



December 7, 2011

Office of the Director
Franklin County Emergency Management Agency

Sir:

Enclosed please find a proposal for Abbott EMS to provide 24 hour per day/seven day per week Emergency Medical Services for the citizens and visitors of Franklin County, Illinois.

Abbott EMS has more than forty years of experience in serving the 911 emergency ambulance service needs of communities in Southern Illinois and Missouri. Our fleet and staff are large enough to offer full-service coverage to the County at all times. We will be proud to bring our resources, expertise and experience to the Franklin County community.

The proposal submitted herein is offered in good faith. However, in order to provide the services described in the December 2011 RFP and the attached proposal, Franklin County and Abbott EMS will need to negotiate a contract of not less than three (3) years duration which grants Abbott EMS exclusive rights to provide all emergency and non-emergency ambulance response and transportation within the County of Franklin (excluding the political subdivisions of Frankfort and Denning Townships.)

On behalf of Abbott EMS and American Medical Response (AMR) I would like to thank you and the Agency for your consideration of our proposal. Please don't hesitate to contact me if you have any questions.

Sincerely,

Mark L. Corley
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Abbott EMS/AMR
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Table of Contents

Executive Summary.....	2
Ownership and Legal Relationships	2
Recognition of Purpose of RFP and This Response	2
1.0: Operational Requirements	3
2.1: Telecommunications Option One	7
3.0: National Incident Management System Compliance	7
4.0: Personnel Professional Standards and Education	7
5.0: Disease Prevention and Employee Safety	11
6.0: Financial.....	12
7.0: Insurance Requirements.....	15
8.0: Community Outreach & Education	15
Other Requirements (from “Submission” Section)	16
Exhibits.....	16
A Corporate Annual Report (On CD) & Reports From Independent Registered Public Accounting Firm	
B Organizational Chart	
C Resumes of Key Personnel	
D Letter of Commitment from Bank	
E Sample Monthly Income Statement	
F Sample Data Report	
G Insurance Certificate	
H Letters of Reference	
I Documentation and Implementation: A Vision to Provide Service	
J Requested Letter of Verification	





Executive Summary

Abbott Ambulance was established in 1969, and since that time has continuously provided emergency medical services and medical support services to all of St. Louis City and County. The headquarters is located at 2500 Abbott Place in southwest St. Louis City. In 1996 Abbott purchased a small operation in Fairview Heights, Illinois which has grown to become Abbott EMS of Illinois, which is now operated out of its own headquarters at 4400 North Belt West in Belleville.

In 2007, both operations of Abbott Ambulance, Inc. were purchased by American Medical Response (AMR,) the largest provider of ambulance services in the United States.

In addition to its Missouri and Illinois ambulance operations, Abbott owns and operates IHM Academy of EMS, the area's largest training school for Emergency Medical Technicians (EMT) and Paramedics (EMT-P), and the only nationally accredited Paramedic program in Missouri. Medical education and recertification training are offered on a continuous basis by IHM to Abbott personnel in both Missouri and Illinois.



Service Area

Abbott EMS of Illinois provides coverage for the 1200 square mile area comprising the Illinois Counties of Madison and St. Clair, providing emergency 911 coverage for more than 15 communities. Abbott EMS of Missouri provides coverage for the more than 960 square mile area of St. Louis City, St. Louis County and parts of St. Charles, Franklin and Jefferson Counties.

Ownership and Legal Relationships

Abbott EMS is a wholly owned subsidiary of American Medical Response, Inc. (AMR, Inc.), which is wholly owned by Emergency Medical Services Corporation (EMSC.) Being part of the EMSC family of companies allows us to tap into a national network of resources. With 180 AMR operations around the country, we are able to draw from the largest pool of EMS resources in the country.

Recognition of Purpose of RFP and This Response

Abbott EMS of Illinois submits this proposal with the intention of fulfilling in all respects the specifications, service requirements and documentation requirements of the 2011 RFP upon award of an exclusive contract to provide all emergency and non-emergency ambulance response and transportation within the County of Franklin, Illinois (excluding the political subdivisions of Frankfort and Denning Townships) for a term of not less than three years.

Abbott EMS of Illinois will be prepared to commence operations in Franklin County within ninety (90) days of execution of a contract.

1: Operational Requirements

1.1: Resources

Abbott EMS employs more than 500 people, and owns and operates a fleet of 93 fully-equipped and licensed ambulances, which handle more than 90,000 patient transports annually. These transports include ambulance responses as the 911 emergency provider under contract and by arrangement with numerous municipalities and other venues in both Missouri and Illinois.

Abbott's Illinois headquarters is located in Belleville and covers St. Clair and Madison Counties with a staff of 85 EMTs and Paramedics and 26 ALS and BLS ambulances. In the event of a mass casualty incident (MCI) or disaster, Abbott's vast resources offer the ability to provide numerous ambulances and personnel to Franklin County or its mutual aid partners

Upon award of a three-year exclusive contract with Franklin County for provision of its emergency and non-emergency medical ambulance services, Abbott will add three ambulances to its existing fleet. These resources will be dedicated exclusively to serving the County and the needs of local medical care facilities, including Franklin Hospital. All ambulances will be equipped and staffed to the level of Advanced Life Support (ALS.) Two ambulances will be staffed 24 hours per day, 365 days per year. The third ALS ambulance will be staffed during peak demand times. Should demand for 911 emergency or non-emergency, non-911 ambulance responses for area facilities increase, Abbott is prepared to provide the necessary resources to adequately back up the Franklin County dedicated resources so as not to deplete their coverage.

1.2 , 1.3: ALS Ambulance

Abbott prides itself on maintaining state-of-the-art technology in all its equipment. ALS ambulances routinely carry all equipment required by the EMS System, and ambulances deployed for the Franklin County system will exceed that requirement by including:

- 12-lead EKG monitors/defibrillators with capability to transmit to receiving facilities,
- Transport ventilators,
- IV pumps,
- Capnography,
- CPAP/BiPap device
- Pulse oximetry,
- Glucometers,
- Intubation equipment,
- A full complement of medications and intravenous solutions,
- Electronic Patient Care Records (EPCR),
- Global Positioning Satellite (GPS) technology to increase accuracy and to monitor safe driving.

1.4, 1.5, 1.6: Service Commitments

1.4: It has been the policy of Abbott EMS since its founding to transport patients to their hospital of choice and, except in situations of medical necessity, this commitment will readily be extended to the citizens and visitors of Franklin County.

1.5: Abbott EMS is prepared to maintain the capability to execute mutual aid agreements with surrounding ALS emergency medical ambulance providers.

1.6: Abbott agrees to work collaboratively with the Franklin County Emergency Management Agency to develop mutually acceptable operational protocols for emergency response for the County of Franklin.

