

Columbus Consolidated Government  
Council Referrals

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| Item # | Status      | Date of Request | Requested By  | Proposed Work Session Item and/or Referral  | Assigned To  | Responses  |
|--------|-------------|-----------------|---------------|---|--|--|
| 1      | In Progress | 1/12/2024       | Tyson Begly   | <b>Integrated Waste - Cusotmer Type</b><br>Requests to see revenue by Customer type (apartment types, schools, etc.)  | Deputy City Manager of Operations<br>Integrated Waste Management | Integrated Waste Management:<br>The Item was delayed and will return for the Work Session on 1/30/23 |
| 2      | In Progress | 1/12/2024       | Glenn Davis   | <b>Animal Control Information Sheet</b><br>Requests that Public Works create an information sheet for citizens to explain their rights in animal-related situations. Especially for "vicious dogs." | Animal Control<br>Deputy City Manager of Operations              |  |
| 3      | In Progress | 1/12/2024       | Judith Thomas | <b>Additional Flier for Call Centers</b><br>Requests that Animal Control create a flier to describe procedures regarding animal attacks and sightings be sent to 911 and 311 operators.             | Animal Control<br>Deputy City Manager of Operations              |  |
| 4      | In Progress | 1/12/2024       | Judith Thomas | <b>Police Officer's Attendance at Recorder's Court</b><br>Have we addressed the problem that we have had with Police Officers having to sit in the Recorder's Court all day to wait on their cases? | Police   |  |
| 5      | In Progress | 1/12/2024       | Toya Tucker   | <b>CPD Salary Savings</b><br>Please share the salary savings the Columbus Police Department has Shared over the past three years.   | Human Resources<br>Police<br>Deputy City                         |  |

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|        |             |                 |                 |   | Manager of Infrastructure and Financial Planning Finance                             |   |
| 6      | Completed   | 1/22/2024       | Tyson Begly     | <b>Charts from CPD Retention Presentation</b><br>Requests to see slides 10 and 11 regarding the past 12 months and to use either the fiscal year or the calendar year instead of showing both.  | Deputy City Manager of Infrastructure and Financial Planning Finance Human Resources | Human Resources:<br>Please see the attached spreadsheet in response to your request.<br>Attachments Included:<br>Turnover Rate FY08 - FY24.xlsx |
| 7      | In Progress | 1/12/2024       | Judith Thomas   | <b>Comprehensive Plan for Integrated Waste</b><br>Requests that integrated waste come back with a comprehensive plan that addresses the following: suggestions on what needs to be done, how we need to do it, and what we need to do along the way before we can move further into the year. | Deputy City Manager of Operations Integrated Waste Management                        |   |
| 8      | In Progress | 1/12/2024       | Berry Henderson | <b>Integrated Waste - Alternatives</b><br>Suggests adding an alternative for people who can't fit everything in   | Deputy City Manager of   |   |

Turnover Rate FY08-FY24

|                         | FY24 *    | FY23       | FY22       | FY21       | FY20      | FY19       | FY18      | FY17      | FY16       | CY15       | CY14      | CY13       | CY12      | CY11      | CY10     | CY09      | CY08      |
|-------------------------|-----------|------------|------------|------------|-----------|------------|-----------|-----------|------------|------------|-----------|------------|-----------|-----------|----------|-----------|-----------|
| Hired                   | 72        | 44         | 47         | 33         | 76        | 35         | 56        | 55        | 38         | 49         | 57        | 41         | 40        | 44        | 43       | 103       | 70        |
| Retired                 | 0         | -5         | -7         | -15        | -12       | -12        | -9        | -15       | -14        | -13        | -7        | -14        | -10       | -12       | -12      | -7        | -3        |
| Resigned                | -32       | -63        | -70        | -63        | -52       | -34        | -47       | -41       | -69        | -54        | -31       | -35        | -36       | -33       | -21      | -33       | -27       |
| Terminated/<br>Laid Off | 0         | -2         | -4         | -1         | 0         | -1         | -2        | 0         | 0          | -1         | -3        | -3         | -2        | -1        | -7       | -6        | -3        |
| Deceased                | 0         | -1         | -2         | 0          | -1        | -1         | 0         | 0         | -1         | -1         | 0         | -3         | 0         | 0         | 0        | 0         | 0         |
| <b>Net Total</b>        | <b>40</b> | <b>-27</b> | <b>-36</b> | <b>-46</b> | <b>11</b> | <b>-13</b> | <b>-2</b> | <b>-1</b> | <b>-46</b> | <b>-20</b> | <b>16</b> | <b>-14</b> | <b>-8</b> | <b>-2</b> | <b>3</b> | <b>57</b> | <b>37</b> |

