



Lake Emergency Medical Services, Inc.
Board of Directors Meeting
June 11, 2013

Board Members Present:

Comm. Welton Cadwell, Chair
Comm. Jimmy Conner, Vice Chair
Comm. Leslie Campione
Comm. Sean Parks
Comm. Tim Sullivan

City Commissioner Michael Holland
City Councilmember Keith Mullins
Mr. John Moore
Mayor Chris Bell

I. Call to Order

The Lake EMS, Inc. Board of Directors met on Tuesday, June 11, 2013 at the Lake County Board of County Commissioners Chambers in Tavares, Florida. A quorum was established and Commissioner Welton Cadwell, Chairman, called the meeting to order at 2:30 p.m.

II. Agenda Change

Chairman Cadwell asked for a motion to add an agenda item for Board discussion of the Executive Director position.

Action: Comm. Conner moved to add discussion of the Executive Director position to the agenda. Comm. Parks seconded the motion. The motion carried unanimously.

Chairman Cadwell requested a motion which would authorize him and Mr. Minkoff to negotiate an employment contract with Jerry Smith for the Executive Director position. The contract would be brought back to the full Board for ratification at the next Board meeting.

Action: City Comm. Holland moved to authorize Chairman Cadwell and Mr. Minkoff to meet with Mr. Smith to negotiate an employment contract as Executive Director for Lake EMS. The contract would be brought back to the full Board for ratification. Mr. Mullins seconded the motion which carried unanimously.

III. Closed Session

Chairman Cadwell announced that there would not be a closed session. It had been scheduled because Lake EMS is beginning negotiations with IAFF Local 3990 and it was anticipated that there might be issues to discuss. There being none, the closed session was not held.

IV. Departmental Business

Tab 1 – Approval of March 26, 2013 Minutes

Action: City Comm. Holland moved for approval of the March 26, 2013 Lake EMS, Inc. Board of Directors meeting minutes. Mayor Bell seconded the motion and the motion carried unanimously.

Tab 2 – Financial Report

Kristy Mullane reviewed the Lake EMS financial reports for the period April 30, 2013. She noted that the agency is slightly under budget with revenues at \$9.2 million and expenditures at \$8.9. This represents an excess of revenues over expenditures of \$291,144.

Action: Comm. Sullivan moved to approve the Financial Report. Mr. Mullins seconded the motion which carried unanimously.

Tab 3 – Finance Committee Report

Comm. Sullivan, Committee Chair, reported that the Finance Committee met on May 29, 2013 and unanimously voted to recommend Board approval of the following items:

- 3a. Sale of Three (3) International Ambulances:
Action: Comm. Sullivan moved that the Board approve the sale of three (3) International ambulances with the revenue from the sales funding the purchase of one new Ford F-450 ambulance in the FY 2013-2014 budget. City Councilmember Mullins seconded the motion which carried unanimously.
- 3b. Trade-In of Life Pak Cardiac Monitors:
Action: Comm. Sullivan moved that the Board approve the Asset Change Forms for two (2) Life Pak 12 Cardiac monitors previously approved for trade-in. Specific asset numbers were not known at that time. Mayor Bell seconded the motion which carried unanimously.
- 3c. Approval of a Budget Resolution regarding the Purchasing Card Rebate:
Action: Comm. Sullivan moved that the Board approve the Budget Resolution to record receipt of the Purchasing Card rebate in the amount of \$18,190.00; funds will be used to offset construction costs for the moves of Patient Financial Service and Information Services. City Comm. Holland seconded the motion which carried unanimously.

Tab 4 – EMS Operations Committee Report

City Commissioner Michael Holland, EMS Committee Chair, reported that the committee met on May 28, 2013 and voted unanimously to recommend Board approval of the following items:

- 4a. Tavares Advanced Life Support (ALS) Agreement:
Action: City Comm. Holland moved that the City of Tavares Advanced Life Support (ALS) Agreement which had been signed by the City on May 1, 2013 with Lake EMS be approved by the Board. Comm. Parks seconded the motion which was passed unanimously.
- 4b. Quality Development Policy Revisions:
Action: City Comm. Holland moved to approve Quality Development Policy revisions to: 6-4 EMT to Paramedic Scholarship Policy; 6-5 Provisional Training Program Policy; and 6-6 Remediation Training Policy as Lake EMS revises its Policies and Procedures to maintain authority to adopt and revise policies at the Board level and give authority to the Executive Director to develop and implement procedures.
- 4c. Special Events Policy 1-4 Revision:
Action: City Comm. Holland moved that the Board approve revisions to Policy 1-4, in order to facilitate the Special Events process and establish fees; the

Executive Director would be given responsibility and authority related to resources and Board-established fees for Special Events coverage while implementing the procedures developed for this policy. Comm. Parks seconded the motion which carried unanimously.

Tab 5 – Staff Reports

Staff reports for Patient Financial Services, Human Resources, and Operations Departments were included in the Board books.

Tab 6 – Director’s Report

Mr. Smith, Interim Executive Director, opened his Director’s Report by thanking the Board for their confidence in him.

Mr. Smith presented an agency update with highlights which included:

- National EMS Week was celebrated recently
- Collective bargaining preparations are underway with the first meeting with the IAFF Local 3990 scheduled for July 8, 2013.
- Office relocations and lease reductions are in process
- Shift meetings and mandatory field training were held the last week in May.

Internal Audit of Lake EMS Response Times & User Fees

Mr. Smith presented a brief overview of the eight (8) recommendations contained in the final report of the Internal Audit of Lake EMS Response Times and User Fees. He commented that working with the Internal Auditors had been a very positive experience and he looks forward to further discussions regarding which of the recommendations are appropriate for Lake EMS to model. Areas of interest to be explored include:

- Accreditation
- Measuring total response times rather than curb-to-curb measures
- Examining what resources would be needed to attain a 90th percentile response time
- Greater efficiencies with Lake County Fire and Municipal Fire Departments

It was suggested that an external consultant be hired to review and identify areas for improved efficiencies. Mr. Bob Melton, Internal Auditor, is willing to help establish RFP measures.

After discussion, it was decided to form an RFP Committee made up of Committee Chairs to develop an RFP as soon as possible.

Action: Chairman Cadwell moved, seconded by Mr. Moore, to form an Internal Audit Recommendations RFP Special Committee consisting of Lake EMS committee chairmen and chaired by Comm. Sullivan.

Chairman Cadwell commented that one area where efficiencies could be realized is making the decision to not send EMS and Fire resources to a call if both aren’t needed.

User Fees

Mr. Smith stated that Lake EMS user fees are below average compared to surrounding counties and raising them is one avenue to increase revenues. An external consultant could also review user fees and recommend alternatives.