1.7: Fleet Maintenance

Vehicles

Abbott EMS resources are centrally managed with redundant fail-safe technologies for the physical plant, information and fleet operations. Abbott EMS owns and operates a fleet of 93 fully-equipped and licensed ambulances, which handle more than 90,000 patient transports annually. These transports include ambulance responses as the 911 emergency provider under contract and by arrangement with numerous municipalities and other venues in both Missouri and Illinois, including Gateway Regional Medical Center and Barnes Hospitals.

AMR's national contracts with vehicle and equipment manufacturers enable Abbott to customize our ambulances to meet the specific needs of our customers. From sophisticated exterior warning light packages to Global Positioning System (GPS) tracking, every scenario is carefully considered in designing our vehicles. Standardization of vehicle configuration and interior layout allows personnel to readily switch between vehicles and enhances crew efficiency. All vehicle designs are crash-tested by the manufacturer to ensure the safety of the crew and the patient. Our operations utilize Type I, Type II, and Type III ambulance vehicles, which meet all Federal, state, and local requirements.



Maintenance

Abbott vehicles are among the most reliable in the ambulance transportation industry. We maintain this high reliability level through aggressive Preventive Maintenance (PM) programs that exceed manufacturer recommendations as well as U.S. Department of Transportation (DOT) maintenance standards in several areas. Abbott employees complete a comprehensive daily vehicle check on all units. Vehicles and/or equipment that do not meet standards during maintenance or our daily pre-inspection process are removed from service for repair, upgrade or replacement.

Maintenance Plan

Abbott proposes a rigorous PM schedule for Franklin County, with comprehensive scheduled maintenance of each vehicle occurring at regular intervals, as outlined in the chart below:

Every 5,000 Miles	Additional Services Every 15,000 Miles	Additional Services Every 30,000 Miles	Additional Services Every 60,000 Miles
Lubrication	Repeat of 5,000-mile inspection	Repeat of 15,000-mile inspection	Repeat of 30,000-mile inspection
194 safety point and mechanical inspection	Replacement of fuel filter	Rear differential service	Replace belts
Change oil and filter	Transmission service		Replace idler pulleys and tensioner
Replacement of air filter			Replace vacuum pump
<ul style="list-style-type: none"> • Batteries – Test and inspect every service. Replace in sets of two if required. • Shocks – Inspect every service and replace as needed. • U-joints – Inspect every service and replace as needed. 			

Abbott exceeds manufacturers’ maintenance standards in several areas:

- We change transmission fluid every 15,000 miles. Ford Motor Company recommends changing the transmission fluid at 24,000-mile intervals.
- We replace front tires when tread depth measures 4/32”. The U.S. Department of Transportation standard for light-duty commercial vehicles (including ambulances and buses) is 2/32”.
- We replace brake linings at 4/32” remaining disc thickness. The U.S. Department of Transportation standard for light-duty commercial vehicles is 2/32”.

1.8: Drug and Alcohol Free Workplace

Abbott operates under the policies and procedures of our parent company, AMR. The policies quoted below are from the AMR Substance Abuse Prevention Policy (quoted in part; the entire policy is available on disk upon request). This policy applies to all AMR employees:

“1.0 It is the policy of AMR to:

1.1 Expressly prohibit the unlawful use, possession, manufacture, distribution, dispensation, or sale of alcohol and controlled substances or illicit drug paraphernalia by its employees at all times. In addition to termination, AMR may report these activities to local law enforcement or other regulating agencies.

1.2 Require AMR employees to be fit for duty while performing services on behalf of the company and to perform all assigned duties without the presence of illegal drugs, alcohol or inappropriate legal drugs in their systems.

- 1.3 Test any employee for alcohol and controlled substances as outlined in this policy.
- 1.4 Whenever necessary, search AMR premises for evidence of potential substance abuse. "AMR premises" includes but is not limited to: all facilities and areas in which AMR operates, AMR owned / leased property, any property where services on behalf of AMR are being performed, AMR owned or leased equipment, privately owned vehicles while on AMR owned or leased property, parking lots, lockers, desks, equipment, work spaces, and storage facilities.

2.0 Standards of Employee Conduct

- 2.1 Employees should refrain from alcohol consumption for at least 8 hours prior to the start of any work shift.
- 2.2 AMR employees shall not consume alcohol if any of the following situational factors apply:
- (a) On-duty
 - (b) On-call
 - (c) In AMR uniform, even if "off-duty"
- 2.3 AMR employees may be exempt from the alcohol related provisions of this policy for a specific meeting or company function where alcohol consumption is permitted by AMR management.
- (a) Alcohol related exemptions shall not apply to any employee that:
- (1) Is expected to remain ready to respond to emergency calls, provide patient care, or provide clinical guidance to on-duty employees [e.g. field employees or field supervisors who are on-duty or on-call].
 - (2) Drives an AMR vehicle to or from the meeting / company function
 - (3) Is in AMR uniform, regardless of duty status
- 2.4 AMR employees are prohibited from unlawful use, possession, manufacture, distribution, dispensation, or sale of controlled substances or illicit drug paraphernalia.
- 2.5 If taking a prescribed or over-the-counter drug, employees must immediately report to their supervisor if the use of the drug may alter the employee's behavioral alertness or mental ability and / or may interfere with the employee's ability to perform their normal job duties in a safe and competent manner.
- (a) The company may require the employee to provide a written letter of explanation from their physician that indicates knowledge of the employee's work, sufficient awareness of the hazards associated with the work, and professionally reasoned confidence that the prescribed medication will not create unreasonable risk for the employee, coworkers, patients, or the community.
- (b) Employees are not to take prescription drugs unless they are issued to them by a physician. Therefore, any prescribed drugs taken while on duty must be in the original container and be clearly marked with the employee's name on the prescription label.
- (c) Employees are not to knowingly misuse or abuse over-the-counter or prescription medications.
- 2.6 Employees must notify their supervisor immediately if they are arrested or convicted under any criminal statute associated with drugs or alcohol."

2.1: Telecommunications Option One

Abbott will provide for Franklin County a 24 hour per day, seven day per week Communications Center, staffed at all times with a minimum of three Dispatchers with EMD (Emergency Medical Dispatch) certification and Illinois licensure as IDPH EMDs.

Our fully computerized, regional dispatch center has been widely recognized as one of the most sophisticated in the area. Abbott prides itself on maintaining state-of-the-art technology in all its equipment. Abbott recently added Global Positioning Satellite (GPS) technology to its ambulance fleet in order to increase accuracy and to monitor safe driving.



The Abbott Communications Center will meet any secondary PSAP requirements and provide emergency medical dispatch protocols as specified in Option One in the RFP

3.0: National Incident Management System (NIMS) Compliance

Abbott EMS of Illinois currently complies with the National Incident Management System (NIMS) to include, but not limited to adoption of NIMS/ICS protocols, personnel education, and resource typing.