\*As of 12/31/2023

|                         | Fiscal Year 2024 |          |           |          |          |           |     |     |       |       |     |      |
|-------------------------|------------------|----------|-----------|----------|----------|-----------|-----|-----|-------|-------|-----|------|
|                         | July             | August   | Sept      | Oct      | Nov      | Dec       | Jan | Feb | March | April | May | June |
| Hired                   | 8                | 6        | 23        | 8        | 14       | 13        |     |     |       |       |     |      |
| Retired                 |                  |          |           |          |          |           |     |     |       |       |     |      |
| Resigned                | -5               | -4       | -10       | -4       | -6       | -3        |     |     |       |       |     |      |
| Terminated/<br>Laid Off | 0                | 0        | 0         | 0        | 0        | 0         |     |     |       |       |     |      |
| Deceased                | 0                | 0        | 0         | 0        | 0        | 0         |     |     |       |       |     |      |
| <b>Net Total</b>        | <b>3</b>         | <b>2</b> | <b>13</b> | <b>4</b> | <b>8</b> | <b>10</b> |     |     |       |       |     |      |

|                         | Fiscal Year 2023 |           |           |           |           |          |           |           |           |           |          |           |
|-------------------------|------------------|-----------|-----------|-----------|-----------|----------|-----------|-----------|-----------|-----------|----------|-----------|
|                         | July             | August    | Sept      | Oct       | Nov       | Dec      | Jan       | Feb       | March     | April     | May      | June      |
| Hired                   | 2                | 5         | 3         | 3         | 4         | 3        | 3         | 4         | 5         | 4         | 4        | 4         |
| Retired                 | -1               | 0         | 0         | -2        | 0         | 0        | 0         | 0         | 0         | -1        |          | -1        |
| Resigned                | -1               | -10       | -5        | -8        | -5        | -2       | -5        | -4        | -7        | -5        | -4       | -7        |
| Terminated/<br>Laid Off | 0                | 0         | 0         | 0         | -1        | 0        | 0         | -1        | 0         | 0         | 0        | 0         |
| Deceased                | 0                | 0         | 0         | 0         | 0         | 0        | 0         | 0         | -1        | 0         | 0        | 0         |
| <b>Net Total</b>        | <b>0</b>         | <b>-5</b> | <b>-2</b> | <b>-7</b> | <b>-2</b> | <b>1</b> | <b>-2</b> | <b>-1</b> | <b>-3</b> | <b>-2</b> | <b>0</b> | <b>-4</b> |

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|        |             |                 |              | one bin. Maybe create an on-demand day and configure the routes based on the demand instead of following the trucks.  | Operations Integrated Waste Management   |  |
| 9      | In Progress | 1/12/2024       | Glenn Davis  | <b>Tyler Technologies Representative</b><br>Councilor Davis has requested a representative from Tyler Technologies to come before the council to discuss the finance software.  | Information Technology<br>Deputy City Manager of Infrastructure and Financial Planning Finance |  |
| 10     | In Progress | 1/12/2024       | Tyson Begly  | <b>Finance Audit Information Request</b><br>Requests a list containing the following: Renewal Notice, whether or not they paid, and whether they were shut down. In other words, combining the renewal list with the license year that it's being renewed, a delinquency list, a lockbox list, and a closed list. | Finance<br>Deputy City Manager of Infrastructure and Financial Planning                        |  |
| 11     | Completed   | 1/12/2024       | Glenn Davis  | <b>School Zone Cameras</b><br>Requests that there will be proper signage in the school districts to notify drivers that the cameras are tracking their speed in school zone areas.  | Deputy City Manager of Infrastructure and Financial  | Engineering: The vendor is responsible for installation of all required signage. |