Action: Mr. Moore moved, seconded by City Councilmember Mullins to allow the Finance Committee to meet and approve fee increases. Discussion included Comm. Conners concern that the full Board should make such an important decision. Comm. Campione noted that all

Board members could attend the Finance Committee meeting. The motion carried with Comm. Conner, Comm. Parks, and City Comm. Holland voting no.

Capital Replacement Budget

There was discussion of the capital needs for Lake EMS. A capital replacement plan is necessary to maintain the current standard of care. Moore asked for an explanation of why the Ambulance MSTU is being used for needs beyond EMS.

Bed Delays

Discussion of bed delays included Comm. Conner's concern that a solution be found as soon as possible. Mr. Moore commended Mr. Smith for immediately convening a meeting with hospital administrators to discuss the issue when he came on board. Mr. Moore noted that two of the hospitals have had changes in their directors recently. He suggested that the Board give Mr. Smith the authority to use cots at the 30 minute point. Comm. Campione suggested that the Chairman or Vice-Chairman go with Mr. Smith to meet with the CEOs of Central Florida Health Alliance and Florida Hospital Waterman to review the bed delay problem and the cot solution. Comm. Cadwell agreed to accompany Mr. Smith to meetings with Central Florida Health Alliance and Florida Hospital Waterman at which the bed delay issue would be discussed and a date established to go to a 30 minute bed delay before cots are utilized.

Revisions to Organizational Chart

Staff is requesting approval of the revised Lake EMS Organizational Chart which will be effective in July 2013. It reflects the reclassification of four positions, the reassignment of one position, and the elimination of the Community and Organizational Safety Services Division.

Action: Mr. Moore moved to approve the revised Lake EMS Organizational Chart. City Commissioner Holland seconded the motion which carried unanimously.

Proposed Budget Options for FY 2013/2014

Mr. Smith reviewed a comparison of the three proposed Budget Options for FY 2013/2014. Board members were not ready to recommend a budget option without more information on user fees, millage rates and other revenue sources.

There was a discussion regarding the ambulance MSTU and how the funds historically have been distributed. Comm. Parks suggested changing the name of the fund to the ALS MSTU to more accurately reflect its purpose.

Next Meeting

The Board members agreed to have a Board meeting on July 9, 2013 at 1:00 pm to continue discussion of the proposed budget, the fiscal impact of reducing bed delays, revenue options including millage rates and user fees. As a result, the Finance Committee will not meet to establish user fee increases; that issue will be brought before the full Lake EMS Board. The Board members agreed that Committees would not meet prior to the July 9, 2013 Board meeting.

Adjournment

The meeting was adjourned at 4:05 p.m.

Respectfully submitted,

Lake EMS, Inc.
Agenda Item Summary Sheet

DATE: July 1, 2013

MEETING DATE: July 9, 2013

SUBJECT: Financial Report

ACTION REQUESTED: None

BACKGROUND SUMMARY:

The Lake County Clerk's Office will review the attached Lake EMS, Inc. financial statements for the period ending May 31, 2013.

FISCAL IMPACT: N/A

ATTACHMENTS: Financial Report

Lake Emergency Medical Services, Inc.
 Revenues and Expenditures
 Budget to Actual Summary Report
 YTD May 31, 2013 and May 31, 2012-- 66.66%

	Current Year Budget Comparison			Prior Year Actual Comparison	
	2013 Annual Budget	2013 Actual YTD	Percent Received/ Spent	2012 Actual YTD	Percent Actual Inc/(Dec)
Revenues:					
Charges for Services:					
Private Pay	\$ 2,521,020	\$ 1,851,580	73 %	\$ 1,998,729	-7 %
Medicare	10,258,640	6,712,924	65	6,072,044	11
Medicaid	1,826,343	932,637	51	1,078,864	-14
Commercial	2,234,293	1,311,124	59	1,447,401	-9
Contract	172,089	106,229	62	127,971	-17
Total Charges for Services	17,012,385	10,914,494	64	10,725,009	2
Less Contractual Allowances	(3,403,222)	(1,653,815)	49	(1,707,519)	-3
Less Bad Debt Expense	(2,511,825)	(2,405,807)	96	(1,539,443)	56
Net Charges for Services	11,097,338	6,854,872	62	7,478,047	-8
Subsidy	5,208,843	3,472,562	67	3,655,329	-5
Grants	142,745	142,745	100	-	0
Miscellaneous	23,100	37,077	161	130,613	-72
Total Revenues	16,472,026	10,507,256	64	11,263,989	-7
Expenditures:					
Personal Services	12,268,612	7,973,316	65	7,773,362	3
Operating Expenses	3,600,101	2,249,354	62	2,240,909	0
Capital Outlay	517,765	252,038	49	-	0
Administration Costs	160,000	120,000	75	120,000	0
Total Expenditures	16,546,478	10,594,708	64 %	10,134,271	5 %
Excess of Revenues Over (Under) Expenditures	\$ (74,452)	\$ (87,452)		\$ 1,129,718	
Fund Balance - Beginning of Year	\$ 329,452	329,452		-	
Fund Balance - End of Year	\$ 255,000	\$ 242,000		\$ 1,129,718	

Prepared by:
 County Finance Department
 Lake County Clerk's Office

Lake Emergency Medical Services, Inc.
 Personal Services and Operating Expenses
 Budget to Actual Detail Report
 YTD May 31, 2013 and May 31, 2012-- 66.66%

	Current Year Budget Comparison			Prior Year Actual Comparison	
	2013 Annual Budget	2013 Actual YTD	Percent Spent	2012 Actual YTD	Percent Actual Inc/(Dec)
Personal Services:					
Executive and Regular Salaries	\$ 8,393,153	\$ 5,414,140	65 %	\$ 5,139,605	5 %
Overtime	843,320	552,213	65	506,638	9
Social Security	706,177	435,259	62	412,779	5
Retirement Contributions	630,705	402,835	64	395,962	2
Life & Health Insurance	1,447,588	933,894	65	1,062,411	-12
Workers' Compensation	238,669	234,899	98	255,967	-8
Unemployment Compensation	9,000	76	1	-	0
Total Personal Services	\$ 12,268,612	\$ 7,973,316	65 %	\$ 7,773,362	3 %
Operating Expenses:					
Professional Services	\$ 136,646	\$ 45,396	33 %	\$ 57,850	-22 %
Contractual Services	124,225	51,962	42	90,074	-42
Collection Fees	50,000	40,120	80	30,197	33
Travel & Per Diem	14,423	11,911	83	9,691	23
Communications	61,512	30,271	49	49,137	-38
Telephone	99,231	50,641	51	47,174	7
Cellular Telephone	31,314	14,319	46	15,609	-8
Paging Services	1,439	1,439	100	1,044	38
Freight & Postage	28,300	15,862	56	16,944	-6
Utility Services	147,635	63,861	43	72,342	-12
Rentals and Leases	110	-	0	3,396	-100
Property Leases	323,170	246,913	76	256,484	-4
Equipment Leases	13,818	10,522	76	10,021	5
Insurance	249,952	236,443	95	283,108	-16
Repair & Maintenance	399,667	205,866	52	322,290	-36
Auto Repair/Supplies	225,000	122,473	54	97,176	26
Printing & Binding	12,750	3,551	28	9,592	-63
Promotional Activities	4,500	289	6	1,365	-79
Employee Recognition	7,500	322	4	5,894	-95
Other Current Charges	15,500	50,987	329	7,241	604
Office Supplies	327,933	215,765	66	93,103	132
Operating Supplies	52,511	38,893	74	6,989	456
Motor Fuel/Oil	525,000	289,341	55	287,073	1
Linen Supplies	30,000	14,266	48	24,288	-41
Cleaning Supplies	20,000	10,547	53	11,058	-5
Uniforms	112,485	31,360	28	90,258	-65
Medical Supplies	402,900	324,387	81	220,883	47
Oxygen	60,000	32,437	54	43,700	-26
Pharmacy Supplies	70,000	65,979	94	43,906	50
Books, Publications & Dues	36,861	14,488	39	22,479	-36
Training	15,719	8,743	56	10,543	-17
Total Operating Expenses	\$ 3,600,101	\$ 2,249,354	62 %	\$ 2,240,909	0 %