Abbott EMS will comply with the policy and procedures of the Mutual Aid Box Alarm System – Illinois.

4.0: Personnel Professional Standards and Education



4.1.1: Telecommunications Personnel

Abbott elects to require all dispatch center employees to become, within one year of their hire date, not only Emergency Medical Dispatchers (EMDs) certified by the National Academies of Emergency Dispatch (NAED), but also licensed EMTs. As certified EMDs, they meet National Standard Curriculum of the National Highway Transportation and Safety Administration (NHTSA), the Department of Transportation (DOT) and NAED standards for required training in the associated roles and responsibilities, including:

- Allocating resources
- Obtaining sufficient and accurate information from callers
- Providing pre-arrival emergency, potentially life-saving, medical instructions based upon Medical Priority Dispatch System Protocols
- National Incident Management System (**NIMS**) certification

As required by NAED standards, all dispatch center employees are also required to obtain CPR certification and recertification every two years. NAED certification also requires 24 hours of Continuing Dispatch Education (CDE) annually. CDE must meet a number of general requirements, including that it:

- Helps Dispatchers develop a heightened awareness of telecommunications and EMD roles and responsibilities
- Enhances the delivery of pre-arrival instructions and all emergency telephone procedures
- Improves skill in the use and application of all component parts of the Emergency Priority Dispatch System (EPDS)
- Provides opportunities for discussion, practice, and critique

4.1.2. Emergency Medical Technician (EMT)

The primary responsibilities of Abbott's EMTs are to operate the transport vehicle and to assist the Paramedic as needed. As an example, EMTs may check vital signs, perform airway management, assess bleeding, shock prevention and therapy, apply splints, and manage radio communications. Minimum qualifications for an Abbott EMT are:

- State of Illinois EMT-B license
- Resource Hospital certification as a System EMT
- Cardio-Pulmonary Resuscitation (CPR)/Automated External Defibrillator (AED) certification
- State of Illinois driver's license or equivalent
- National Incident Management System (**NIMS**) certification

4.1.3. EMT-Paramedics (EMT-P)

Abbott Paramedics must quickly assess the patient care scene, request other assistance if necessary and ensure safe, hazard-free patient care. Minimum qualifications for an Abbott Paramedic are:

- State of Illinois EMT-P license
- Resource Hospital certification as a System Paramedic
- Advanced Cardiac Life Support (ACLS) certification
- International Trauma Life Support Certification (ITLS)
- CPR / AED certification / Healthcare Provider Basic Life Support
- State of Illinois driver's license or equivalent
- National Incident Management System (**NIMS**) certification

4.1.4 All Personnel

All candidates for employment at Abbott must meet or exceed stringent education, health and certification standards and then pass a series of interviews, tests and criminal background check, and a pre-employment drug screening. Abbott screens each field candidate's driving record before we make an employment offer, and we recheck driving records on an ongoing basis.

Once selected, each new employee undergoes a comprehensive orientation program, which includes classroom and hands-on instruction in Abbott policies and procedures, local protocols and legal and compliance issues, as well as specialized safety and risk management and disaster training. Employees must renew this training annually.

Subjects that are addressed during orientation and annual training include the following:

- Medicare and Medicaid Compliance
- Medical Documentation
- HIPAA Compliance
- Proper Lifting and Moving Techniques
- Sexual Harassment and Workplace Violence Prevention
- Excellence in Client Service
- OSHA Regulations
- Hazardous Materials Awareness (Illinois Certification for initial 8 hour course is available.)
- Bloodborne/Airborne Pathogens
- Critical Incident Stress Management
- Injury and Illness Prevention

4.1.5: Driver Training

Abbott's driver training program is a National Highway Transportation Safety Administration (NHTSA) certified course using the highest driving standards in the EMS industry. New employees participate in our intensive Emergency Vehicle Operator Course (EVOC) training program, which includes eight hours of classroom instruction, with a test, followed by eight hours of practical hands-on training, with behind-the-wheel performance observation and instruction by a Field Training Officer (FTO). Because each local response area is unique, Abbott's driver training includes an extensive section on geography, including medical facility locations, address recognition, map orientation, and routing. Once employees successfully complete the classroom component, they move on to complete the practical driving course behind the wheel of an ambulance.

4.1.6: Records Check

All employees' driver records are monitored on a daily basis and are routinely checked at the end of every quarter.

- All employees who operate Company vehicles as part of their job duties must possess a current, valid license while employed. The license must authorize operation of a commercial, for-hire vehicle within the operating weight range of an ambulance.
- A valid driver record check must show the absence of alcohol and/or drug-related offense (with the prior 36 months) such as DUI, DWI, BAC, driving with ability impaired or any other state-equivalent alcohol/drug-related offense while using a motor vehicle.
- Conviction for hit and run or leaving the scene, reckless driving, falling asleep at the wheel, speed contest or exhibition of speed, fleeing or eluding a police officer, use of a vehicle in a felony will eliminate this employee from operating a company vehicle.
- Company policy dictates the employee not have more than two company-related collisions that require corrective, disciplinary action in order to maintain employment with our company. Additionally, policy dictates the employee not have more than three of the following: company related collisions that require corrective, disciplinary action, moving violations or other at fault collisions in order to maintain employment with our company.

4.1.7: Quality Improvement

Patient/Client Satisfaction

The skill level of Abbott EMTs and Paramedics is enhanced and maintained because Abbott personnel work daily in high-volume emergency medical service, and all care provided is regularly critiqued by physicians. Abbott's physician Medical Directors continuously monitor patient care and maintain a high intensity training effort. Abbott also maintains a formal Continuous Quality Improvement (CQI) program through which teams of empowered employees design and redesign processes to better serve our clients. Patients are surveyed following service delivery and any concerns are immediately addressed. The results are converted into a monthly Patient/Client Satisfaction Index, which is the basis for ongoing quality assurance activities. A similar survey is mailed to Abbott's institutional and municipal clients.

Quality Client Services Training

The satisfaction of Franklin County patients and clients is a major priority for Abbott. To that end, Abbott commits substantial resources to educate employees in how to deliver optimal patient/client service. During the formal New Employee Orientation program, every crewmember and Dispatcher receives special customer service training. After that, individual employees who are experiencing particular difficulty in the delivery of optimal patient/client service may be required by their Supervisor to attend individual instruction in order to perfect client service skills.

Medical Quality Assurance

David K. Tan, MD, NAEMSP, Clinical Instructor - Division of Emergency Medicine, Barnes-Jewish Hospital at Washington University School of Medicine, serves as Medical Director for Abbott Ambulance and its education division known as IHM Academy of EMS. Dr. Tan monitors both medical care rendered by Abbott crews and the on-going training they receive.