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| 12     | Completed   | 1/12/2024       | Charmaine Crabb | <b>Dero Fixit Station</b><br>Requests that we add something to the agreement for the Dero Fixit Station, that Dragon Fly Trails will be responsible for maintenance and repairs for the Dero Fixit Stations. She wants to make sure a clause is in all donations that we receive that we are not responsible for the maintenance of the items. | Deputy City Manager of Operations Parks & Recreation | Parks & Recreation:<br>Future donations of this nature will include the clause requested.                        |
| 13     | Completed   | 1/12/2024       | Toyia Tucker    | <b>Trash at Shirley B Winston</b><br>Requests that we look into ways to reduce the amount of trash that the league leaves behind at Shirley B Winston.   | Deputy City Manager of Operations Parks & Recreation | Parks & Recreation:<br>Leagues were contacted and trash pickup by their participants and parents was encouraged. |
| 14     | In Progress | 1/12/2024       | Bruce Huf       | <b>Outside Pool Usage</b><br>Requests that we work with Girls Inc. and the Boys and Girls Club for access to their pools since Frank D Chester doesn't have a pool for kids to use.  | Deputy City Manager of Operations Parks & Recreation | Parks & Recreation:<br>An email was sent to the Boys and Girls Club and Girls Inc. Boys and Girls Club           |

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| 15     | In Progress | 1/12/2024       | Joanne Cogle | <b>Rigdon Park</b><br>Requests that we purchase a gate at Rigdon Park similar to the gate that we installed at Carver Park. | Deputy City Manager of Operations Parks & | Parks & Recreation: The gates have been ordered and will   |
|        |             |                 |              |   |   | <p>response from Executive Director Rodney Close is that only members can swim at the Boys and Girls Club. He encouraged any parent whose child wanted to swim to sign up to become a member at the Boys and Girls Club. Awaiting a response from Girls' Inc.</p> <p>01/12/2023<br/>To date no response from Girls' Inc.</p> |

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| 16     | In Progress | 1/12/2024       | Glenn Davis    | <p><b>Integrated Waste Numbers</b></p> <p>Requests the following information:</p> <ol style="list-style-type: none"> <li>1. What is the total operational cost of the recycling center?</li> <li>2. The annual Cost of what we have to do on maintenance, excluding heavy equipment (EPD maintenance of landfill).</li> <li>3. What is the total cost to mitigate the closure of portions of the landfill?</li> </ol> | Deputy City Manager of Operations Integrated Waste Management | <p>Integrated Waste Management:</p> <p>Update 12-5-23: The item was delayed, and will return for the Work Session on 1/30/23</p> |
| 17     | In Progress | 1/12/2024       | Robert Garrett | <p><b>Integrated Waste - Additional Cans</b></p> <p>Requests that the Council receive a cost proposal for additional cans by the end of the year</p>  | Deputy City Manager of Operations Integrated Waste Management | <p>Integrated Waste Management:</p> <p>The item was delayed, and will return for the Work Session on 1/30/23</p>                 |
| 18     | In Progress | 1/12/2024       | Bruce Huff     | <p><b>Community Meeting</b></p> <p>Would like to have a follow-up community meeting with staff and the people in his district from the meeting that took place before COVID at M.L. Harris United Methodist Church</p>  | Deputy City Manager of Operations                             | <p>Deputy City Manager of Operations:</p> <p>Deputy City Manager Goodwin, I have</p>   |



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|        |             |                 |                 |  |   | spoken with Councilor Huff and waiting for him to provide a date for the meeting.                    |
| 19     | In Progress | 1/12/2024       | Glenn Davis     | <b>Integrated Waste - Cost Benefit Analysis</b><br>Would like to see a cost-benefit analysis on the integrated waste fees for automation.  | Deputy City Manager of Operations Integrated Waste Management | Integrated Waste Management:<br>The Item was delayed and will return for the Work Session on 1/30/23 |
| 20     | In Progress | 1/12/2024       | Tyson Begly     | <b>Integrated Waste - Financial Analysis</b><br>Requests a true financial analysis for the transition of leaving Amwaste.<br><br>Update: 1/8/2024<br>For the detailed breakdown of leaving Amwaste, I thought the internal cost would include other potential expenses such as landfill, insurance, training, administration, etc. Where are those represented in the internal cost? | Deputy City Manager of Operations Integrated Waste Management | Integrated Waste Management:<br>Please see the attached document.                                    |
| 21     | In Progress | 1/12/2024       | Charmaine Crabb | <b>Parks &amp; Recreatopm Update - Clean Up</b><br>Requests that a day of work or weekend of work be coordinated for citizens in Heath Park  | Deputy City Manager of Operations                             | Parks & Recreation:<br>Councilor Crabb   |

