


CITY MANAGER'S OFFICE MEMORANDUM

TO: Jim Scholl, City Manager

FROM: Mark Z. Finigan, Assistant City Manager 

DATE: August 24, 2010

SUBJECT: City of Key West Request for Proposals (RFP) #009-10 Emergency Ambulance Service

ACTION STATEMENT:

Purpose of this resolution is to request approval by the City Commission for the following:

- Accept the ranking of the Top 3 Proposals by the Evaluation Committee:
 1. **Lifestar Response**
 2. **American Medical Response**
 3. **American Ambulance**
 4. Paramedics Plus
 5. Vanguard Health Services
- Authorizing the Evaluation Committee to negotiate a contract with the highest ranked proposer, **Lifestar Response**. In the event the Evaluation Committee is unsuccessful in negotiating a contract with the highest ranked proposal, authorizing the Evaluation Committee to negotiate a contract with the second highest ranked proposer, **American Medical Response**, and in the event the Evaluation Committee is unsuccessful in negotiating a contract with the second highest ranked proposer, authorizing the Evaluation Committee to negotiate a contract with, **American Ambulance**.
- If the Evaluation Committee is unsuccessful in negotiating an acceptable contract with any of the three (3) highest ranked proposers the Evaluation Committee will cease discussions with all proposers and report back to the City Commission.
- Requiring the City Manager to bring back to the City Commission said proposed contract / agreement for Commission approval.

BACKGROUND:

Pursuant to the terms and conditions of an Agreement between the City of Key West (City) and American Medical Response, Inc. (AMR) for ambulance services, the period of performance concluded December 31, 2009. Thereafter, the City and AMR have agreed to a month to month working relationship.

Prior to release of (RFP) #009-10 Emergency Ambulance Service, the City Manager called for the creation of an Evaluation Committee comprised of the following five (5) members:

- Assistant City Manager – Administration Mark Z. Finigan
- System Planning Corporation Harold Cohen
- System Planning Corporation Michael Iacona
- Fire Department Alan Averette
- Interested Community Member David Oatway

System Planning Corporation, TriData Division (TriData) was engaged by the City to assist the Ambulance Evaluation Committee in preparing a Request for Proposal for Emergency Ambulance Service. A copy of (RFP) #009-10 Emergency Ambulance Service is attached as well as Addendums 1- 4 are available on Legistar.

On May 28, 2010 RFP #009-10 Emergency Ambulance Service was formally advertised. Due date / time for receipt of proposals was established for June 28, 2010, at 3:00 p.m. A mandatory Pre-Bid Meeting was held at 525 Angela Street, Key West, FL on June 11, 2010. The Pre-Bid Meeting was attended by the following prospective interested service providers:

- Lifestar Response
- American Medical Response
- American Ambulance
- Paramedics Plus
- Vanguard Health Services

Subsequent to the Pre-Bid Meeting the due date / time for receipt of proposals was changed from June 28, 2010 to July 19,2010. On July 19, 2010 five (5) proposals were opened in the City Clerk’s office at 3:00 PM EST. Proposals received and deemed timely were as follows:

- Lifestar Response
- American Medical Response
- American Ambulance
- Paramedics Plus
- Vanguard Health Services

Copies of the five (5) proposals are available on Legistar.

PUBLIC DELIBERATION

On August 9, 2010, the Evaluation Committee deliberated in public session to determine the three prospective vendors to recommend to the City Commission. The following Evaluation Committee members were present:

Assistant City Manager – Administration	Mark Z. Finigan
System Planning Corporation	Harold Cohen
System Planning Corporation	Michael Iacona (By Phone)
Fire Department	Alan Averette
Interested Community Member	David Oatway

Ms. Margaret Romano, a local resident observed the public deliberation.

The following vendor representatives appeared and participated in the deliberation process by answering Evaluation Committee questions.

Mr. Doug Tisdale – Lifestar Response

Mr. Steve Simonatis and Ms Barbara Santiago. – American Medical Response

Mr. Charles Maymon – American Ambulance

Mr. Mark Postma – Paramedics Plus

Mr. Joseph Casella – Vanguard Health

Assistant City Manager Finigan opened the meeting by reviewing the rules and introducing the Evaluation Committee. Meeting minutes were recorded (Attachment 1).

- There was a consensus that all proposals were responsive to the solicitation as it related to completion of required representations and certifications.
- American Ambulance will need a waiver for some of the Medical Director requirements. The Evaluation Committee consensus is to recommend the City Manager grant the waiver (Attachment 2).
- Dr. Cohen reported on due diligence and reference checks.
- General discussion on the strengths and weaknesses of each proposal. Each vendor representative was allowed to answer clarification questions.
- Each Evaluation Committee member completed the prescribed score sheet and submitted the results to Assistant City Manager Finigan. Mr. Iacona completed his rating and faxed his score sheets to 305-809-3886.
- Final scores were reported as follow:

1. Lifestar Response	442.5
2. American Medical Response –	426
3. American Ambulance	404
4. Paramedics Plus	397.5
5. Vanguard Health	370.5

A summary of the ranking and rating profile is provided as Attachment 3.