Advising Dr. Tan is Abbott's Medical Advisory Committee (MAC), which meets quarterly and reviews compliance with treatment protocols and addresses other quality-related issues. If Abbott is awarded a contract for Franklin County, we would seek **to include a member from the Franklin County medical community**. Current MAC members are: **W. Scott Gilmore, M.D.**, EMT-P of Barnes-Jewish Hospital and Assistant Medical Director for St. Louis City Fire Department; **Julie Leonard, M.D.** for the Department of Emergency Medicine of St. Louis Children's Hospital; **Joe DeLucia, D.O.**, the EMS Director of Saint Louis University Hospital; **Bridgette Svancarek, M.D.** of Barnes-Jewish Hospital, Associate Medical Director for Abbott EMS and IHM Academy of EMS; **Jacob Keeperman, M.D., EMT**, 2010-12 Fellow in EMS & Critical Care Medicine, Washington University School of Medicine; **Ben Ostrovsky, M.D.**, 2011-12 Fellow in EMS, Washington University School of Medicine; **Jeff Shafer, M.D., EMT-P**, Project Medical Director for Abbott EMS, Illinois Department of Emergency Medicine St. Anthony's Medical Center; **Christopher Brooks, M.D.**, Associate Program Director, Emergency Medicine Barnes-Jewish Hospital; **Robert F. Poirier, Jr., M.D., EMT**, Clinical Chief of Emergency Medicine Barnes-Jewish Hospital; **Brian R. Froelke, M.D.**, Chief Medical Officer, MO State Disaster Team Medical Director, Christian Hospital EMS.

Quality Service Assurance Team

Abbott's Quality Service Assurance Team, comprised of key department heads, specific managers and all crew and Dispatch Supervisors, regularly reviews all client concerns. If a client calls with a service-related problem, a member of the Business Development Department team receives the information and initiates a formal review and remediation process. The Quality Service Assurance Team, in turn, reviews these remedial efforts to ensure that client follow-up has occurred in a timely and appropriate fashion, and that any related re-education of employees has been completed in order to reduce the likelihood of reoccurrence of the problem.

Fleet Maintenance Quality Assurance

Michael Moranz, Abbott Fleet Manager, is responsible for management, maintenance, and preventive maintenance programs for Abbott's fleet of 93 BLS and ALS. Full-time mechanics provide on-site maintenance in our state-of-the-art fleet maintenance shop. The Abbott fleet maintenance facility is an authorized Ford Warranty Service Provider.

5.0: Disease Prevention and Employee Safety

Occupational exposure to infectious disease is preventable. All employees who may accidentally come in contact with blood and/or other potentially infectious material are required to attend training which includes bloodborne and respiratory pathogen exposure protection prior to entering an environment. This Infection Control Program is crucial to employee safety.

5.1: Vaccinations

The program requires the offering of the **hepatitis B vaccination and tuberculosis skin testing** or alternate screening. Employees who have been vaccinated against hepatitis B prior to his or her employment otherwise decline the offering sign an informed refusal or declination form. **Influenza** vaccination is made available to employees free of charge prior to the annual flu season. Paramount to the success of every infection control program is use of the **HEPA** (high efficiency particulate air) Respirator by employees in the presence of one suspected or confirmed as having tuberculosis. HEPA use conforms with the most current CDC guidelines to combat transmission of tuberculosis and influenza.

5.2: Bloodborne Pathogens

Bloodborne pathogen protocols, known as our Infection Control Program, meet all requirements of OSHA 29 CFR 1910-1030 and is required training for every employee prior to entering a patient care environment. This is mandatory new employee and annual training. Employees are not permitted in a patient care environment without current training.

As noted in section 5.1, our bloodborne pathogen program includes vaccination against hepatitis B. Also included is training to utilize personal protective equipment (PPE) such as gloves, gowns, masks and goggles. Employees must anticipate the need for use of personal protective equipment and are trained to do so. Employee feedback to evaluate the effectiveness of the Infection Control Program is vitally important and required under 1910-1030. Employee feedback includes PPE selection, effectiveness and ease of use of PPE as well as quality of currently available PPE.

This program is not limited to EMTs and Paramedics, but also includes Supply Technicians, Mechanics and those who periodically provide patient care or observe while doing periodic ride-along.

6.0: Financial

6.1: Financial Capabilities

The RFP requests:

“Provide evidence that clearly documents the financial history of the proposing provider and demonstrates that it has the financial capability to handle the expansion (including implementation and start-up costs) necessitated by the award of the proposal. Document the proposing provider’s current net worth and the form of that net worth including its capacity to convert non-liquid assets into cash if needed. Provide an audited financial statement of current assets and liabilities for the past two years. If the proposing provider is part of a larger system, it shall furnish the financial statements of the parent entity. Such parent entity shall be required to guarantee the performance of the proposing provider.”

See **Exhibit A** which includes three items.

The first is a CD containing the Annual Report of our parent company, EMSC (174 pages) which will provide the requested audited financial statement. It will demonstrate beyond question our financial resources and stability.

Also included in **Exhibit A** are letters from the EMSC auditors, Ernst and Young LLC. The first describes an audit of EMSC financial statements and the second describes an audit of EMSC’s internal financial controls.

6.2: Materials and Exhibits:

6.2.1: Organizational Chart and Resumes

The requested organizational chart is **Exhibit B**. The resumes of key personnel related to the Franklin County operation is **Exhibit C**.

6.2.2: Operating Budget/ Three Years

Franklin County, Illinois Proposed EMS Operating Budget

	365 <u>Year 1</u>	366 <u>Year 2</u>	365 <u>Year 3</u>
Revenue			
Total system transports	3,858	3,974	4,093
Avg/Day	11	11	11
ALS UH / week	376	387	399
Combined UHU	0.197	0.197	0.197
APC	\$1,283.26	\$1,308.17	\$1,333.58
911 system revenue (gross) \$	4,950,751	\$ 5,198,288	\$ 5,458,203
C/A & U/C	3,695,489	3,902,476	4,119,813
Net transport revenue	1,255,262	1,295,812	1,338,390
Collection rate	25.4%	24.9%	24.5%
Total net revenue per FFS tx \$	325.37	\$ 326.10	\$ 327.00
Subsidy	-	-	-
Other non-tx revenue revenue	-	-	-
Total revenue	1,255,262	1,295,812	1,338,390
Operating Expenses			
Field salaries	494,939	512,262	530,191
Non-field salaries	24,381	25,235	26,118
Benefits & payroll taxes	115,128	122,774	131,069
Total salaries & benefits	634,448	660,270	687,378
% revenue	50.5%	51.0%	51.4%
Crew wage per UH \$	25.24	\$ 25.30	\$ 25.49
Vehicle operating costs	124,727	128,757	132,919
Medical supplies	36,156	37,241	38,358
Insurance	37,680	38,811	39,975
Telecommunications	17,113	17,626	18,155
Occupancy	20,000	-	-
Other operating expenses	8,546	8,802	9,066
External services	-	-	-
Professional fees	72	74	77
Patient business services	-	-	-
Direct G&A expenses	14,585	14,735	14,892
Allocated support (incl. fleet)	160,090	164,893	169,839
Total operating expenses	1,053,418	1,071,209	1,110,659
EBITDA \$	201,844	\$ 224,603	\$ 227,731
EBITDA as % of net revenue	16.1%	17.3%	17.0%
Depreciation	63,475	63,475	63,475
Earnings From Operations	138,368	161,127	164,256
EFO as % of net revenue	11.0%	12.4%	12.3%