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|        |        |                 |              |  | Parks & Recreation | <p>sent Hollie an email on 9-18-23 stating that she had reached out to the homeowners association and would get back to us. As of 9-20-23, we have not heard back from Councilor Crabb. Update 10/24/23 Councilor Crabb is working on getting a grant from the Georgia Association of Realtors to fund the upgrades.</p> <p>12/12/2023</p> <p>No other response can be provided by Parks and Recreation.</p> |

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|        |           |                 |              |   |  | Resources will be provided when the homeowner's association contacts the department to schedule a date.  |
| 22     | Completed | 1/12/2024       | Toyia Tucker | <b>Parks &amp; Recreation Update - Exercise Equipment</b><br>Requests that we see if Ft Moore is willing to donate exercise equipment to our rec centers since we are in need of updated equipment. | Deputy City Manager of Operations Parks & Recreation | Parks & Recreation: We have reached out to Ft. Moore on two separate occasions, and they have not responded as of 9-20-23.<br><br>01/12/2023<br>Ft Moore cannot donate to us due to federal guidelines for disposal.<br><br>12/13/2023 |

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| 23     | Completed | 1/22/2024       | Judith Thomas | <p><b>Facilities Personnel Program</b></p> <p>Councilor Thomas would like a program created to pull trade graduates in from Columbus Tech and Jordan.</p> | <p>Human Resources<br/>Deputy City Manager of Operations<br/>Public Works</p> | <p>Public Works:<br/>Facilities<br/>Maintenance has partnered with Jordan Vocational High School and Columbus<br/>Technical College in which we are invited to their career fairs and job fairs to speak directly with their students for educational and recruitment purposes. We've also reached out to Albany Technical College</p> |

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| 24     | Partially Completed | 1/12/2024       | Tyson Begly  | <p><b>Integrated Waste - Holidays</b></p> <p>How will we account for holidays where we will have large pick-ups, such as Christmas? Also, suggest a financial analysis of fees and why they will increase.</p> | Deputy City Manager of Operations Integrated Waste Management | Deputy City Manager of Operations: Residents will be able to obtain additional carts once approved by Council. Financial Analysis on rates  |
|        |                     |                 |              |  |   | <p>and Wiregrass Technical College in Valdosta, GA. Both have agreed to allow us to attend their job and career fairs, but stated they have employers who offer tuition scholarships in exchange for employment contracts with students. This is something we need to consider.</p> |

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|        |        |                 |              |  |             | <p>based on privatization or internal services is being done by our consultant. An RFP to advertise has been sent Purchasing and is being vetted for advertisement, various options will be listed:</p> <p>Option A: Yard Waste Collection Only</p> <p>Option B: Household Waste Collection Only</p> <p>Option C: Recycling Collection Only</p> <p>Option D: Household and Recycling Waste Only</p> <p>Option E: Bulk</p> |

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|        |        |                 |              |  |             | <p>Waste Only<br/> Option F: All<br/> Collection<br/> Services<br/> (Household,<br/> Recycling, Yard<br/> Waste and Bulk<br/> Waste)<br/> Integrated Waste<br/> Management:<br/> Residents will be<br/> able to obtain<br/> additional carts<br/> once approved by<br/> the Council. Off-<br/> site recycling<br/> trailers are<br/> available for our<br/> residents to use<br/> whenever they<br/> have excess<br/> cardboard, paper,<br/> etc. Financial<br/> Analysis on rates<br/> based on<br/> privatization or</p> |

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| 25     | In Progress | 1/12/2024       | Toyia Tucker | <p><b>Crime Prevention Grants</b></p> <p>Requests a breakdown and definition of the cost of personnel.</p>   | Crime Prevention   |                                     |
| 26     | In Progress | 1/12/2024       | Tyson Begly  | <p><b>Fire &amp; EMS</b></p> <p>I had two follow-upsg from slide 7 of the Fire EMS PowerPoint in the last meeting:<br/> <a href="https://mccmeetingspublic.blob.core.usgovcloudapi.net/columngameet-9989af2150264ee3a984571dda5c6614/ITEM-Attachment-001-97400da668ce4bf79d68029ba871e2ef.pdf">https://mccmeetingspublic.blob.core.usgovcloudapi.net/columngameet-9989af2150264ee3a984571dda5c6614/ITEM-Attachment-001-97400da668ce4bf79d68029ba871e2ef.pdf</a><br/> - Numbers on the Medicare/Medicaid clearing house; to know how much to put in and the additional level of coverage received.<br/> Numbers of how much a private billing service would cost, and the amount of money it would save, and the potential impact to our acco</p> | Fire and EMS<br>Deputy City Manager of Infrastructure and Financial Planning Finance | Fire and EMS:<br>See the Attachment |



