



REQUEST FOR PROPOSALS
RFP-014-2010

Sealed proposals will be accepted by the City of Lake City, Florida until April 23, 2010 at 3:00 P.M. local time in the Purchasing Department located on the 2nd floor of City Hall, 205 North Marion Avenue, Lake City, Florida 32055. Any proposals received after the above time will not be accepted under any circumstances. Any uncertainty regarding the time a proposal is received will be resolved against the Offeror. Proposals will not be accepted electronically or fax. It is noted that formal openings of proposals are not held. However, at the date and time indicated for the submission deadline, names of the Offeror are who submitted proposals will be released to the public. No other information will be released at that time.

COMPREHENSIVE COST SHARING STUDY
OF
COLUMBIA COUNTY EMERGENCY MEDICAL SERVICES (EMS)

One (1) original (clearly marked "original") plus fifteen (15) copies (clearly marked "copy") of your proposal must be sealed and plainly marked on the outside of the envelope with the RFP number, the proposal name and opening date. Proposals must be addressed to the following:

City of Lake City
Attention: Debbie Garbett
Purchasing Department
205 North Marion Avenue
Lake City, Florida 32055

All proposals which are submitted through delivery services such as Federal Express, UPS, or United States Postal Service Express Mail, must be marked on the OUTSIDE of the delivery package with the company or Bidder's name, address, phone number, RFP number (**RFP-014-2010**), RFP title **Comprehensive Cost Sharing Study of COLUMBIA COUNTY EMERGENCY MEDICAL SERVICES (EMS)** the date and time (**April 14, 2010 @ 3:00 PM**). The proposal must be in a sealed envelope INSIDE the delivery package with the same information as listed above. All bid proposals which are hand delivered or delivered through regular mail by the United States Postal Service must have all the same information as listed above on the

OUTSIDE of the sealed envelope. It is the responsibility of the Offeror to assure proposals are delivered to the Purchasing Department. Failure to comply may be reason to reject the bid.

There will be no communication, written or verbal, with any City/County employee, Elected Official, Board Member, or City/County representative during the course of this solicitation other than through writing to the Purchasing Department. All questions must be submitted in writing to the Purchasing Department who will obtain the answers and issue in the form of addenda. The deadline for submitting questions is Friday, April 16, 2010 at 5:00 P.M. Failure to have all information as requested may cause the respondent's bid to be rejected. All and any addenda are to be signed and returned with the original bid to be considered responsive.

The City of Lake City is exempt from State Use Tax, State Retail Tax and Federal Excise Tax. The proposal must be net, exclusive of taxes. Offeror's proposal must be dated, signed by authorized representative, title, firm name, address and telephone number.

Proposals may not be withdrawn for a period of 60 days after the scheduled closing time for receipt of proposals.

The City of Lake City reserves the right to accept or reject any/all proposals. The submittals will be evaluated by the City of Lake City and Columbia County and may be negotiated and modified to develop a final product suitable to the City/County needs.

CITY OF LAKE CITY, FLORIDA

Wendell Johnson
City Manager

I. PROJECT BACKGROUND

Columbia County EMS is full service and serves approximately 69,000 persons (2008 Census est.) with a countywide service area of nearly 2,000 square miles. The City of Lake City is the County seat with a population of 12,247 (2008 Census est.) and the incorporated area is slightly over 11 square miles.

Emergency Medical Services (EMS) consisting of ambulance pickup and transport of emergency patients has operated on a county-wide basis in Columbia County, Florida nearly 40 years. It was originally operated by the City of Lake City as a component of the City Fire Department. During the period of City service, Columbia County participated in the funding of services through an interlocal agreement with the City, which included both fire protection and EMS services.

During the 1980s, the City discontinued its EMS and services were transferred to the Lake Shore Hospital. County services were funded through County non-advalorem EMS assessments and the City paid to the County comparable EMS assessments collected within the corporate limits. During the early 1990s, EMS services were discontinued by the Hospital and EMS operations were initiated as a Columbia County Department with a continuation of countywide services.

County EMS was funded with county and city non advalorem EMS assessments until 2002 at which time the Florida Supreme Court ruled that EMS non advalorem assessments were invalid. The County discontinued the assessments beginning with Fiscal Year 2002-2003 and the City continued to pay assessments (\$250,000) to the County for three (3) additional years. Since 2007, the County has paid for EMS operations from General Fund Revenues; specifically, state shared revenues.