6.2.3: Letter of Commitment from Bank

See *Exhibit D* for the required letter of commitment from Deutsche Bank

6.2.4: Hiring Plan

As part of the AMR family of ambulance services, Abbott EMS has the ability to screen, interview and hire applicants from resources across the nation. Our primary focus for hiring necessary ambulance personnel will be concentrated in the southern half of the State of Illinois. Because Abbott offers competitive wages and benefits, we do not anticipate any difficulty in filling the positions that will be opened by this operation.

Local Recruitment

Abbott is committed to hiring the highest quality patient care providers for Franklin County. In order to meet this commitment, we will begin our recruitment efforts within Franklin County as long as applicants meet the standards of employment required by Abbott and described in previous sections. All employees must pass a criminal background check, drug test and crews must pass a physical agility test and have a driving record that complies with current policy.

Compensation and Benefits

Abbott wages and benefits are considered among the best offered by private EMS providers. Abbott's core benefits package for full-time personnel includes:

- Medical, dental and vision plan, with dependent coverage available
- Life insurance at two times the employee's annual salary, with the option to purchase supplemental coverage
- Company-paid, long-term disability insurance and optional short-term disability insurance
- Paid time off, ranging from 128 to 208 hours per year, depending upon years of service
- Eight paid holidays per year
- 401(k) retirement plan with an employer match

All full-time and part-time personnel also receive the following benefits:

- Uniform allowance
- Employee Assistance Program (EAP) to support employees with family issues and financial concerns
- Critical Incident Stress Management Program to mitigate the personal and professional impact of critical incident stress
- A Web-based employee intranet portal that provides employees with not only information and an online store, but also interactive training modules, benefits management services, list groups and electronic communities for mutual support
- Abbott complies with all federal minimum wage and benefits requirement when contracting with the Federal Government

6.2.5: Monthly Reporting

Exhibit E is a sample monthly income statement from a fictitious business unit which demonstrates the ability of Abbott EMS to provide interim monthly financial statements. This sample financial statement shows a trailing four months' worth of financial data and a calendar year, year-to-date total.

Exhibit F provides an example of a recent statistical report provided to a local 911-contracted municipal partner describing details of the service provided for the month of October, 2011. The report includes these elements: trip date, our trip number, pickup location, various time elements including response time. The sample report shows rig type sent (ALS or BLS) and the run code, which is our descriptor of the urgent or non-urgent assignment.

This will demonstrate our ability to provide a wealth of statistics which may be requested or required as part of a contract with Franklin County on a regular and timely basis

6.2.6.: Auditing Information

Corporate audits are conducted by Ernst & Young LLP. Abbott EMS acknowledges that audited financial statements will be required annually.

7. Insurance Requirements

A sample of our Insurance Certificate can be found as **Exhibit G**

Upon execution of a contract, a Certificate of Insurance with Franklin County named as *Additional Insured* where applicable can be provided with less than 48 hours of notice.

8. Community Outreach & Education

8.1: Community Outreach

Abbott believes a good community relations program is most effective when agencies, both within and outside EMS, pool their knowledge and resources toward a common goal. Abbott pledges to work with Franklin County and other agencies designated by the County to collectively achieve common goals of increased public safety as well as illness and injury prevention

As part of its commitment to the Franklin County community Abbott EMS will offer quarterly CPR training classes to help keep the community educated.



8.2: Local Partnership

We propose working with community partners in Franklin County and related public education programs to strengthen illness and injury prevention efforts and become an integral part of the Franklin County community.

Other Requirements (from “Submission” Section)

1. Four business references are provided in *Exhibit H*.
 - Franklin Hospital
 - Hollywood Heights, Illinois Fire Department
 - Madison, Illinois Fire Department
 - Lambert St. Louis International Airport
2. A one-page narrative detailing the proposing provider's vision to provide service is *Exhibit I, Deployment and Implementation Plan: A Visions to Provide Service*
3. Requested letter of verification is *Exhibit J*

Exhibits

- A Corporate Annual Report (On CD)
and Reports of Independent Registered Public Accounting Firm**
- B Organizational Chart**
- C Resumes of Key Personnel**
- D Letter of Commitment from Bank**
- E Sample Monthly Income Statement**
- F Sample Data Report**
- G Insurance Certificate**
- H Letters of Reference**
- I Deployment and Implementation: A Vision to Provide Service**
- J Requested Letter of Verification**

Exhibit A:
Corporate Annual Report (On CD)
and
Reports from Independent Registered Public Accounting Firm

Emergency Medical Services L.P.

10-K

Annual report pursuant to section 13 and 15(d)

Filed on 02/18/2011

Filed Period 12/31/2010



THOMSON REUTERS

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**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**

WASHINGTON, D.C. 20549

FORM 10-K

Mark one:

ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the year ended December 31, 2010

Or

TRANSITION REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934

For the transition period
from to

Commission file numbers:

001-32701

333-127115



**EMERGENCY MEDICAL SERVICES CORPORATION
EMERGENCY MEDICAL SERVICES L.P.**

(Exact name of Registrant as Specified in its Charter)

Delaware (State or other jurisdiction of incorporation or organization)

20-3738384

20-2076535 (IRS Employer Identification Number)

**6200 S. Syracuse Way
Suite 200**

Greenwood Village, CO (Address of principal executive offices)

80111 (Zip Code)

Registrant's telephone number, including area code: **303-495-1200**

Securities registered pursuant to Section 12(b) of the Act:

Title of each class

Name of each exchange on which registered

Class A Common Stock, \$.01 par value

New York Stock Exchange

Securities registered pursuant to Section 12(g) of the Act: **None**

Indicate by check mark if the registrant is a well-known seasoned issuer, as defined in Rule 405 of the Securities Act. Yes No

Indicate by check mark if the registrant is not required to file reports pursuant to Section 13 or 15(d) of the Act. Yes No

Indicate by check mark whether the registrant: (1) has filed all reports required to be filed by Section 13 or 15(d) of the Securities Exchange Act of 1934 during the preceding 12 months (or for such shorter period that the registrant was required to file such reports), and (2) has been subject to such filing requirements for the past 90 days. Yes No

Indicate by check mark whether the registrant has submitted electronically and posted on its corporate Web site, if any, every Interactive Data File required to be submitted and posted pursuant to Rule 405 of Regulation S-T (§232.405 of this chapter) during the preceding 12 months (or for such shorter period that the registrant was required to submit and post such files). Yes No

Indicate by check mark if disclosure of delinquent filers pursuant to Item 405 of Regulation S-K is not contained herein, and will not be contained, to the best of the registrant's knowledge, in definitive proxy or information statements incorporated by reference in Part III of this Form 10-K or any amendment of this Form 10-K.