Lake EMS, Inc.
Agenda Item Summary Sheet

DATE: July 1, 2013

MEETING DATE: July 9, 2013

SUBJECT: Executive Director's Contract

ACTION REQUESTED: Recommend Approval

BACKGROUND SUMMARY: The Lake EMS Board of Directors voted on June 11, 2013 to have Chairman Cadwell and County Attorney Minkoff negotiate an employment contract with Mr. Gerald (Jerry) L. Smith II as Executive Director.

FISCAL IMPACT: Budgeted

ATTACHMENTS: Executive Director's Contract

EMPLOYMENT AGREEMENT

THIS EMPLOYMENT AGREEMENT made and entered into and between LAKE EMERGENCY MEDICAL SERVICES, INC., a Florida Not-for-Profit Corporation (hereinafter referred to as "LEMS") and GERALD L. SMITH, II (hereinafter referred to as the "DIRECTOR" or the "EXECUTIVE DIRECTOR").

WITNESSETH:

WHEREAS, it is the desire of LEMS to secure and retain the services of the DIRECTOR and establish the salary, benefits, and working conditions relating to his employment; and

WHEREAS, the DIRECTOR desires to accept employment as the EXECUTIVE DIRECTOR of LEMS;

NOW, THEREFORE, in consideration of the mutual covenants contained herein, the parties hereto agree as follows:

1. EMPLOYMENT. LEMS hereby employs GERALD L. SMITH II as its EXECUTIVE DIRECTOR, and GERALD L. SMITH, II hereby accepts such employment upon the terms and conditions set forth in this Agreement. Employment under this Agreement shall commence July 9, 2013 and shall continue until terminated as provided herein.

2. COMPENSATION. LEMS agrees to pay the DIRECTOR for his services a salary of One Hundred Ten Thousand and 00/100 Dollars (\$110,000.00) per year, payable in equal bi-weekly installments or on such other periodic basis as LEMS may hereafter adopt. In September, 2014 and in September each year thereafter that this Agreement is in effect, the Board of Directors of LEMS shall evaluate the performance of the DIRECTOR pursuant to the criteria set forth in paragraph 3 below, and the DIRECTOR shall be entitled to receive such salary increase as the Board of Directors may approve based upon such performance review. Salary increases shall be within the exclusive discretion of the Board of Directors.

3. PERFORMANCE CRITERIA. The duties and responsibilities of the DIRECTOR shall be those relating to the accomplishment of LEMS's objective of providing cost-effective, high-quality emergency medical services in Lake County, Florida. The DIRECTOR's effectiveness will be assessed based on LEMS's ability to meet or exceed established performance criteria in the follow areas:

A. OPERATIONS. Compliance with acceptable service standards such as those relating to response time, maintenance of equipment and facilities, and hiring and retention of licensed and skilled personnel.

B. FISCAL. Timely and accurate preparation, submission, and control of operating and capital equipment/improvement budgets. Timely and accurate preparation and submission to the Board of Directors of financial and operating reports and data.

C. GENERAL. Maintenance of timely and effective communications with the Board of Directors; maintenance of harmonious and professional working relationships with Lake County government, the municipalities in Lake County and other public safety agencies; maintenance of positive relationships with non-governmental organizations involved in delivery and/or funding of health care and other social services; and maintenance of up-to-date working knowledge of laws, regulations, and other developments relating to emergency medical services.

4. SUPERVISION. The DIRECTOR shall report and be answerable to the Board of Directors, which shall provide the DIRECTOR with policy guidance and oversight as appropriate. All employees of LEMS shall be under the direct supervision of the DIRECTOR.

5. EXTENT OF SERVICES. The DIRECTOR shall devote his entire working time, attention, and energies to the performance of his duties on behalf of LEMS. The DIRECTOR shall be free to engage in other non-compensated activities provided that they do not detract from his duties on behalf of LEMS or create the perception of impropriety or conflict of interest. The DIRECTOR shall not engage in outside activities of a compensated nature (e.g., teaching, consulting, etc.) unless such activities are specifically discussed with and approved by the Board of Directors.

6. EMPLOYEE BENEFITS. LEMS agrees that the DIRECTOR shall receive the same benefits as all other management employees of LEMS provided for in LEMS' Employment Policies and Procedures and any and all other fringe benefits and programs available to LEMS employees, except as modified in this Agreement:

A. The DIRECTOR shall be entitled to thirty-two (32) days of Paid Time Off (combined sick/vacation leave) and eleven (11) paid holidays per year. Paid Time Off (PTO) shall be cumulative, but at least ten (10) PTO days must be used in each 12-month period. The remainder of the PTO days not so utilized can be retained and allowed to accumulate to a maximum of 300 hours, to be utilized at the DIRECTOR'S discretion or turned in for its cash value upon termination of service. Additionally, upon employment DIRECTOR shall immediately receive five (5) days of Paid Time Off (PTO).

B. Necessary and reasonable professional travel expenses in accordance with Chapter 112, Florida Statutes, and to the extent authorized in the annual budget of LEMS.

C. Continuing professional education expenses, including those relating to maintenance of the DIRECTOR's professional certifications and/or licenses, in an amount approved by the Board of Directors.

D. LEMS shall contribute eight percent (8%) of annual salary per year to the established LEMS basic retirement plan on behalf of the DIRECTOR.

E. LEMS shall pay the DIRECTOR an additional six percent (6%) of annual salary per year in lieu of additional retirement benefits payable in equal bi-weekly installments or on such other periodic basis as LEMS may hereafter adopt.