FINANCIAL IMPACT:

Quality patient care was clearly the primary concern of the Evaluation Committee. Obviously, the financial impact to the City of Key West must also be a key consideration. Commercial ambulance company remuneration is traditionally based on collection of fees from insurance companies, out-of-pocket payments and a stipend, if necessary, from the procuring agency. Growing concerns about agency provided stipends must be balanced with the potential financial load placed on our citizens, especially senior citizens and those economically challenged, by way of the fee schedule imposed by the ambulance provider.

Each vendor proposed a fee schedule, combined with a City of Key West provided stipend request (Attachment 4). A notable exception was Lifestar Response who proposed a service provision plan that did not request a stipend. American Medical Response proposal included a City of Key West provided stipend but contained lower patient charges. The Evaluation Committee noted that in almost half of all transports, fixed-rate payments dictate reimbursement rates. Many commercial insurance payers are also adopting fixed rate payment schedules similar to government payers.

OPTIONS:

1. City Commission can accept the ranking of the Evaluation Committee as follows (With 1. being the highest ranked firm):
 - 1. Lifestar Response**
 - 2. American Medical Response (AMR)**
 - 3. American Ambulance**
2. City Commission can select a proposal from the highest three ranked proposals independent of rating or ranking by the Evaluation Committee.
3. The Request for Proposal does not offer the option for the City Commission to select a proposal for award from any proposer other than the three (3) referenced in 1. above. In such an event the Evaluation Committee recommends the City release a second solicitation.

RECOMMENDATION:

This purpose of this resolution is to request approval by the City Commission of the following:

- Ranking of the Proposals by Evaluation Committee (Team Rating Scores Attached)
 1. **Lifestar Response**
 2. **American Medical Response (AMR)**
 3. **American Ambulance**
 4. Paramedics Plus
 5. Vanguard Health

- Authorizing the Evaluation Committee to negotiate a contract with the highest ranked proposer, Lifestar Response. In the event that the Evaluation Committee is unsuccessful in negotiating with the highest ranking proposer, authorizing the Evaluation Committee to negotiate a contract with the second highest ranked proposer, American Medical Response. In the event the Evaluation Committee is unsuccessful in negotiating a contract with the second highest ranked proposer, authorizing the Evaluation Committee to negotiate a contract with, American Ambulance
- If the Evaluation Committee is unsuccessful in negotiating an acceptable contract with any of the three (3) highest ranked proposers, the Evaluation Committee will cease discussions with all proposers and report back the City Commission.
- Authorize the City Manager to negotiate a contract with that proposer which results out of the aforementioned negotiations.
- Requiring the City Manager to bring back to the City Commission said contract for approval.

Minutes
City Evaluation
Emergency Ambulance Service for Key West, FL
RFP 009-10

August 9, 2010

Meeting was opened at 10:00 AM by Assistant City Manager Mark Z. Finigan. Mark thanked everyone for making the trip to Key West.

Mark introduced the evaluation team members. A sign-in sheet was passed around for all prospective vendors. There was one public attendee who was introduced. [Attachment 1]

Mark reviewed the procedures for the meeting and that 3 names will be recommended to the City Commission.

Review of Basic Standards

All papers and addendums were submitted in a timely manner.

Spoke about responsiveness. Task force agreed all were responsive.

References

References reviewed

No obviously outstanding issues

State of FL EMS Medical Compliance office has yet to respond to the due diligence request

Lifestar Response

Reviewed the proposal

Asked various questions concerning finances, medical direction, operations, and other factors

Representative explained the financial model and answered several questions

Explained how the corporate structure benefits the organization.

Explained how reserve unit and personnel can handle emergency situations.

American Medical Response

Excellent history and response

Poor history of working with the city on financial issues

Asked representative about proposal subsidy request

Key West organizational structure not present. Representative explained the local structure.

GPS and AVL equipped

Committed to CAD interface.

Lunch Break

At 11:30 AM, Mark called for a lunch recess until 1:00 PM.

The meeting reconvened at 1:00 PM

American Ambulance

Discussed the issues concerning staffing of the third unit.

Mark was concerned about previous and current 911 experience.

American prefers Plan 2

The only difference between plans 1 and 2 is the 12 hour unit

Emphasized the inclusion of fire and police into first response.

Discussed performance model

Based their subsidy on older data.