**COLUMBUS DEPARTMENT OF FIRE  
AND EMERGENCY MEDICAL SERVICES**

*"We do amazing"*

510 10<sup>th</sup> Street  
Columbus, Georgia 31901  
(706) 225-3500 Fax (706) 225-3504



**B. H. "Skip" Henderson, III**  
Mayor/Director of Public Safety

**Salvatore J. Scarpa**  
FIRE-EMS Chief

**DATE:** August 21, 2023  
**TO:** Councilmember Tyson Begly  
**FROM:** Salvatore J. Scarpa  
**SUBJECT:** Private Billing Service for EMS

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As you know, the Fire-EMS Department currently works with the Finance Department to bill for EMS services that our members provide. It is important to note that a bill is only generated when one of our ambulances actually transports a patient to a hospital. In the event, there is no transport (patient refusal, dead on arrival, arrested by law enforcement, etc.), no invoice is generated even though resources responded, and equipment may have been utilized.

The Fire-EMS Department has long been an advocate for the consideration of an outside billing service to assume the responsibilities of ambulance billing. As I have previously indicated, I believe outsourcing CFEMS medical transport billing has the potential to:

- Allow CCG to recognize increased revenue
- Streamline billing protocols within Fire-EMS
- Provide funding to fund need EMS services {enterprise fund?}

This recommendation was echoed in a report provided by the internal auditor in May, 2022 and again in June, 2023. In April, 2023 the Fire-EMS Department provided mock-up language for a Request For Proposal (RFP) for EMS billing services.

The cost for doing this type of work is a sliding scale based upon a number of factors. This number is usually expressed as a percentage of costs billed. Based on industry best practices (and discussions with other similar sized agencies), the Fire-EMS Department believes the cost for such billing services can range between 4% and 8%.

Below is a five-year trend of information provided to me by our Finance Department that might give you an indication of potential costs.

*"Protecting Life, Property and the Environment"  
An Equal Opportunity Employer*

| Columbus Fire & Emergency Medical Service                           |        |              |                        |                        |                       |                       |                     |
|---|--------|--------------|------------------------|------------------------|-----------------------|-----------------------|---------------------|
| Billing Information for Budget Year's 2019, 2020, 2021, 2022 & 2023 |        |              |                        |                        |                       |                       |                     |
| Date  | Budget | Number       | Amount                 | Amount                 | Contractual           | Collection            | Monthly             |
|   | Year   | of Calls     | Billed                 | Collected              | Write Offs            | Accounts              | Average             |
|   | FY19   | 7121         | \$7,790,766.00         | \$2,114,123.86         | \$2,928,730.48        | \$2,487,488.19        | \$207,290.68        |
|   | FY20   | 7943         | \$6,984,487.00         | \$2,430,460.70         | \$2,991,824.99        | \$1,645,035.53        | \$137,086.29        |
|   | FY21   | 8866         | \$7,518,506.00         | \$2,514,334.43         | \$3,355,133.82        | \$1,665,470.25        | \$138,789.19        |
|   | FY22   | 9669         | \$8,016,431.00         | \$2,038,583.31         | \$2,543,131.46        | \$1,232,731.87        | \$102,727.66        |
|   | FY23   | 12665        | \$8,241,511.00         | \$2,883,168.49         | \$3,970,096.04        | \$540,539.84          | \$45,044.99         |
| <b>Totals</b>   |        | <b>46264</b> | <b>\$38,551,701.00</b> | <b>\$11,980,670.79</b> | <b>\$9,275,689.29</b> | <b>\$7,571,265.68</b> | <b>\$630,938.81</b> |

Utilizing FY23 data and a 6% cost for services billed, we could potentially expect to pay just under \$500k for services rendered.