F. All Insurance benefits shall commence immediately upon employment.

7. TERMINATION. This Employment Agreement may be terminated by either party without cause. In the event the DIRECTOR terminates his employment hereunder, he shall be required to provide two (2) months written notice to LEMS. In the event that LEMS terminates DIRECTOR without cause, DIRECTOR shall be entitled to twenty (20) weeks compensation (i.e., severance pay). LEMS shall have the right to terminate this agreement for misconduct, as defined in s. 443.036(29), Florida Statutes. In the event that DIRECTOR terminates this agreement and fails to provide the written notice required above or if LEMS terminates the DIRECTOR for misconduct, as defined in s. 443.036(29), Florida Statutes, LEMS shall have no obligation to pay the severance pay set forth in this paragraph or accrued PTO described in paragraph 6 A above.

8. RETURN OF RECORDS AND EQUIPMENT. Upon termination, the DIRECTOR shall immediately return all records, files, and equipment, which are the property of the LEMS. The prompt return of such records, files, and equipment shall be a condition precedent to payment of accrued PTO (if any) or severance pay (if any) under this Agreement.

9. GOVERNING LAW, VENUE AND JURISDICTION. This Agreement shall be governed by and construed in accordance with the laws of the State of Florida. Venue and jurisdiction as to any legal action commenced by either party hereto shall be limited to the Circuit Court in Lake County and the parties hereto consent to such venue and exclusive jurisdiction of both person and subject matter.

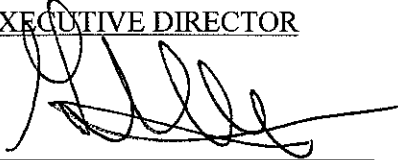
10. ENTIRE AGREEMENT. This Agreement constitutes the entire agreement between the parties hereto with respect to the subject matter hereof. The Agreement may be amended only by approval of the Board of Directors and the DIRECTOR and a written document signed by both parties.

11. NOTICES. Any notice required under this Agreement shall be sent by certified mail, return receipt requested, or be personally delivered to the Chairman of the Board of Directors or the DIRECTOR, whichever is applicable.

IN WITNESS WHEREOF, LEMS shall cause this Agreement to be signed and executed on its behalf of its Chairman, and the DIRECTOR shall sign and execute this Agreement the day and year first written above.

Dated this ____ day of _____, 2013.

EXECUTIVE DIRECTOR



Gerald L. Smith, II

LAKE EMERGENCY
MEDICAL SERVICES, INC.

Welton G. Cadwell, Chairman of the Board
Of Directors for Lake Emergency Medical
Services, Inc.

Lake EMS, Inc.
Agenda Item Summary Sheet

DATE: July 1, 2013

MEETING DATE: July 9, 2013

SUBJECT: Internal Audit Recommendations RFP Committee Report

ACTION REQUESTED: Verbal Report from the Chairman of the Special Committee

BACKGROUND SUMMARY: The Lake EMS Board of Directors on June 11, 2013 directed a Request for Proposal be developed for an external consultant to evaluate recommendations identified in the report provided by the Lake County Clerk or Courts Internal Audit Division. A special committee was formed consisting of the three Lake EMS Board of Directors' Committee Chairs to review and approve the Statement of Work developed by a workgroup consisting of Lake EMS staff and community partners.

FISCAL IMPACT: N/A

ATTACHMENTS: Draft Request for Proposal Statement of Work

Section 2.1 Current System Description

Ambulance services in Lake County, Florida are provided by Lake Emergency Medical Services (EMS), a Florida Not-For-Profit Corporation wholly owned by Lake County government. While the current system was established in 2000, the corporation went through a structural change in 2011 when Sumter County, Florida withdrew from the corporation electing to provide ambulance services utilizing a private contractor. The current ambulance deployment plan was established at that time to serve Lake County exclusively. Lake EMS currently deploys a total of 12 (10 24hr and 2 13hr splits) units around the clock with 7 additional units (13hr) during periods of highest demand for total annual unit hours of approximately 143,000. They also have two (2) 13 hour peak season units that are typically deployed from January through April and staffed with overtime. In FY2012 there were 42,734 incidents resulting in 31,189 transports. Lake EMS provides the emergency and non-emergency ambulance transportation, medical direction, medical supplies and medications, and both EMS and Fire dispatch for the system.

Advanced Life Support (ALS) and Basic Life Support (BLS) dual response is also provided by a combination of municipal fire services, a fire service operated by a Community Development District (CDD), and the County fire service. There are a total of 13 fire services consisting of both large and small departments, with most manned by full time firefighters. At least 10 of the services either provide or are planning on providing ALS service utilizing a combination of paramedics and emergency medical technicians. Dual response services are provided with fire agency staffing resources that are part of an existing fire crew working in a dual-certified capacity.

At present, and as indicated in the recent audit document prepared by the Lake County Clerk of Courts Internal Audit Division, there is limited coordination of ALS resources and deployment planning between Lake EMS and the 13 fire services. Currently, the fire agencies determine the locations and density of ALS coverage in their respective response areas based on the level of service desired by their respective Commissions and Councils. As mentioned in the audit report, and of concern to the Lake EMS board, as part of this project, the consultant is expected to identify any duplicative response resources that exist and make suggestions as to how those resources might better be used to provide cost savings or better response times.

Lake EMS is currently funded via a county wide Ambulance Municipal Service Taxing Unit (MSTU) Ad Valorem Tax of .3853 mils. Municipal Fire Service response is provided funding through inter-local agreements by returning a portion of MSTU collected (.1 mils) back to the municipalities that provide ALS services. The County fire service currently receives funding from a separate Ad Valorem tax to fund emergency medical response services, in addition to the receipt of \$300,000 from the Ambulance MSTU.

Communications services for both EMS and Fire are provided by Lake EMS. Lake EMS operates as a secondary Public Safety Answering Point (PSAP) to 6 primary PSAP's, with the Lake County Sheriff's office being the largest of those. Currently, 12 of the 13 Fire agencies are dispatched by Lake EMS. Lake EMS utilizes the Zoll RescueNet CommCAD software to provide EMS and Fire dispatch services. The Lake EMS Communication Center is accredited by the International Academies of Emergency Dispatch in both Medical and Fire dispatch and utilizes the Priority Dispatch system with response modifications.

As detailed in the internal audit report, emergency response times are currently under review and of concern to the Lake EMS Board of Directors. Historically the goals have been as follows:

- Urban: <=9 Minutes on Average (travel time)
- Suburban: <=12 Minutes on Average (travel time)
- Rural: <=15 Minutes on Average (travel time)

Additionally, reports presenting the measurements at the 90th percentile as well as a measurement for first ALS on-scene have been provided to the Lake EMS Board of Directors for comparison purposes. During the audit process Lake EMS management recognized the need to change the parameter from strictly travel or curb to curb to incident start which is when the Lake EMS Telecommunications staff have determined where and why an ambulance is needed. The method to calculate the new measurement was validated by Internal Audit staff. The adjusted response times are still within the historically accepted average parameters.

