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## Memorandum

To: Livingston County Board of Commissioners  
Fr: David Feldpausch, EMS Director  
Date: 11/17/2020  
Re: Resolution Authorizing the restructuring of the EMS Department

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We have been working diligently on the internal process in our billing department and we have accomplished a great deal already this year. The one issue that we cannot seem to get past is keeping pace with our work load. During slow period of COVID our billers made huge progress and our days to bill have dropped from around 70 to around 10. I have been tracking our progress daily since May and while we make an occasional gain we lose ground with every lost hour of work. With every vacation, sick, personal, or holiday we lose ground and the back log of calls needing to be billed grows again.

We simply cannot continue on this trend it is a constant roller coaster ride and creates unnecessary stress for staff. Looking back our previous Finance Manager actually billed out a lot of calls (the most in the department) primarily when things were backlogged. With the elimination of that position earlier this year we simply do not have the staff to keep current with the run volume now back to near normal levels.

On that same note we can ill afford any additional indirect labor expense so the best solution we have is to reduce our Administrative Specialist position to part time and hire a Billing specialist part time. We are in the process of converting back to a proven scheduling software application that will eliminate a significant portion of the payroll work done by the Administrative Specialist. We are also looking at solutions to accomplish other tasks performed by the Administrative Specialist using better technology and current staff with improved efficiency.

It is a difficult decision to reduce an existing position from full time to part time but one that I feel is absolutely necessary to get us on the path we need to take for the future of Livingston County EMS. This change will get us the additional hours we need in the billing department with minimal impact on the rest of the operation. It will save money in that, a billing specialist is salary step 4 and the Administrative Specialist is step 5, along with the reduce cost of benefits.

If you have any questions or concerns, please do not hesitate to reach out to me any time. 517/294-1853 or [dfeldpausch@livgov.com](mailto:dfeldpausch@livgov.com).