Many EMS billing firms will sell their services based on the *promise* of increased revenue. However, none (that I am aware of) will *guarantee* any percentage of revenue increase. Utilizing the FY23 numbers again, we collected just under 35% of the amount billed. If, by outsourcing, we could recognize a:

- 10% increase in collections; that would yield approximately \$325k net gain annually (after costs)
- 20% increase in collections; that would yield approximately \$1.15M net gain annually (after costs)
- 25% increase in collections; that would yield approximately \$1.5M net gain annually (after costs)

The impact to accounts receivable (as indicated above) *could* be substantial. Currently all revenues are re-directed back to the general fund. The Fire-EMS department would be very interested in exploring the possibility of establishing an enterprise fund to direct some funds back into the EMS program to offset some costs and provide opportunities for program enhancements that do not impact the general fund.

It is important to note that the indicated percentage increases are hypothetical and do not in any way reflect any certainties. The implementation of a supplemental payment plan (commonly known as GEMT) must also be a consideration to enhance revenue generation for EMS services. Preliminary data based upon an external study indicates that the implementation of this program could generate an additional \$2.5 million revenue annually. {This was based on a deployment model of six (6) ambulances at that time. As we move towards adding more ambulances, this number should increase substantially.}

The Fire-EMS Department cannot speak to the metrics associated with the Medicare/Medicaid clearinghouse or how much money would be required to contribute to receive additional coverage. The Fire-EMS Department would defer this inquiry to the Finance Department.

If I can be of any further assistance, please do not hesitate to contact me. Thank you!

## Fire and EMS Referral

I had two follow-upsg from slide 7 of the Fire EMS PowerPoint in the last meeting:

<https://mccmeetingspublic.blob.core.usgovcloudapi.net/columga-meet-9989af2150264ee3a984571dda5c6614/ITEM-Attachment-001-97400da668ce4bf79d68029ba871e2ef.pdf>:

- Numbers on the Medicare/Medicaid clearing house, to know how much to put in and the additional level of coverage received.

Numbers of how much a private billing service would cost, and the amount of money it would save, and the potential impact to our accounts receivable

### Response:

Please see the attached response from the fire department.



CFEMS Memo on  
Referral - Begly Aug

Fire/EMS Department is in the process of developing an RFP to privatize ambulance billing. Private billing services costs will be determined once the RFP process is complete.

As of FY23, 9,668 ambulance claims were processed and billed. The billed breakdown for claims processed is as follows:

|           |        |
|-----------|--------|
| Medicare  | 18.92% |
| Medicaid  | 17.90% |
| Primary   | 23.46% |
| Self-Pay  | 35.99% |
| Write off | 3.73%  |

The claims paid breakdown is as follows:

|          |        |
|----------|--------|
| Medicare | 53.86% |
| Medicaid | 20.71% |
| Primary  | 19.91% |

Self-Pay                    5.52%

## Update

*“As 75% of all claims go through Medicare or Medicaid, CCG should consider contributing to the Medicare/Medicaid clearing house which would then provide an additional level of coverage for our submitted claims.”*

The Fire-EMS Department does *not* do EMS billing. That is managed in the Finance Department. However, I can provide the following information:

- Each year, the City is asked if they wish to participate in the Georgia Ground Ambulance UPL (upper payment limit) Supplemental Payment Program. As noted in the attached, the purpose of the supplemental payment is to provide additional Medicaid reimbursement to ensure access to ambulance services for Medicaid enrollees. The supplemental payment is in addition to the claim payment a provider receives when submitting FFS (fee for service) claims for ambulance services. The program was recently approved by the federal Centers for Medicare and Medicaid Services (CMS). The program has been effective for services provided on and after January 1, 2020. Participation in the program is voluntary and requires the city to provide information to Myers & Stauffer LC (certified public accountants) each year as the program administrator in the form of a survey instrument.
- Twice a year, the City would provide an intergovernmental transfer (IGT) to the state of Georgia based on the results of the survey data. Subsequently, the Georgia Department of Community Health will make a Medicaid payment to the City that includes both the transferred funds and the matching federal funds.
- Since its inception, the City has elected **not** to participate in the program (thus foregoing those dollars). The challenge, as I understand it, is that in order for the city to know how much money it needs to ‘put up’ in order to get the extra funds, the data survey must be completed annually. That *has to* be done in the Finance Department as Fire-EMS is not privy to the information requested. The dollar amount that would be required is not static and is dependent on Medicare/Medicaid billing for the year. Additionally, supplemental funding is only available when Medicare/Medicaid is the primary payor (and not the secondary). Thus, because of the ambiguity surrounding the funding component and the requisite work required to complete the survey instrument, *I believe* the City has been reluctant to commit to the program. As such, at this time, I do not think we know how much the contribution would be for our submitted claims. Finance would need to complete the [survey instrument](#) annually to be able to provide that information.
- Notwithstanding this, the Fire-EMS Department has maintained that participation in the program would enhance revenue for the city and would help offset costs associated with the EMS program. In 2022, the Fire-EMS department engaged the Public Consulting Group (PCG) to evaluate potential revenues associated with implementation of a Ground Emergency Medical Transport (GEMT) program (quite similar to what the State of Georgia is offering). Based on the data we were able to provide, the PCG estimated we would receive a little over \$2.5 million annually. Those estimates were based off of