While the existing system was designed/funded for and is meeting these goals on average, both Lake EMS management and the Lake EMS Board of Directors support achieving a higher standard. The recent audit report made reference to a couple of different benchmarks as possible targets, including both the Commission for the Accreditation of Ambulance Services (CAAS) and the National Fire Protection Association (NFPA). What the vendor needs to determine and define by this project is what benchmark is the best for Lake County and where the time should start and where it should end when pursuing these standards. Of particular interest, as a dual response system, should the 1st ALS/BLS on-scene times be utilized towards meeting any proposed standard? The Internal Audit report indicated if Lake EMS seeks accreditation it may provide the answer to which standard to use.

Of particular interest to Lake EMS management is the audit report's recommendation that the Primary PSAP's call received time be used as the start time. As described above, there are currently 6 different PSAP's in the county. While there have been several recent Primary PSAP consolidations into the Sheriff's office, with a few others being considered, Lake EMS management is concerned that the complexity of interfaces between the various systems is cost prohibitive and even matching the calls could be difficult. In addition, neither Lake EMS management, nor the Lake EMS Board of Directors has any authority over the call processing performance in the primary PSAP's. As such the consultant is expected to evaluate the inclusion of this time interval as compared to industry standard benchmarks as well as the potential complexities, related costs and relative value of its inclusion.

Section 2.2 Purpose of Solicitation

The purpose of this solicitation is to acquire the services of a consultant (which could consist of one firm with subcontractors, or a joint venture between one or more entities) to perform an operational analysis of the Lake County Emergency Medical System deployment and response methods for making recommendations to Lake EMS management and the Lake EMS Board of Directors. More specifically, to determine the efficacy of the current system's ability to meet more stringent emergency response time benchmarks as identified in the audit done by the Lake

County Clerk of Courts Internal Audit Division. In addition, to determine response times that could be achieved with optimization of the current system taken as a whole and the incremental cost to achieve faster response times. The actual work plan and specific scope of services will be negotiated during the selection process. The consultant is expected to have extensive expertise in Emergency Medical Service deployment modeling and costing in dual response systems.

Specific areas that should be reviewed are the following:

- A. Determine the most appropriate Emergency Medical System deployment and response model for Lake County that achieves the proposed emergency response time standards
- B. Determine reasonable system costs to achieve the desired emergency response time standards
- C. To determine the reasonable considerations that should be accounted for in setting response time standards for the Urban, Suburban and Rural areas of Lake County

To accomplish these goals, the project will be divided into two (2) distinct phases as described in the next two sections.

Section 2.3: Project Phase 1: Current System Review (60 Days)

- 1) Evaluate the current system deployment model and resources, zone types, historical response statistics, dispatch system and response protocols.
- 2) Evaluate the inclusion of the Primary PSAP received time as well as the potential complexities, related costs and relative value of its inclusion into system response time totals.
- 3) Evaluate current system for duplication/voids of service.
- 4) Evaluate Lake EMS unit hour costs as compared to benchmarks for comparable systems.
- 5) Evaluate industry benchmarks for reasonable (i.e. safe) Unit Hour Utilizations (UHU) for existing system shifts. (13 & 24)
- 6) Evaluate reasonable considerations that should be accounted for in setting response time standards for different zone types. (Urban, Suburban, and Rural)
- 7) Evaluate the merits of existing industry response time benchmarks that should be considered for each resource type (BLS & ALS fire service response and Ambulance) and whether they should be viewed as a system, or individually by type. Specifically, provide cost estimates for the current system to meet the NFPA, CAAS, and other possible benchmarks respectively from an ambulance transport perspective.
- 8) Evaluate the effect of hospital bed delays on response times.
- 9) Evaluate non-emergency and out of county transports and their effect on emergency response times and perform cost/benefit analysis of continuation of these services.
- 10) Evaluation of reserve capacity for the current Emergency Medical deployment and response system.
- 11) Evaluation of dispatch costs for both EMS and Fire Calls as compared to industry benchmarks.

- 12) Evaluate the impacts of the implementation of a closest ALS fire unit (vs. jurisdictional) response plan utilizing priority dispatch protocols.

At the completion of Phase 1 the consultant will review findings with Lake EMS management to discuss findings and gather feedback. Upon completion of review by Lake EMS, the consultant shall present phase 1 findings to the Lake EMS Board of Directors.

Upon review and consideration of the phase 1 findings, the Lake EMS Board will adopt the desired response time standards for Urban, Suburban, and Rural Zones and provide to consultant for further analysis in Phase 2.

Section 2.4 Project Phase 2: Proposed System Evaluation and Recommendation (60 Days)

- 1) Determine and recommend the most appropriate Emergency Medical System deployment and response model for Lake County that achieves the desired emergency response time standards. Includes inventory of resources (Ambulance and Fire services), location and deployment of resources. Includes unit hours for both Ambulances and 1st response resources. Should include a 12-24 month phase-in plan.
- 2) Resource thresholds for proposed deployment model. (parameters for adding resources)
- 3) Determine the reasonable system costs to achieve the desired emergency response time standards. Should include cost/unit hour for fire service response resources based on a portion of one (1) dual-certified Fire/Medic per resource, per shift, per location, not to include costs for medical supplies, medications, or medical direction. Should include vehicle costs/unit hour of a typical medical response rescue vehicle. Should also include fire service response agency reasonable costs for QA and EMS training based on their respective deployment recommendations.
- 4) Evaluate and recommend costing method for EMS and Fire service response services (i.e. per unit hour, etc.).
- 5) Evaluate and recommend costing method for EMS and Fire Dispatch Services.
- 6) Evaluate the various funding mechanisms for the system taken as a whole and recommend the most appropriate funding structure.

At the completion of Phase 2 the consultant will review findings with Lake EMS Management to discuss findings and gather feedback. Upon completion of review by Lake EMS, the consultant shall present phase 2 findings and recommendations to the Lake EMS Board of Directors.

Section 2.4 General guiding principles and objectives

The following general guiding principles and objectives regarding preparation and completion of the study are provided as further general guidance regarding the expectations for the study:

A. The consultant should develop specific recommendations regarding response system modifications, including specific dollar costs or savings, and discuss with Lake EMS management. Determine extent that Lake EMS management believes recommendation is feasible and will result in the cost or savings as projected by the vendor including the time frame to implement. If agreement cannot be reached with management regarding feasibility, timing and projected cost or savings, provide this information in the final report describing the consultant’s position and that of Lake management staff.