Indicate by check mark whether the registrant is a large accelerated filer, an accelerated filer, or a non-accelerated filer. See definition of "accelerated filer and large accelerated filer" in Rule 12b-2 of the Exchange Act. (Check one):

Large accelerated filer

Accelerated filer

Non-accelerated filer

Smaller reporting company

Indicate by check mark whether the registrant is a shell company (as defined in Rule 12b-2 of the Exchange Act). Yes No

As of June 30, 2010, the aggregate market value of the voting and non-voting common equity held by non-affiliates of the registrant, computed by reference to the closing price for the registrant's class A common stock on the New York Stock Exchange on such date was \$1,484.9 million (30,285,248 shares at a closing price per share of \$49.03).

Shares of class A common stock outstanding at February 11, 2011—30,420,991; shares of class B common stock outstanding at February 11, 2011—52,228; LP exchangeable units outstanding at February 11, 2011—13,724,676.

Table of Contents

**Report of Independent Registered Public
Accounting Firm**

The Board of Directors and Stockholders of Emergency Medical Services Corporation

We have audited the accompanying consolidated balance sheets of Emergency Medical Services Corporation as of December 31, 2010 and 2009, and the related consolidated statements of operations and comprehensive income, changes in equity, and cash flows for each of the three years in the period ended December 31, 2010. These financial statements are the responsibility of the Company's management. Our responsibility is to express an opinion on these financial statements based on our audits.

We conducted our audits in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. We believe that our audits provide a reasonable basis for our opinion.

In our opinion, the financial statements referred to above present fairly, in all material respects, the consolidated financial position of Emergency Medical Services Corporation at December 31, 2010 and 2009, and the consolidated results of its operations and its cash flows for each of the three years in the period ended December 31, 2010, in conformity with U.S. generally accepted accounting principles.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), Emergency Medical Services Corporation's internal control over financial reporting as of December 31, 2010, based on criteria established in Internal Control-Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission and our report dated February 17, 2011 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP

Denver, Colorado February 17, 2011

Table of Contents

**Report of Independent Registered Public
Accounting Firm**

The Board of Directors and Stockholders of Emergency Medical Services Corporation

We have audited Emergency Medical Services Corporation's internal control over financial reporting as of December 31, 2010, based on criteria established in Internal Control—Integrated Framework issued by the Committee of Sponsoring Organizations of the Treadway Commission (the COSO criteria). Emergency Medical Services Corporation's management is responsible for maintaining effective internal control over financial reporting, and for its assessment of the effectiveness of internal control over financial reporting included in the accompanying Management's Report on Internal Control over Financial Reporting. Our responsibility is to express an opinion on the Company's internal control over financial reporting based on our audit.

We conducted our audit in accordance with the standards of the Public Company Accounting Oversight Board (United States). Those standards require that we plan and perform the audit to obtain reasonable assurance about whether effective internal control over financial reporting was maintained in all material respects. Our audit included obtaining an understanding of internal control over financial reporting, assessing the risk that a material weakness exists, testing and evaluating the design and operating effectiveness of internal control based on the assessed risk, and performing such other procedures as we considered necessary in the circumstances. We believe that our audit provides a reasonable basis for our opinion.

A company's internal control over financial reporting is a process designed to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles. A company's internal control over financial reporting includes those policies and procedures that (1) pertain to the maintenance of records that, in reasonable detail, accurately and fairly reflect the transactions and dispositions of the assets of the company; (2) provide reasonable assurance that transactions are recorded as necessary to permit preparation of financial statements in accordance with generally accepted accounting principles, and that receipts and expenditures of the company are being made only in accordance with authorizations of management and directors of the company; and (3) provide reasonable assurance regarding prevention or timely detection of unauthorized acquisition, use or disposition of the company's assets that could have a material effect on the financial statements.

Because of its inherent limitations, internal control over financial reporting may not prevent or detect misstatements. Also, projections of any evaluation of effectiveness to future periods are subject to the risk that controls may become inadequate because of changes in conditions, or that the degree of compliance with the policies or procedures may deteriorate.

In our opinion, Emergency Medical Services Corporation maintained, in all material respects, effective internal control over financial reporting as of December 31, 2010, based on the COSO criteria.

We also have audited, in accordance with the standards of the Public Company Accounting Oversight Board (United States), the consolidated balance sheets of Emergency Medical Services Corporation as of December 31, 2010 and 2009, and the related consolidated statements of operations and comprehensive income, changes in equity, and cash flows for each of the three years in the period ended December 31, 2010, and our report dated February 17, 2011 expressed an unqualified opinion thereon.

/s/ ERNST & YOUNG LLP

Denver, Colorado February 17, 2011

Exhibit B:
Organizational Chart



Dan O'Brien
Region Chief Executive Officer
East Region, AMR

Jasbir Sidhu
Division Finance
Director

Bob Zagami
Division Human
Resources Director



Mark L Corley
General Manager
Abbott EMS

Bolded names Indicate **Key Personnel** for the Franklin County operation.
Resumes for Key Personnel are included as Exhibit C with this proposal

Lloyd Henry
Manager
Safety/Risk

Michelle Hotop
Supervisor
Quality Assurance

Karl Juntunen
Manager
Communications/Dispatch

Scott J. Tiepelman
Operations Manager
Abbott EMS of Illinois

Charlene Corley
Director of Education
IHM Academy of EMS

Tracey Swabby
Manager
Business Development &
Community Relations

Michael Moranz
Manager
Fleet Services

**Franklin County
Operation**

TBD
Operation Supervisor

Leslie Schmidt
Illinois Account Executive
Business Development &
Community Relations

Exhibit C:
Resumes of Key Personnel

Mark L. Corley EMT-P

General Manager

American Medical Response GM061

2500 Abbott Place

St. Louis, MO 63143

Office: 314-678-4100

Cell: 314-574-4100

E-mail: mark.corley@emsc.net

Responsibilities

- Oversees ambulance operations for AMR in Missouri, Illinois and Iowa
- Manages and directs 600+ employees of :
 - AMR of Independence, MO.
 - AMR of Iowa
 - Abbott EMS of St. Louis
 - Abbott EMS of Illinois
 - IHM Academy of EMS

Education and Experience

- 1980, IHM, EMT-Paramedic
- Course work including business administration at University of Missouri, University of Wisconsin and Saint Louis University
- 35 years of experience in all levels of EMS field work, training and administrative functions
- Licenses and Certifications:
- Paramedic License, State of Missouri, #P-10674