The County advises that its EMS operations are funded with state shared revenues attributable only to the unincorporated areas and accounted for in the County's Municipal Services Special District Fund. The County contends that the City should still be paying \$250,000 annually as its annual share of county-wide services. The City has declined to contribute any funds toward the County EMS budget since 2007 and contends that City residents are also County residents and therefore entitled to EMS services at the same costs as unincorporated County residents. The City also contends that the Columbia County apportionment of Revenue Sharing Dollars from the State of Florida which is attributable to county residents living with the City qualifies as the City's fair share for payment of County EMS services to the City. The County and City have mutually agreed to the following:

a. Columbia County's current Certificate of Public Convenience and Necessity (COPCN) will be renewed to include Lake City within the EMS Service Area. The COPCN would remain the same as it has been since 1998.

b. The County and City have authorized a Request for Proposals (RFP) to prepare a study of Columbia County EMS services to determine levels of cost, distribution of costs and other factors relating to County/City EMS Services. The County has agreed that the City will facilitate the RFP process and a joint county/city consultant selection committee (THE COMMITTEE) has been formed.

c. The County and City will equally share the cost of the independent study. The County and City will jointly consider and act on the recommendations of the study as presented by the committee.

d. The County and City Council will work cooperatively and will use the results of the study to make educated policy decisions leading to a mutual agreement for cost sharing of EMS services to the residents of unincorporated Columbia County and the City of Lake City.

II. SCOPE OF SERVICES:

The cost sharing study of Columbia EMS services will include the following tasks:

TASK 1: Conduct a kick-off meeting with designated County and City staff to introduce the consulting team members. Discuss the required information needs for use in completing the study which may include but not be limited to: The organizational and operational background of Columbia County EMS, detailed revenue and expenditure data for both county and city service areas, EMS call data for both county and city services areas, evaluation of the methodologies used to allocate EMS service costs between the County and City jurisdictions, evaluation of available and applied funding (all sources, used or not) currently used to pay service costs for both County and City jurisdictions. Follow-up requests for information may be arranged as necessary.

TASK 2: Review and analyze EMS expenditures and current allocation methodologies for charging participating jurisdictions. Identify EMS program costs and services, and where possible, identify the level of service provided. Specific services provided to the City of Lake City will be identified. Work with both the County and City to identify potential key issues and concerns about services provided and the proposed methods of sharing costs, to include application of available funding sources

TASK 3: Determine the full cost of countywide EMS service; review EMS organizational structure, programs, and costs as they relate to each participating jurisdiction. Identify what EMS costs are directly related and attributable to the Columbia County Fire Department, Lake City Fire Department and Columbia County EMS services. As part of this framework, identify cost allocation factors and other key assumptions. Before identifying and analyzing the fire and EMS costs, meet with the designated staff to review the framework before actually analyzing and calculating the cost of EMS service to the City.

TASK 4: Based on the cost of service framework identified in Task 3, identify and analyze the EMS costs associated with serving the City. Develop a cost of service spreadsheet model that will allocate costs to the City. The cost of service analysis will determine the City's share of EMS costs, taking into consideration Lake City Fire Department EMS assist calls to County Fire and EMS Departments. In addition, examine the potential impact of Ambulance Transport Fees and all other revenue; i.e. State Revenue Sharing, Ad Valorem funds, EMS Funds, 911 Funds, Second Dollar Funding, and any other pass-through funds – not currently included in Columbia County's current EMS funding formula. Analysis will identify key differences in the current cost allocation methodology and the cost of the service framework developed in Task 3.

TASK 5: Conduct a task comparative to determine the following:

- a. What would be an appropriate amount (if any) for the City to pay for services it is receiving from Columbia County EMS?
- b. Does other jurisdictions apply the State Revenue Sharing Apportionment Formula for as a qualified revenue source for payment of EMS services? If so, explain how?
- c. How does the appropriate EMS cost for the City compare with the cost of comparable jurisdictions that have County provided EMS services within the municipality?
- d. Are the services Columbia County provides comparable to these other jurisdictions?

To perform the comparative analysis, select three (3) comparable EMS services jurisdictions and collect information involving expenditure and service levels from the three jurisdictions. A benchmarking analysis that compares overall service levels, costs, and funding sources will be performed, and key differences will be identified.

TASK 6: Prepare an analysis that details all options for providing high quality and cost effective EMS services for the City. Include contracting with other agencies, forming a City operated EMS, and continuing service from Columbia County EMS.