B. The consultant should plan to utilize:

1. Lake EMS staff as assigned and as necessary to gather the required data or other information necessary to perform contracted work;
2. As needed, a certified internal auditor from the Clerk's audit staff to provide internal information and assist with any information analyzed as part of their recent audit process
3. Objective data to evaluate the response system components, and identify operational changes that may impact level of service and the extent of such impacts (i.e. response times, etc.)

Section 2.5 Proposed Timeline

<u>Item</u>	<u>Date</u>	<u>Aggregate Time</u>
RFP Published	July 10, 2013	0
Proposals Due	July 31, 2013	21
RFP Reviews	Aug 1st-2 nd	23
Vendor Short-Listing Completed	Aug 2 nd	23
Vendor Interviews	Week of August 5 th	30
Vendor Selection	August 12 th	37
Contract Negotiation	Week of August 19 th	44
Board Meeting (contract approval)	September 24 th	75
Vendor Begins Phase I (60 Days)	September 25 th	76
Vendor Completes Phase I	November 25 th	136
Vendor presents report to Lake EMS Management	November 25 th	136
Board Meeting (Phase I report presentation)	December 10 th	141
Vendor Begins Phase II (60 Days)	December 11 th	142
Vendor Completes Phase II	February 11 th	202
Vendor presents report to Lake EMS Management	February 11 th	202
Board Meeting (final report presentation)	March 11 th	232

Lake EMS, Inc.
Agenda Item Summary Sheet

DATE: July 1, 2013

MEETING DATE: July 9, 2013

SUBJECT: Proposed FY 2013-2014 Lake EMS Budget

ACTION REQUESTED: Recommend approval

BACKGROUND SUMMARY: Staff is requesting approval of the Proposed FY 2013-2014 Lake EMS Budget concept and revised fee schedule in order to develop the FY 2013-2014 Lake EMS Budget for adoption.

FISCAL IMPACT: N/A

ATTACHMENTS: Proposed budget overview documents

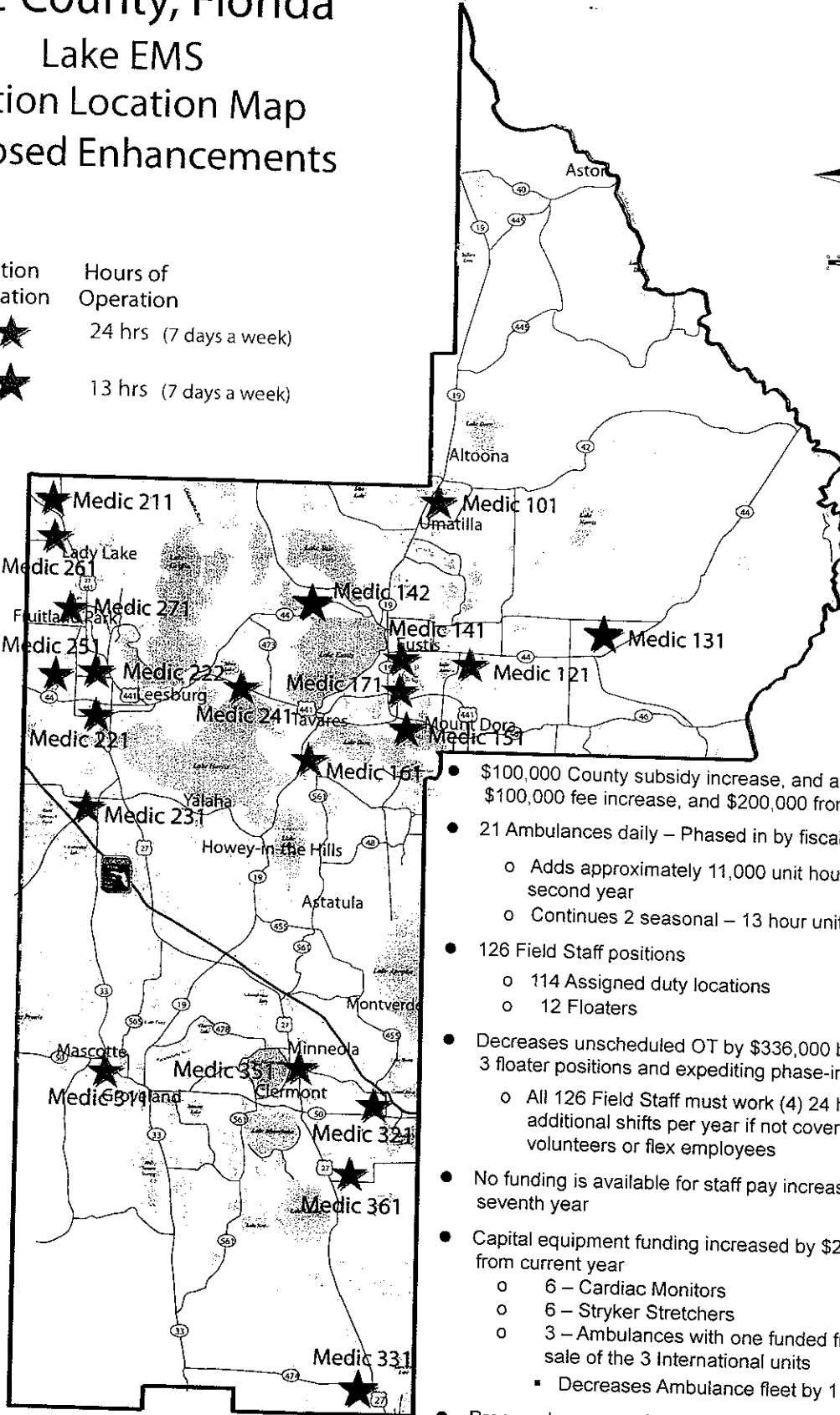
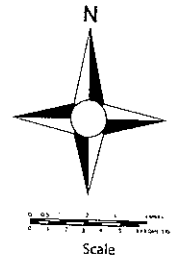
BRAVO Budget (Revised)

Lake County, Florida

Lake EMS

Station Location Map Proposed Enhancements

Station Location	Hours of Operation
15 ★	24 hrs (7 days a week)
6 ★	13 hrs (7 days a week)



- \$100,000 County subsidy increase, and a \$100,000 fee increase, and \$200,000 from the Penny Sales tax
- 21 Ambulances daily – Phased in by fiscal year end
 - o Adds approximately 11,000 unit hours/16,000 in second year
 - o Continues 2 seasonal – 13 hour units
- 126 Field Staff positions
 - o 114 Assigned duty locations
 - o 12 Floaters
- Decreases unscheduled OT by \$336,000 by adding 3 floater positions and expediting phase-in process
 - o All 126 Field Staff must work (4) 24 hour additional shifts per year if not covered by volunteers or flex employees
- No funding is available for staff pay increases for the seventh year
- Capital equipment funding increased by \$235,000 from current year
 - o 6 – Cardiac Monitors
 - o 6 – Stryker Stretchers
 - o 3 – Ambulances with one funded from the sale of the 3 International units
 - Decreases Ambulance fleet by 1 unit
- Proposed new user fee schedule

