

555-0102 | Dispatch 555-0101

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Mission

We will provide the people of Kelsey with quick and professional emergency medical care.

History

Donna Taylor and Phillip Embry formed Taylor Ambulance Company in 2000. They started out with five used ambulances and concentrated mainly on non-emergency transports. While the first years were lean, the company expanded into emergency transports and its fleet grew to 26 vehicles.

In 2008, the company contracted with the City of Kelsey to provide emergency transport services. Today, Taylor Ambulance Company employs 95 people and last year it made over **43,000** medical transports!

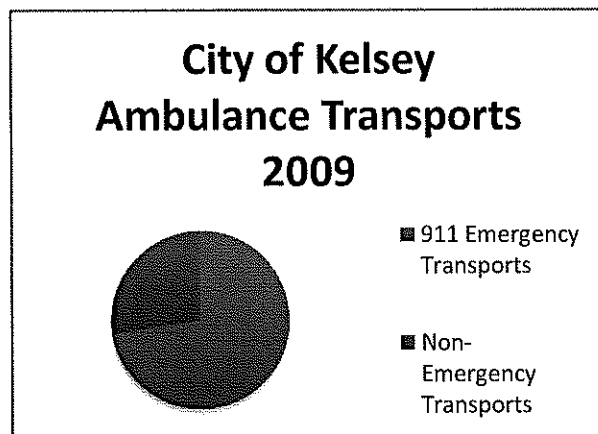
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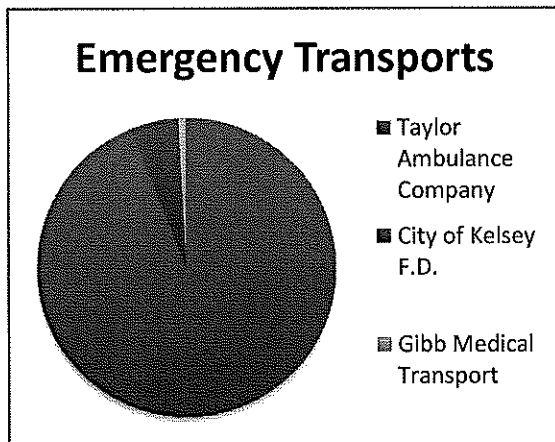
Operations Overview

2010

As 2009 comes to a close, Taylor Ambulance Company will soon begin its third year of providing emergency transport services to the City of Kelsey. The City had a little over 57,000 ambulance transports during 2009. This number is consistent with towns the size of Kelsey and was slightly more than the number of transports in 2008. In February 2008, Taylor entered into an eight year agreement with the City of Kelsey to provide emergency services transport for the City. Taylor began operations under that contract on March 1, 2008.



While Taylor acts as the primary provider of emergency transport services, it does not handle all of the emergency transports.



The City of Kelsey Fire Department still makes a significant number of emergency transports when the Fire Department units are in a better position to respond to the emergency call and/or patient care would be compromised by not using the Fire Department for transport. During 2009, the City of Kelsey Fire Department was responsible for 2,190 of the 911 emergency transports in the city. In order to ensure that sufficient coverage is provided for emergency transports, Taylor also has an agreement with Gibb Medical Transport, Inc. whereby Gibb will handle such emergency calls as Taylor directs. During

2009, Gibb handled 350 emergency transports. The bulk of the emergency transports was handled by Taylor making 39,148 emergency transports during the year.

	Emergency Transport Net Rev	Non-Emergency Transport Net Rev
GROSS	\$829.40	\$631.80
NET	\$345.05	\$289.22
Collection Rate	42%	46%

Emergency Transports	39,148
Non-Emergency Transports	<u>4,500</u>
Total Transports	43,648

Govt. Subsidy	\$575,000
Emergency Transport Net Revenue	\$13,507,845
Non-Emergency Transport Net Revenue	<u>\$1,301,490</u>
Total Net Revenue	\$15,384,335

Operating Expense Per Transport	\$332.52
Salary Expense	\$7,101,198
<i>Salary Exp per Trans</i>	<i>\$53.69</i>
Benefits	\$1,846,120
<i>As % of total net Rev</i>	<i>12%</i>

Annual Unit Hours	132,265
Weekly UH	2,544
UHU	0.33

# of Ambulances Peak	18
Back Up/Reserve Ambulances	8

Field Employees

Paramedics	28
EMTs	42

Total FTE's	70
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Management Staff

Owner	2
Operations Manager	1
Supervisor	4
Training Supervisor	1
Instructor	1
Dispatch Supervisor	1
Dispatcher	10
Human Resources	1
Finance Department	1



City of Kelsey

GENERAL SERVICES AGREEMENT

THIS AGREEMENT, dated this **7th** day of **February 2008**, is made by and between the City of Kelsey, hereinafter referred to as the "City", and the Taylor Ambulance Company, hereinafter referred to as "Taylor."