FY21 data and the utilization of 6 CFEMS ambulances. As noted in the Fire Based EMS Report, that number could be *significantly* higher as Fire-EMS assumes more ambulance control in the City. As a result, this component is a strong recommendation for implementation in conjunction with an enterprise fund to offset costs associated with managing EMS services in the community – which was ranked at the number #1 concern of residents in the department's community based strategic planning initiative.

To be clear, the Fire-EMS Department currently has nothing to do with EMS billing/collections other than to provide the patient care reports that allow for billing/collections services relative to EMS. We work hand-in-hand with Finance to provide the information they require (as outline in the auditor's report). However, all billing/collection functions are currently managed within that department. Please let me know if there is additional information I can provide or answer any questions. Thank you!



GA Ambulance UPL  
Cover Letter.pdf

Mr. Begly –

The Finance Director has provided some information for us to review as it pertains to the Medicare/Medicaid clearinghouse and potential IGT payments. Once my EMS Chief returns from vacation, I will sit down with him to review the information and follow-up with her on any questions we may have. As I understand it, we will need to create an account with the GA Department of Community Health's accounting firm to facilitate the uploading of documents and completion of forms associated with this program. At this point, I believe we can only upload data twice a year (January/July).

Once the submittal is reviewed by the accounting firm and approved, they will indicate the amount of the IGT that we will need to post and what we can expect in terms of matching federal funds return. The following example (only) is provided based on the FFY21 Federal Medical Assistance Percentage of 73.23% [67.03% + 6.2% PHE] for GA and total payment \$100 :

- CCG transfers \$26.77 to DCH (state share). Transferred funds must be eligible for federal matching funds under 42 CFR §§433.50 thru 433.67.
- DCH pays \$100 to CCG that includes \$73.23 in federal matching funds

Thus, I do not believe we will have a better understanding of how much we will need to contribute in order to get the federal funds until the 1<sup>st</sup> (calendar) quarter of 2024. Once that

information is available, we will certainly pass it along. Any payments will likely require Council approval and have to meet the federal guidelines for timely submittal.

The program currently in use by the State of GA is a 'fee for service' model. As this process moves forward, I believe we need to evaluate the implementation of a 'managed care' model which can be far more lucrative for the City. Moreover, I continue to strongly advocate for the evaluation of an enterprise fund to capture and divert some these funds to help offset costs for EMS service. If we are poised to receive funds *above and beyond* what we have traditionally received for EMS services, I would love to see those funds re-invested into the very program that has been identified as the highest priority by our internal, external and community stakeholders ([CFEMS Strategic Plan, pp.17-18](#)). Additionally, as the determination is made relative to funding for indigent care, I am hopeful there will be an avenue to explore off-setting some EMS care costs as the first provider of care for many of these individuals. I realize that is a discussion for another forum; but I think it would help alleviate pressure on the general fund moving forward.

I have attached a data sheet that discusses the proposed supplemental payment program for your review. There are many fire agencies around the country recognizing millions of dollars in additional revenue with similar programs. I am hopeful we can begin to recognize this revenue stream with this program. I will follow-up with additional information once we have a better understanding of the program costs. In the interim, please do not hesitate to contact me with any additional questions you may have. Thank you kindly!



Supplemental\_Payment\_Programs\_Data\_

Salvatore J. Scarpa

Fire-EMS Chief

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**Update: 10/27/2023**

An RFP to outsource EMS billing has been issued and is out for bid.

**Update: 11/8/2023**

- I will be meeting with the Finance Director to identify options we can provide to Council in December relative to EMS billing reconciliation