Lake Emergency Medical Services, Inc.
Bravo (12) Revised Budgeted Statement of Operations
Proposed Budget 2013-2014

	2011-2012 Actual Budget	2012-2013 Adopted Budget	2012-2013 Amended Budget	2013-2014 Proposed Budget	2013-2014 Baseline%
REVENUES:					
Private Pay Fees	3,078,719	2,521,020	2,521,020	2,851,705	13.1%
Medicare Fees	8,785,173	10,258,640	10,258,640	11,926,665	16.3%
Medicaid Fees	1,640,896	1,826,343	1,826,343	2,082,603	14.0%
Contract Fees	187,736	172,089	172,089	236,385	37.4%
Commercial & HMO Fees	2,177,519	2,234,293	2,234,293	2,763,092	23.7%
Less Bad Debt Expense	(2,581,396)	(2,511,825)	(2,511,825)	(3,547,788)	41.2%
Less Contractual Allowances	(2,531,419)	(3,403,222)	(3,403,222)	(5,041,368)	48.1%
Net Charges for Services	10,757,228	11,097,338	11,097,338	11,271,294	1.6%
EMS Matching Grant	-	-	-	-	0.0%
Federal Disaster Relief	-	-	-	-	0.0%
State Disaster Relief	-	-	-	-	0.0%
Public Safety (Local)	-	-	-	-	0.0%
Urban Areas Security Initiative Grant	-	-	142,745	-	(100.0%)
Motor Fuel Tax Rebate (State)	-	-	-	-	0.0%
Other Miscellaneous Revenues	71,679	20,000	20,000	23,000	15.0%
Other Dispatch Fees	103,620	-	-	-	0.0%
Penny Sales Tax Revenue	-	-	-	200,000	0.0%
Ins Proc/Loss Furn/Fix/Equip	49,959	-	-	165,000	0.0%
Other Charges for Services	816	1,000	1,000	1,000	0.0%
Reimbursements	1,034	-	-	-	0.0%
Interest	393	-	-	-	0.0%
Donations	125	100	100	100	0.0%
Other Public Safety	60	2,000	2,000	-	(100.0%)
Highway Safety Grant	-	-	-	-	0.0%
Lake County Subsidy	5,482,993	5,208,843	5,208,843	5,308,843	1.9%
Total Miscellaneous Revenues	5,710,679	5,231,943	5,374,688	5,697,943	6.0%
Balance Carried Forward	-	300,000	329,452	390,923	18.7%
Total Revenues	16,467,907	16,629,281	16,801,478	17,360,160	3.3%
EXPENDITURES:					
Personal Services	\$ 12,456,635	\$ 12,337,612	\$ 12,268,612	12,578,594	2.5%
Operating Expenses	3,678,642	3,667,048	3,600,101	3,819,071	6.1%
Capital Outlay	22,630	314,621	517,765	752,495	45.3%
Administration Costs	160,000	160,000	160,000	160,000	0.0%
Total Expenditures	16,317,907	16,479,281	16,546,478	17,310,160	4.6%
Reserve for Contingencies	150,000	150,000	255,000	50,000	(80.4%)
Total Expenditures Plus Reserve	16,467,907	16,629,281	16,801,478	17,360,160	3.3%
Excess of Revenues Over Expenditures	-	-	-	0	-

Lake Emergency Medical Services, Inc.
Bravo (12) Personal Services and Operations Expenses
Proposed Budget 2013-2014

	2011-2012	2012-2013	2012-2013	2013-2014	2013-2014
	Actual Budget	Adopted Budget	Amended Budget	Proposed Budget	Baseline %
PERSONAL SERVICES					
Executive Salaries	192,986	128,735	128,735	110,000	(14.6%)
Regular Salaries	8,252,368	8,197,059	8,259,018	8,764,305	6.1%
Overtime	821,014	843,320	843,320	500,048	(40.7%)
Special Pay	5,325	5,400	5,400	-	(100.0%)
Social Security Matching	672,747	701,437	706,177	717,000	1.5%
Retirement Contributions	649,242	626,368	630,705	673,785	6.8%
Life and Health Insurance	1,606,503	1,435,819	1,447,588	1,540,866	6.4%
Workers Compensation	255,967	390,474	238,669	263,590	10.4%
Unemployment Compensation	483	9,000	9,000	9,000	0.0%
Total Personal Services	12,456,635	12,337,612	12,268,612	12,578,594	2.5%
OPERATING EXPENDITURES					
Professional Services	122,178	136,646	136,646	131,646	(3.7%)
Accounting and Auditing Services	-	19,200	-	-	-
Contractual Services	131,064	124,225	124,225	160,369	29.1%
Collection Fees	53,800	50,000	50,000	60,000	20.0%
Travel and Per Diem	15,163	14,408	14,408	14,377	(0.2%)
Communications	63,376	61,512	61,512	71,015	15.4%
Telephone	93,923	99,231	99,231	78,435	(21.0%)
*Cellular Telephone	25,336	31,314	31,314	48,705	55.5%
Paging Service	1,044	1,439	1,439	1,439	0.0%
Freight & Postage	27,932	28,300	28,300	25,050	(11.5%)
Utility Services	126,529	152,135	147,635	122,000	(17.4%)
Rental Leases	5,796	110	110	110	0.0%
Property Leases	336,013	330,670	323,170	284,323	(12.0%)
Equipment Leases	13,138	13,418	13,418	14,438	7.6%
Insurance	298,368	329,000	249,952	268,460	7.4%
Repair and Maintenance	379,581	396,167	399,667	436,038	9.1%
Auto Repairs/Supplies	211,548	225,000	225,000	235,000	4.4%
Printing and Binding	12,125	12,750	12,750	7,500	(41.2%)
Reprographic Charge	41	-	-	200	100.0%
Promotional Activities	1,925	4,500	4,500	2,000	(55.6%)
Employee Recognition	7,874	7,500	7,500	7,500	0.0%
Other Current Charges/Obligations	11,830	15,500	15,500	11,150	(28.1%)
Office Supplies	155,414	321,647	328,348	309,681	(5.7%)
Operating Supplies	22,746	19,411	52,511	29,421	(44.0%)
*Motor Fuel/Oil	476,981	525,000	525,000	625,000	19.0%
Linen Supplies	48,098	30,000	30,000	30,000	0.0%
Cleaning Supplies	24,709	20,000	20,000	20,000	0.0%
Uniforms	109,166	112,485	112,485	119,285	6.0%
*Medical Supplies	517,918	402,900	402,900	491,200	21.9%
Oxygen	65,836	60,000	60,000	60,000	0.0%
*Pharmacy Supplies	93,882	70,000	70,000	85,000	21.4%
Books, Publications & Dues	31,215	36,861	36,861	40,347	9.5%
*Training	14,639	15,719	15,719	29,382	86.9%
Total Expenditures	3,499,188	3,667,048	3,600,101	3,819,071	6.1%

* Current market conditions and statutory mandates associated with these line items require an increase.