Concerns with lack of detail on the quality management

Management structure has extensive experience in 911 service but not as "American Ambulance."

Has contract for evacuating Keys during weather emergencies

Spoke concerning pay rates needed in Key West

Reporting aspects were discussed. Reviewed customer complaint procedures

Paramedics Plus

Questions asked about the implementation of the fine/QA program.

Were informed that per LKMC, the ER group could not contract for medical direction.

Capital investment would be significant

Significant discussion about charge/stipend expenses. Very high

Vanguard

Asked to explain the oversight and non-profit model

Concerns about the start-up and organizational loss issues

Lack of experience with hurricane and mass evacuation

CAP is \$200,000 for subsidy

Vanguard will fund any losses

Task force uncomfortable with the proposed organizational structure.

Summary

Harold reviewed the stipend to charge ratio. [Attachment 2]

After discussion, the meeting continued.

Each task force member submitted the evaluation sheet for each vendor.

All scores were tabulated. [Attachment 3]

The three top scoring vendors recommended to the City Commission.

1. Lifestar Response
2. American Medical Response
3. American Ambulance

Mark advised all vendors that an executive summary would be prepared, reviewed by the City Manager, and transmitted to the City Commission. He is unsure whether it would be included on the September 7 or September 21 agenda.

The meeting was adjourned at 3:45 PM.

Attachment 1

Sign-In Sheet

Aug 9, 2018

MARK FINIGAN	CKWI	305-809-3875
STEVE SIMONAKIS	KWR	305-797-5432
BARBARA SANTIAGO	KWR	305-496-5072
ALAN AVERETTE	KWFD	305-747-4631
Charles Maymon	American Ambulance	305-925-2000
MARK POSTMA	PARAMEDICS PLUS	727 582 2167
JOSEPH CASELLA	VANGUARD HEALTHCARE	201-562-1800
Harold C. Cohen	SPC/TriData	443-829-5113
Dave Oatman	Keywest resident	305 295 8261
Douglas Tisdale	Care Ambulance	334-850-2636
MARGARET ROMERO	CITIZEN	

Attachment 2

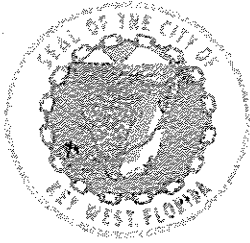
Subsidy/Charge Ratio Comparison

Bidder	Stipend	Charges per Call (Transport)
American Medical Response (AMR)	\$625,000 +3.5% annually	\$701.96/\$13.91 per mile/supplies
American Ambulance	Plan 1 - \$674,436 Plan 2 - \$413,275 +3% annually	ALS - \$875 BLS - \$675 + \$11.45 per mile
Vanguard	\$300 per uninsured transport \$200,000 annual cap ¹	ALS - \$900 BLS - \$725 + \$13.25 per mile
Lifestar Response	\$0	ALS1 - \$700 ALS2 - \$950 BLS - \$560
Paramedics Plus	\$0 - \$700K	ALS1 - \$1,900 - \$2,650 ALS 2 - \$2,000 - \$2,750 BLS - \$1,550 - \$2,300 + \$40.00 per mile/\$65 for oxygen

¹ Changed from \$300,000 by the vendor during the public deliberation. Vendor claimed it was an error.

Ranking Criteria	Points Allowed	Lifestar				American Medical Response				American Ambulance				Paramedics Plus			
		Finigan	Cohen	Iacona	Averette	Finigan	Cohen	Iacona	Oatway	Finigan	Cohen	Iacona	Oatway	Finigan	Cohen	Iacona	Oatway
Approach to Systems Design	20	18	17	18	20	19	19	18	20	12	16	18	12	18	19	18	16
Clinical & Employment Practices	20	18	14	16	18	20	19	18	18	20	15	18	12	18	19	20	19
Financial Capabilities/Sadministrative & Reporting Practices	25	23	22	16	25	25	15	16	23	12	14	20	22	14	11	10	15
Past Experience of Provider & Key Personnel	25	22	22	18	22	25	23	24	25	25	20	23	21	23	25	25	25
References	10	10	10	8	10	10	8	9	10	10	7	10	10	10	8	10	10
Total Score (individual)	100	91	81.5	76	95	99	88	85	96	79	72	89	92	83	71.5	82	76
Total Score (group)		442.5															
Total Possible Score		500															
%		89%															
		Lifestar				American Medical				American Ambulance				Paramedics Plus			
		Finigan	Cohen	Iacona	Averette	Finigan	Cohen	Iacona	Oatway	Finigan	Cohen	Iacona	Oatway	Finigan	Cohen	Iacona	Oatway
		82	78.5	89	74	82	71.5	82	68	83	71.5	82	76	85	80%	500	397.5