TASK 7: Prepare a draft report in one (1) original eight (8) copies which documents the study process, assumptions, methodology, and analysis. The report will describe the current costs and EMS allocation methodologies, the cost of service framework, the results from the cost of service analysis, and the comparison of costs from similar jurisdictions. Supporting detail for the cost of service analysis will be included as appendices. The draft report will be submitted for the committee review and the consultant will meet with the committee to discuss and accept comments. Make changes,

as appropriate, and then issue a final report. Provide fifteen (15) copies of the final report and an electronic copy of the report and spreadsheet analysis. One formal presentation of the results should be included in the budget estimate. Additional meetings can be added.

III. PROJECT SCHEDULE

The City of Lake City and Columbia County desire that the study be completed as soon as possible, ideally, not later than July 15, 2010. The County and City intend to utilize the results of the study to assist in developing future budgets beginning October 1, 2010.

- a. No later than March 31, 2010 - Review and approval of RFP by COMMITTEE.
- b. April 1, - April 23, 2010 – RFP Publication phase.
- c. May 3 – May 7, 2010 – COMMITTEE RFP Review Process.
- d. May 10 – May 14, 2010 – COMMITTEE Interviews and Consultants election.
- e. May 17 – May 30, 2010 – Contract Award by City and Consultant begins study.
- f. July 16, 2010 – Consultant completes study.
- g. No later than July 31, 2010 – County and City considers and acts on study and COMMITTEE recommendations.

IV: STATEMENT OF QUALIFICATIONS AND PROPOSALS

Fifteen (15) copies of the Proposal shall be submitted to the Lake City Purchasing Department by 3:00 P.M. (local time) on April 23, 2010.

Proposals shall include the following information:

- a. Proposed Work Plan.
- b. Timetable for completion of proposed Work Plan.
- c. The total number of public meetings/presentations that the consultant will attend during the study preparation process.
- d. A Brief description of the consultant's qualifications.
- e. A brief history of the consultant's organization.
- f. A brief description of at least three (3) representative projects that the consultant has been involved with which are similar in nature to this project. Each project shall include the name of the project contact person, addresses, and telephone number as a reference.
- g. Include resumes of individuals selected to work on this project and a list of projects they have worked on.
- h. Description of any expectations (financial or labor related) that the consultant expects the County and City to incur outside of this contract.
- i. Description of Final Project Deliverables.
- j. The consultant's proposed not-to-exceed price to complete the services.

RFP-014-2010

Comprehensive Cost Sharing Study of EMS services

Page 6 of 8

- k. A sample contract shall be submitted with the Proposal.

V. BASIS OF CONSULTANT SELECTION

In an effort to reach a decision concerning the best qualified firms, the COMMITTEE reserves the right to evaluate all factors it deems appropriate, whether or not such factors have been stated in this section. Based on the Proposals received, the COMMITTEE will develop a “short list” of consultants to be interviewed. The selected consultants will be required to make a 20-minute presentation on their Proposal to the COMMITTEE, followed by a 20-minute question and answer period. The contract award will be made based upon the following:

Written Response Evaluation Criteria

Objective Factors - maximum 10 %

Preliminary Evaluation - The Proposals will be reviewed to determine if mandatory requirements are met. Failure to meet mandatory requirements will result in the Proposal being rejected. The COMMITTEE reserves the right to continue the evaluation of the Proposals and to select the Proposals which most closely meets the requirements specified in this RFP.

Firm Experience – maximum 15%

The firm’s experience and understanding of the concepts and requirements of the EMS operations, and related experience in recent years with comparable sized agencies.

Assigned Project Staff – maximum 15%

Professional and academic qualifications; specific experience with projects involving small and/or medium local or county governmental agencies in recent years; references provided for project leader; availability of both project leader and assigned staff to Department staff on short notice; and, management plan for assignment of work responsibilities between members of project team.

Responsiveness to Needs – maximum 25%

Did the firm present credible solutions to the identified needs and concerns? Completeness and clarity of Proposals (both written and oral).

Cost – maximum 20%

All prices, costs and conditions outlined in the Proposal shall remain fixed and valid for acceptance for 60 days starting on the due date for Proposals.

Impartiality – maximum 15%

Firm’s ability to provide impartial, independent advice on EMS funding matters.

Total points = 100%

The COMMITTEE reserves the right to reject any and all Proposals and to negotiate the terms of the contract, including the award amount, with the selected firm prior to entering into a contract. If contract negotiations cannot be concluded successfully with the desired firm, the Department may negotiate a contract with another firm.

VI. QUESTIONS

Questions regarding the Proposal shall be presented in writing on or before 5:00 P.M. on April 16, 2010. Any answers which change the “scope of work” will be answered in the form of addenda. All questions must be submitted to:

Debbie Garbett
Purchasing Director
205 N. Marion Avenue
City of Lake City, FL 32055
(386) 719-5818
garbettd@lcfla.com