Bravo (12) PROPOSED CAPITAL OUTLAY JUSTIFICATION - BUDGET YEAR 2013-2014

Dept	Equipment	Price/Unit	Qty	FY-13-'14 Total	Replacement	Additional
Operations						
	Battery Support System - Replacements	1,456	6	8,736	No longer service supported after 2016	
	LP-15 Power Adapters Replacements	1,560	6	9,360	No longer service supported after 2016	
	LP-15 Cardiac Monitors Replacements	29,000	6	174,000	No longer service supported after 2016	
	Stryker Stretchers Replacements	13,694	6	82,164	Replace equipment beyond typical life expectancy	
	Ambulances - Replacements	147,000	3	441,000	Replace higher mileage units	
	Stair Chairs	1,147	5	5,735	Replace equipment too costly to repair	
	Subtotal Operations			720,995		
Information Services						
	Multi-Function Copier	6,000	1		Replace existing end of life Muratec copier, costly to repair located in Patient Financial Services.	
	Mobile Tablets (EPCR/MDT)	3,500	5	17,500	Replace end-of-cycle field tablets	
	Servers	8,000	1	8,000	HP DL380 G8 will replace aging G5 with over 5 years of 24x7 operation. Older servers will be reconditioned for backup targets and test environments.	
	Subtotal Information Services			31,500		
Total	CAPITAL			752,495		

Capital Justifications:

Battery Support	Replacement for LP-12 battery chargers that will no longer be used after 2016. We have support for the LP-15 support systems.
LP-15 Adapters	Power adapters for LP-15's to accommodate changing from the older cardiac monitor no longer serviced after 2016.
LP-15 Monitors	Replacement of LP-12 cardiac monitors that will no longer be serviced after 2016. As we have replaced several of them with LP-15's, we will need to continue with the replacing the remainder of them.
Stryker Stretchers Replacements	Replace equipment beyond typical life expectancy
Ambulance Replacements	Replace higher mileage units and will surpass 250,000 miles during FY2013-2014. This will exceed the recommended mileage for emergency use.
Stair chairs	Replace Stair chairs nearing the end of their life expectancy and too costly to repair.
Multi-function Copier	Replace existing end of life Muratec copier, costly to repair.
Servers	HP DL380 G8 will replace aging G5 with over 5 years of 24x7 operation. Older servers will be reconditioned for backup targets and test environments. The Panasonic Toughbook CF19's will replace CF-18 models with over 5 years of operation, malfunctioning USB ports and touch screens. We have done a fantastic job of extending the operational life of these assets in a high wear environment. Additionally, this purchase will be made off Florida WSCA State Contract 250-WSCA-10-ACS. We are taking advantage of the Florida State contract which was extended to us through negotiation with CDW-G.
Mobile Tablets	

Proposed FY 2013-2014 Lake EMS Budget User Fee Adjustments

Type of Fee	Current	Staff Recommended	Average Cost Model	Anchor Average Rate Model
BLS, NE	\$300.00	\$400.00	\$482.00	\$406.00
BLS, E	\$350.00	\$450.00	\$462.00	\$474.60
ALS, NE	\$430.00	\$500.00	\$506.00	\$502.89
ALS, E	\$475.00	\$550.00	\$476.00	\$554.05
ALS2	\$578.00	\$685.00	\$544.00	\$711.48
SCT	\$683.00	\$702.00	\$553.00	\$711.48
Mileage	\$8.25	\$9.50	\$10.01	\$10.01
Average Charge	\$507.00	\$598.00	\$556.00	\$610.00
Estimated Cash	\$11,085,000	\$11,271,000	\$11,232,000	\$11,266,000

Note: Estimated impact on current FY would be \$30,000 increase in revenue if implemented effective August 1, 2013.

User Fees and Rates Comparisons

Rate Comparison to Other Counties

Agency	AISE	AISNE	ALS	ALSNE	SCF	BLSNE	SCF	BLSNE	Non-Trans with ALS	Mileage Urban & Sub	Mileage Rural
Marion County FR	\$536.00	\$500.00	\$658.00	N/A	\$452.00	\$400.00	N/A	\$400.00	N/A	\$10.16	\$10.16
Pinellas County EMS	\$560.32	\$560.32	\$665.86	N/A	N/A	N/A	N/A	N/A	N/A	\$12.66	\$12.66
Seminole County EMS	\$538.00	\$538.00	\$780.00	N/A	\$453.00	N/A	N/A	N/A	N/A	\$9.00	\$9.00
Polk County FR	\$600.00	\$600.00	\$700.00	\$800.00	\$600.00	\$600.00	\$100.00	\$600.00	\$100.00	\$9.00	\$9.00
Volusia County EMS	\$615.00	\$389.00	\$890.00	\$1,051.00	\$518.00	\$324.00	\$615.00	\$324.00	\$615.00	\$11.00	\$11.00
Sumter County EMS	\$475.00	\$430.00	\$575.00	\$575.00	\$350.00	\$300.00	N/A	\$300.00	N/A	\$8.25	\$8.25
Average	\$554.05	\$502.89	\$711.48	\$808.67	\$474.60	\$406.00	\$357.50	\$406.00	\$357.50	\$10.01	\$10.01
Lake EMS	\$475.00	\$430.00	\$578.00	\$683.00	\$350.00	\$300.00	N/A	\$300.00	N/A	\$8.25	\$8.25
Amount											
Lake EMS is Under Average	\$79.05	\$72.89	\$133.48	\$125.67	\$124.60	\$106.00	\$357.50	\$106.00	\$357.50	\$1.76	\$1.76

Source is the May 24, 2013 Internal Audit Report on Lake EMS Response Times and User Fees

Sumter County Approved User Fees and Rates Effective September 1, 2013

AISE	AISNE	ALS	ALSNE	SCF	BLSNE	SCF	BLSNE	Non-Trans with ALS	Mileage Urban & Sub	Mileage Rural
\$550	\$550	\$625	\$625	\$500	\$500	\$500	\$150	\$150	\$10.00	\$12.25

Source is the agreement approved June 25, 2013 between Sumter County BCC and Rural/Metro Corporation of Florida

Proposed FY 2013-2014 Lake EMS Budget User Fee Adjustments

\$550	\$500	\$685	\$702	\$450	\$400	\$9.50
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Estimated impact on current FY would be \$30,000 increase in revenue if implemented effective August 1, 2013.