Ranking Criteria	Points Allowed	Vanguard			
		Finigan	Cohen	Iacona	Averette
Approach to Systems Design	20	15	15	19	10
Clinical & Employment Practices	20	17	17	18	12
Financial Capabilities/Sadministrative & Reporting Practices	25	20	17.5	22	18
Past Experience of Provider & Key Personnel	25	20	19	22	18
References	10	10	10	8	10
Total Score (individual)	100	82	78.5	89	74
Total Score (group)		370.5			
Total Possible Score		500			
%		74%			
		Vanguard			



CITY MANAGER'S OFFICE MEMORANDUM

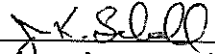
TO: Jim Scholl, City Manager
FROM: Mark Z. Finigan, Assistant City Manager
DATE: August 24, 2010
SUBJECT: Request for Proposals (RFP) 009-10 Emergency Ambulance Service
Request for Exception – Medical Director – American Ambulance

After review of the proposals submitted pursuant to the subject solicitation, the Evaluation Committee determined that the proposed Medical Director for American Ambulance, Dr. Jerome Covington, did not completely meet the RFP qualifications set in Section IV. A - Medical Oversight. This section requires the EMS Medical Director to be board-certified in Emergency Medicine by the American Board of Emergency Medicine or the American Board of Osteopathic Emergency Medicine. The RFP allows the City Manager to waive this requirement.

Dr. Covington is a Florida-licensed physician who completed an Internal Medicine residency at Johns Hopkins Hospital. He is the Chief of Staff at Lower Keys Medical Center, giving him medical oversight of all clinical medicine. Dr. Covington is a well respected physician in Key West who has practiced adult medicine for many years. He is currently the Medical Director for American Ambulance in Key West.

The consensus of the Evaluation Committee is that the City Manager grant American Ambulance and Dr. Covington this waiver under the following stipulation:

- If American Ambulance is awarded the ambulance contract listed above, that within six months after signing the contract, Dr. Covington complete an EMS Medical Director Course as provided by the National Association of EMS Physicians, American College of Emergency Physicians, or an equivalent program. All expenses for this program will be the responsibility of American Ambulance.



Waiver Approved

Jim Scholl, City Manager
City of Key west

Ranking Criteria	Points Allowed	Lifestar										American Medical Response					American Ambulance					Paramedics Plus				
		Finigan	Cohen	Iacona	Averette	Oatway	Finigan	Cohen	Iacona	Averette	Oatway	Finigan	Cohen	Iacona	Averette	Oatway	Finigan	Cohen	Iacona	Averette	Oatway					
Approach to Systems Design	20	18	17	18	20	19	19	18	18	20	12	18	16	18	20	12	18	19	18	18	16					
Clinical & Employment Practices	20	18	14	16	18	20	19	19	18	18	20	18	15	18	19	12	18	19	20	18	19					
Financial Capabilities/Sadministrative & Reporting Practices	25	23	22	16	25	25	15	10	16	23	12	20	14	20	22	12	14	0	11	10	15					
Past Experience of Provider & Key Personnel	25	22	22	18	22	25	25	23	21	25	25	17	20	23	21	22	23	25	25	20	25					
References	10	10	6.5	8	10	10	10	8	9	10	10	10	7	10	10	10	10	8.5	8	10	10					
Total Score (individual)	100	91	81.5	76	95	99	88	78	85	96	79	83	72	89	92	69	83	71.5	82	76	85					
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Clinical & Employment Practices	20	17	17	18	18	12																				
Financial Capabilities/Sadministrative & Reporting Practices	25	20	17.5	22	18	8																				
Past Experience of Provider & Key Personnel	25	20	19	22	18	9																				
References	10	10	10	8	10	10																				
Total Score (individual)	100	82	78.5	89	74	47																				
Total Score (group)		370.5																								
Total Possible Score		500																								
%		74%																								
		Vanguard																								

Attachment 4

Comparison of Stipend and EMS Charges

Bidder	Stipend	Charges per Call (Transport)
American Medical Response (AMR)	\$625,000 +3.5% annually	\$701.96/\$13.91 per mile/supplies
American Ambulance	Plan 1 - \$674,436 Plan 2 - \$413,275 +3% annually	ALS - \$875 BLS - \$675 + \$11.45 per mile
Vanguard	\$300 per uninsured transport \$300,000 annual cap	ALS - \$900 BLS - \$725 + \$13.25 per mile
Lifestar Response	\$0	ALS1 - \$700 ALS2 - \$950 BLS - \$560
Paramedics Plus	\$0 - \$700K	ALS1 - \$1,900 - \$2,650 ALS 2 - \$2,000 - \$2,750 BLS - \$1,550 - \$2,300 + \$40.00 per mile/\$65 for oxygen