WHEREAS, the City is desirous of contracting with Taylor for the performance by its appropriate officers and employees of emergency transport services within the jurisdictional boundaries of the City, and

WHEREAS, Taylor is agreeable to performing such services pursuant to the terms and conditions hereinafter set forth, and

WHEREAS, such contracts are authorized and provided for by the provisions of the ordinances of the City.

THEREFORE, THE PARTIES MUTUALLY AGREE AS FOLLOWS:

1. Taylor agrees, through its officers and employees, to provide emergency transport services for the City.
 - a. Taylor shall provide such services for those incidents and at such places and times as the City shall direct through the City's 911-dispatch system.
 - b. "Emergency Transport" shall encompass
 - i. Having appropriately trained personnel appear at the scene of each incident to which the City's 911 dispatch system directs Taylor to respond.
 - ii. Providing on-scene emergency aid as necessary and appropriate.
 - iii. Physically transporting all injured parties at said scene who require additional medical attention to the nearest facility that can provide the appropriate care for the patient's injuries.

- ii. Any company to which Taylor subcontracts duties under this contract must be duly licensed and bonded as required by applicable state and local laws.
 - iii. Any such subcontractor may not respond to more than 20% of the emergency transport calls directed to Taylor within any given month under this contract.
 - iv. Taylor agrees to indemnify and hold the City harmless for any claims that may be made against any company that acts as a subcontractor for Taylor under this contract.
- 4. Any ambulance owned by Taylor or any of its designees shall:
 - a. Be in good working order, shall have passed any applicable inspections and shall be duly licensed.
 - b. Be staffed by properly trained and licensed personnel, in accordance with any applicable state or local laws or ordinances.
 - c. Be stocked with appropriate supplies and equipment, in sufficient quantities to meet the needs of reasonably anticipated emergency situations.
 - d. Be able to respond to emergency situations and provide assistance and medical treatment that meets the standard of care established in the City of Kelsey.
- 5. Taylor agrees to fully indemnify the City from any and all claims that may be made against Taylor and/or the City that arises out of the actions of Taylor, its officers, directors, employees, subcontractors or assignees in performance of this contract.
- 6. The City shall pay Taylor the sum of **Eight Hundred Twenty-Nine and 40/100's Dollars** (\$829.40) for each emergency transport it performs.
 - a. Taylor is responsible for all costs associated with each emergency transport including, but not limited, gas and oil for the ambulance, gauze, bandages, tape, medications, gloves, masks, syringes, tubing, oxygen, blankets, bedding, depreciation of equipment, etc.
 - b. At the close of each month, the City's Purchasing Department shall prepare a report summarizing all of the emergency transports authorized by the City during the immediately preceding month. Said report shall show the total number of emergency transports handled by the City of Kelsey Fire Department and Taylor. Upon completion of the report, a copy shall be sent to Taylor via First-Class mail, postage prepaid.
 - c. Upon receipt of the report, Taylor shall have ten (10) days in which to inform the City of whether it accepts or rejects the accounting.
 - d. In the event Taylor rejects the monthly accounting, it shall notify the City of such decision within ten (10) days. Said notice shall be in writing, sent via First-Class

7. Taylor shall begin providing emergency transport services to the City as of 12:00 a.m. on March 1, 2008 and for purposes of calculating the term of this contract, March 1, 2008 shall be deemed as the start date of the contract.
 - a. The parties acknowledge that between the date of the execution of this agreement and the start date of the contract as provided above, Taylor will need to expend time, effort and money in ensuring that its communication system is fully integrated with that of the City's 911 dispatch facility. In the event that Taylor is unable to perform its duties under this agreement, for whatever reason, and is unable or unwilling to begin performing emergency transports on the start date, the City will not be liable for any of the costs that Taylor may have made in preparation for the contract.
8. The initial term of this agreement shall be for a period of eight (8) years beginning at 12:00 a.m. on March 1, 2008 and ending at 11:59 p.m. on February 28, 2016.
9. The City shall have the option to extend the agreement for two additional terms of two years each. If the City elects to use both of its options to extend the term of the agreement, then the agreement will terminate as of 11:59 on February 29, 2020.
 - a. In event that the City desires to extend the term of this agreement for either of its two, 2-year extensions, the City shall notify Taylor of its intent to extend the term of the agreement no later than the last business day of January of the year in which the agreement is set to terminate.
 - b. Notice shall be given in writing and sent to Taylor's address via First-Class mail, postage prepaid.
10. This agreement constitutes the entire agreement between Taylor and the City. Neither party shall be bound by any other written or oral statements or agreements unless specifically incorporated by reference herein.