Professional Memberships

- Member, Missouri Hospital Association's Metropolitan St. Louis Emergency Transport Oversight Commission
- 1995 – Missouri Ambulance Association
- 1986 – MEMSA

Mark Corley is a life-long EMS professional with more than 35 years of experience in all levels of EMS field work, training and administrative functions. Mark has maintained his Paramedic license since he earned it more than 30 years ago. He joined Abbott in 1986 and has served in a number of leadership roles, including Director of Operations for Abbott EMS of Missouri and Illinois, which run more than 90,000 ambulance trips per year. Prior to coming to Abbott EMS, Mark owned and operated IHM Health Studies Center which has grown to become the largest nationally accredited EMS training school in the Midwest (now called IHM Academy of EMS.) IHM has been a part of the Abbott family of companies for more than 20 years. Since the Abbott companies joined American Medical Response in 2007, Mark has become General Manager for the AMR operations in Missouri, Illinois and Iowa.

Lloyd W. Henry

Safety/Risk Manager

2500 Abbott Place

St. Louis MO 63143

Office: 314-678-4221

Cell: 314-574-4221

Email: lloyd.henry@emsc.net`

Experience:

7/07 to present AMR Safety Risk Manager

Responsible for Safety Program including: liaison for legal services including medical malpractice, general-liability claims, property damage and limited civil matters; oversee compliance with OSHA regulations; manage worker's compensation benefits and management of the Transitional Duty Program; manage the drug testing program; serve as Central Region Disaster Coordinator.

6/85 to 7/07

Abbott Ambulance, Inc., St. Louis, MO

Abbott Lifeforce EMS, Fairview Heights, IL

Risk Manager, Administrative Manager and Safety Officer

Responsible for the company Safety Program. Company liaison for legal services including medical malpractice, general liability claims, property damage, limited civil matters and compliance with OSHA regulations. Liaison for worker's compensation benefits and management of the Transitional Duty program. Managed the drug testing programs, prevention of exposure to bloodborne and airborne pathogens, respiratory protection, fire safety and hazardous communications.

Education:

- **Emergency Medical Technician – Paramedic**, East Central Junior College, Union, MO
- **Emergency Medical Services Instructor**, IHM Health Studies Center, St. Louis, MO
- **ACLS Instructor Course and PHTLS Instructor**, St. Louis Community College at Forest Park, St. Louis, MO
- **BTLS Instructor**, IHM Health Studies Center, St. Louis, MO
- Various OSHA, management, and supervisory courses.

Certifications:

- **Emergency Medical Technician – Paramedic**, State of Illinois, Department of Health
- **Emergency Medical Technician Instructor**, Missouri Bureau of Emergency Medical Services
- **Regional Faculty**, Appointment 1998, American Heart Association
- **Advanced Cardiac Life Support (ACLS) Instructor**, American Heart Association
- **Pre-Hospital Trauma Life Support (PHTLS) Instructor**, National Association of Emergency Medical Technicians
- **Basic Trauma Life Support (BTLS) - Advanced Instructor**, American College of Emergency Physicians
- **Supervising for Safety**, National Safety Council
- **Protecting Workers' Lives**, National Safety Council

Michelle L Hotop – QI Coordinator / Operations Supervisor, Abbott Ambulance
314-678-4205
e-mail: michelle.hotop@emsc.net

- Supervisor – duties include scheduling employees and overall supervision of EMTs and Paramedics including; counseling, education and work observation.
- QI Coordinator – duties include analyzing documentation data, trip sheet analysis, monitoring trends in care, new employee and paramedic training, training/counseling employees as needed and planning and implementing solutions to patient care issues.

Education and Experience:

- 1989-1991 – Deaconess College of Nursing
- 1992 – Meramec Community College, Emergency Medical Technician
- 1994 – IHM, EMT-Paramedic
- 1997 – IHM, Critical Care Paramedic
- Licenses and Certifications:
 - Paramedic License, State of Missouri, P13866
 - CPR
 - Advanced Cardiac Life Support

In 1994 Michelle Hotop began her career at Abbott as an EMT. Within a few months she obtained her Paramedic license and moved on to working on an advanced life support ambulance. In 1996 she was promoted to Operations Supervisor, and in 2006 Ms. Hotop incorporated the Quality Improvement aspect into her duties. She now works in both capacities, supervising the work of more than 450 EMTs and Paramedics and ensuring they are providing quality care to Abbott EMS patients.

Karl John Juntunen EMT-P

Communications Manager, Abbott EMS of St. Louis and Illinois

2500 Abbott Place

St. Louis MO 63143

Cell: (314) 574-4218

Email: karl.juntunen@emsc.net

Background Summary	<p>Communications Manager</p> <ul style="list-style-type: none">• Experience in CAD Management• Experienced with Emergency Medical Dispatch Systems,• Instructor of (MPDS)Emergency Medical Dispatch Protocols• Maintains all Cellular and Two way Radio Communications• Manages Quality Improvement Program• Product knowledge spans, Telecommunications, cellular equipment, and PC Operation.	
Experience	<p>ABBOTT AMBULANCE, INC.</p> <p>Communications Department Manager</p> <ul style="list-style-type: none">• Manage Communications/Dispatch Center for a large private ambulance company in St. Louis, Mo.• Instructor of Emergency Medical Dispatch Protocol System (MPDS)• Monitor EMD compliance through a strict Quality Improvement Program.• Maintain all communications equipment essential to the Operations Department.• Provide professional growth opportunities for subordinates.• Maintain company financial goals by closely monitoring (KPI) Key Performance Indicators, and reacting appropriately to negative trends. <p>ABBOTT AMBULANCE, INC.</p> <p>Paramedic Supervisor</p> <ul style="list-style-type: none">• Supervised the performance of Paramedics and Emergency Medical Technicians in the field.• Ensure field personnel were in compliance with all company policies.• Provided job performance feedback and coaching to assigned employees. <p>ABBOTT AMBULANCE, INC.</p> <p>EMT-Paramedic</p> <ul style="list-style-type: none">• Provided pre-hospital medical care in the field in accordance with established Medical Protocols.	<p>Since-1998</p> <p>1995-1998</p> <p>1990-1995</p>
Military	<ul style="list-style-type: none">• Branch: U.S. Submarine Force• Assigned to: U.S.S. Atlanta, SSN-712• Occupation: Machinists Mate 2nd class	<p>1983-1989</p>
Education	<ul style="list-style-type: none">• University George Washington, Course Work• St Louis Community College, EMT Certification• St Charles Community College, Course Work	
Licenses /Certifications	<ul style="list-style-type: none">• Licensed Missouri EMT-P• FCC Radio Technician License	
Memberships /Affiliations	<ul style="list-style-type: none">• American Legion• Amvets• NAEMD	

