RESIDENT        | 1       | 1,500.00   | 0        | 365.25      | 1,134.75  |
| Other | A0427 ALS1-EMERGENCY RESIDENT            | 2       | 1,850.00   | 0        | 384.67      | 1,240.33  |
| Other | A0429 BLS-EMERGENCY INTERFACILITY        | 1       | 1,200.00   | 0        | 1,546.81    | .00       |
| Other | A0434 INTERFACILITY CRITICAL CARE TRANSP | 1       | 1,800.00   | 0        | 308.42      | 2,970.00  |
| Other | 93005 ELECTROCARDIOGRAM, TRACING         | 1       | 94.00      | 0        | 11.90       | .00       |
| Other | 94760 NONINVASIVE EAR OR PULSE OXIMETRY  | 1       | 9.09       | 0        | .00         | 9.09      |
| Other | TOTAL                                    | 211     | 16,824.98  | 0        | 11,238.77   | 9,728.76  |
| TOTAL |                                          | 7,544   | 281,447.30 | 176,865  | 267,700.35  | 14,267.96 |

ebix, Inc.

07/06/2020  
User: SHAWN  
Qry: MFDFMTTH  
Current  
Quantity

Current  
Charges

Current  
Payments

VILLAGE OF MUKWONAGO  
ERF Summary  
Posting Dates: 06/01/2020 - 06/30/2020  
Current  
Adjustments

YTD  
Quantity

YTD  
Charges

YTD  
Payments

YTD  
Adjustments

Page: 1

|   |     |        |        |   |          |          |          |
|---|-----|--------|--------|---|----------|----------|----------|
| 0 | .00 | 150.00 | 625.00 | 5 | 3,125.00 | 5,400.00 | 1,250.00 |
|---|-----|--------|--------|---|----------|----------|----------|

07/06/2020  
 User: SHAWN  
 Qry: MPDALSBLA  
 Year Run Category

VILLAGE OF MUKWONAGO  
 Five Year Run Summary

Page: 1

| Year Run Category | Run Type        | Qty | Charges    | Amount Paid | Amount Adjusted | Balance    |
|-------------------|-----------------|-----|------------|-------------|-----------------|------------|
| 2020 DNG          | ALS1            | 182 | 79,767.55  | 62,638.00-  | 1,268.01-       | 15,861.54  |
|                   | BLS             | 106 | 38,698.48  | 33,280.86-  | 671.56-         | 4,746.06   |
|                   | CRIT CARE       | 98  | 72,672.88  | 61,046.22-  | 1,244.82-       | 10,381.84  |
|                   | Subtotal        | 386 | 191,138.91 | 156,965.08- | 3,184.39-       | 30,989.44  |
|                   | Intercept       |     |            |             |                 |            |
|                   | Intercept       | 68  | 34,000.00  | 23,500.00-  | .00             | 10,500.00  |
|                   | Subtotal        | 68  | 34,000.00  | 23,500.00-  | .00             | 10,500.00  |
|                   | Interfacility   |     |            |             |                 |            |
|                   | ALS1            | 10  | 12,250.00  | 7,092.57-   | 4,102.67-       | 1,054.76   |
|                   | BLS             | 2   | 1,900.00   | 1,200.00-   | .00             | 700.00     |
|                   | CRIT CARE       | 2   | 3,600.00   | 2,108.42-   | 1,491.58-       | .00        |
|                   | Subtotal        | 14  | 17,750.00  | 10,400.99-  | 5,594.25-       | 1,754.76   |
|                   | Non-Resident    |     |            |             |                 |            |
|                   | ALS1            | 53  | 49,525.00  | 14,198.05-  | 20,608.67-      | 14,718.28  |
|                   | ALS2            | 1   | 1,200.00   | 1,200.00-   | .00             | .00        |
|                   | BLS             | 14  | 11,915.08  | 2,543.69-   | 5,122.43-       | 4,248.96   |
|                   | CRIT CARE       | 1   | 1,800.00   | .00         | .00             | 1,800.00   |
|                   | Subtotal        | 69  | 64,440.08  | 17,941.74-  | 25,731.10-      | 20,767.24  |
|                   | Non-Transport   |     |            |             |                 |            |
|                   | BLS Non-Transpo | 7   | 875.00     | 138.00-     | 112.00-         | 625.00     |
|                   | Lift Assist     | 29  | 3,625.00   | 1,707.00-   | 168.00-         | 1,750.00   |
|                   | Non-Transport   | 13  | 1,625.00   | 951.00-     | 224.00-         | 450.00     |
|                   | Subtotal        | 49  | 6,125.00   | 2,796.00-   | 504.00-         | 2,825.00   |
|                   | Resident        |     |            |             |                 |            |
|                   | ALS1            | 188 | 198,708.53 | 67,853.27-  | 86,318.82-      | 44,536.44  |
|                   | ALS2            | 17  | 20,400.00  | 11,415.66-  | 5,247.68-       | 3,736.66   |
|                   | BLS             | 78  | 63,925.00  | 23,542.00-  | 27,517.81-      | 12,865.19  |
|                   | CRIT CARE       | 1   | 1,800.00   | 1,300.00-   | .00             | 500.00     |
|                   | Subtotal        | 284 | 284,833.53 | 104,110.93- | 119,084.31-     | 61,638.29  |
|                   | TOTAL           | 870 | 598,287.52 | 315,714.74- | 154,098.05-     | 128,474.73 |
| 2019 DNG          | ALS1            | 341 | 147,364.53 | 144,418.22- | 2,946.35-       | .04-       |
|                   | ALS2            | 1   | 950.00     | 931.00-     | 19.00-          | .00        |
|                   | BLS             | 178 | 64,777.76  | 63,481.95-  | 1,298.11-       | 2.30-      |

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