IN WITNESS WHEREOF, the parties hereto have caused this Agreement to be executed by their duly authorized officers.

City of Kelsey
By: Perla Musgraves
Mayor

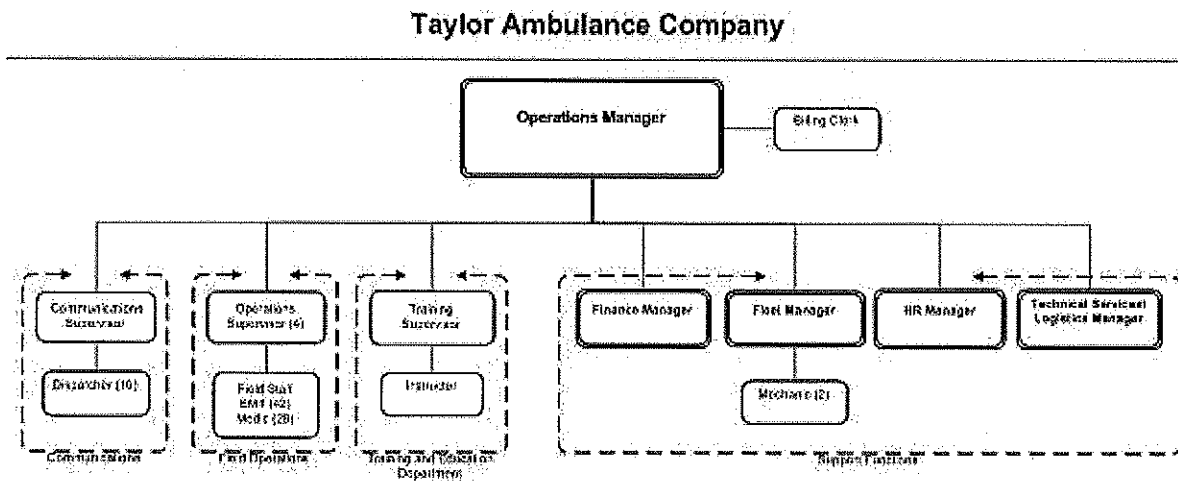
Taylor Ambulance Company, Inc.
By: Donna Taylor
Owner

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Organizational Chart

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- [Narrative description of the organizational structure of Taylor Ambulance Company](#)



Taylor Ambulance Company, Inc.
Balance Sheet
as of December 31

	2008	2009
Cash	\$ 180,000	\$ 1,290,668
Accounts Receivable	\$ 2,504,232	\$ 2,000,000
Medical Supplies Inventory	\$ 40,000	\$ 40,000
Total Current Assets	\$ 2,724,232	\$ 3,330,668
Fixed Assets	\$ 3,250,000	\$ 3,510,000
Total Assets	\$ 5,974,232	\$ 6,840,668
Accounts Payable	\$ 459,184	\$ 450,000
Accrued Salaries and Benefits	\$ 165,048	\$ 170,000
Total Current Liabilities	\$ 624,232	\$ 620,000
Due to City	\$ -	\$ -
Total Liabilities	\$ 624,232	\$ 620,000
Fund Balance - Beginning of Year	\$4,504,692	\$ 5,350,000
Net Income	\$ 845,308	\$ 870,668
Fund Balance - End of Year	\$ 5,350,000	\$ 6,220,668
Total Liabilities and Equity	\$ 5,974,232	\$ 6,840,668

Taylor Ambulance Company, Inc.
Statement of Cash Flows
2009

	<u>2009</u>
Sources of Cash	
Net Income	\$ 870,668
Decrease in Accounts Receivable	\$ 504,232
Increase in Accounts Payable	\$ -
Increase in Accrued Salaries and Benefits	\$ 4,952
Increase in payable to City	\$ -
Total Sources	\$ 1,379,852
Uses of Cash	
Increase in Accounts Receivable	\$ -
Decrease in Accounts Payable	\$ 9,184
Purchase of Fixed Assets	\$ 260,000
Total Uses	\$ 269,184
Net Increase (decrease) in cash	\$ 1,110,668
Cash balance beginning of year	\$ 180,000
Cash balance end of year	<u>\$ 1,290,668</u>
Cash per Balance sheet	<u>\$ 1,290,668</u>
Days of Cash on Hand - end of year	<u>32</u>