Leslie Schmidt – Business Development Account Executive (Illinois)

618-233-4820, extension 2962

leslie.schmidt@emsc.net

- Responsible for Business Development, Customer Maintenance and Community Relations in Illinois service area
- Responsible for employee customer service training

Education and Experience:

- Twenty-eight years of healthcare customer service experience, 11 in Long Term Care
- EMT course completed in 2008
- Four years as customer service representative and contract relations with Express Scripts of St. Louis, MO.
- Eight years as Client Relations for Omnicare Pharmacies, St. Louis, MO

Professional Accomplishments and Memberships:

- President of Continuum Care Marketing Association of the Metro East
- Ambassador for the Belleville Chamber of Commerce
- Chairman of the Healthcare Committee for the Belleville Chamber of Commerce
- Associate Member and meeting coordinator for the Long Term Care Director of Nursing Association

Leslie Schmidt has spent the majority of her career in healthcare customer service relations with three of the largest companies in the St. Louis region. Eleven of those years have been spent partnering in healthcare long-term care relations. Ms. Schmidt is passionate about developing and maintaining excellent relations with her customers to enhance the quality of the healthcare services delivered to their patients. This knowledge and passion for the care of patients have been the driving force behind her success.

Scott J. Tiepelman, EMT-P

Office: 618-233-4820 ext. 4610 Cell: 314-574-4217

E-mail: scott.tiepelman@emsc.net

Website: <http://www.abbottems.org/>

Operations Manager, Abbott EMS of Illinois, 1998 to Present

- Oversees Operations for the State of Illinois
- Manages and directs 97- member staff of Abbott EMS of Illinois, Inc.

Education and Experience:

- IHM, EMT-Paramedic, 1980
- Course work at Southwestern Illinois College and Saint Louis University
- Thirty-one years of experience in all levels of EMS field work, training, fire service, hospital management and administrative functions
- Licenses and Certifications:
 - Paramedic License, State of Missouri, #P-10605
- Paramedic License, State of Illinois 727149

Professional Accomplishments and Memberships:

Illinois State Ambulance Association

- Executive Board Member/Secretary (Corporate Officer)
- Government Affairs and Reimbursement Committee
- Chairperson, Membership Development Committee

Illinois Region IV EMS Advisory Committee

- Voting Member

Illinois State EMS Advisory Council

- Voting Member of the “Emerging Issues” Subcommittee

Illinois State Emergency Medical Services for Children Board (EMSC)

- Voting Member – Region IV Coalition Representative

Illinois State Trauma Advisory Council

- Non-voting member pending final confirmation by the Governor. Statutorily required for one private ambulance provider to sit on the Board. Governor appointed.

Southwestern Illinois EMS System Advisory Committee

- Voting Member

St. Louis Area Regional Response System (STARRS) EMS Committee

- Voting Member

National Association of EMS Educators

- 1998 – Charter Member

Other

- Published Co-Author “Lift with Your Head” EMS Magazine; Tiepelman and Blanchet
- Previously served as a Steering Committee member for the Madison County 911 PSAP Consolidation (the only private service representative to be appointed)
- Previously held elected office as a City Trustee, Councilman, and Mayor for the City of Breckenridge Hills, MO.

Exhibit D:
Letter of Commitment from Bank

June 23, 2011

Jason Standifird
6200 S. Syracuse Way Suite 200
Greenwood Village, CO 80111

RE:Bank Letter

In May 2011, Emergency Medical Services Corporation ("EMSC") entered into a large \$350 million secured credit facility with a group of lenders lead by Deutsche Bank. As of June 8, 2011, the amount available under the credit facility was in the low mid nine figure range.

The availability of funds under the credit facility is subject to, among other things, a borrowing base and that there is no default under the credit facility.

Please note that the information set forth in this letter is subject to change without notice, and is provided on a confidential basis, without any responsibility or liability on the part of Deutsche Bank, its affiliates, or any directors, officers, or employees. Deutsche Bank undertakes no responsibility to update the information set forth in this letter.

Very truly yours


Frank Fazio
Managing Director
Deutsche Bank Securities Inc.

Exhibit E:

Sample Monthly Income Statement

Sample monthly income statement from a fictitious business unit which demonstrates the ability of Abbott EMS to provide interim monthly financial statements. This sample financial statement shows a trailing four months' worth of financial data and a calendar year, year-to-date total.

Redacted
Detailed Financial Statement

12/5/2011 12:37 PM

6.2.5.Sample Monthly Income Statement for Franklin County Bid.120211.xlsx

Redacted
2011.Oct

Revenues:

	Jul 11	Aug 11	Sep 11	Oct 11	Oct 11 - YTD
	Actual	Actual	Actual	Actual	Actual
Emergent tx revenue					
Emergent Revenue - ALS	1,198,177	1,103,201	1,164,448	1,145,297	11,495,405
Emergent Revenue - BLS	192,310	202,792	223,902	229,450	1,834,571
Total Emergent tx revenue	1,390,487	1,305,993	1,388,349	1,374,747	13,329,976
Non-Emergent tx revenue					
Non-Emergent Revenue - ALS	50,340	73,909	69,706	70,067	699,685
Non-Emergent Revenue - BLS	465,564	488,291	521,213	504,037	4,577,516
Non-Emergent Revenue - CCT	(1,704)	1,704	-	-	-
Total Non-Emergent tx revenue	514,199	563,905	590,919	574,103	5,277,201
Gross ambulance tx revenue	1,904,686	1,869,898	1,979,269	1,948,850	18,607,177
Gurney car revenue	-	-	-	-	-
Chair car revenue	-	-	-	-	-
Total tx revenue	1,904,686	1,869,898	1,979,269	1,948,850	18,607,177
Contractual Allowance	(827,504)	(807,120)	(825,563)	(861,811)	(8,052,210)
Provision for Uncompensated Care	(508,934)	(499,627)	(577,282)	(502,956)	(4,936,643)
Net transport revenue	568,249	563,151	576,423	584,083	5,618,324
Collection rate	29.83%	30.12%	29.12%	29.97%	30.19%
C/A %	-43.45%	-43.16%	-41.71%	-44.22%	-43.27%
U/C %	-26.72%	-26.72%	-29.17%	-25.81%	-26.53%
Net FFS/tx unwd	\$ 373.11	\$ 379.23	\$ 385.31	\$ 406.18	\$ 384.05
Net tx cash/wtd tx (w/c & gmy 10-1)	\$ 373.11	\$ 379.23	\$ 385.31	\$ 406.18	\$ 384.05
Total other revenue	3,682	8,288	8,116	17,698	88,229
Total Revenues	571,931	571,439	584,539	601,781	5,706,553
Total Ambulance APC	\$ 1,250.61	\$ 1,259.19	\$ 1,323.04	\$ 1,355.25	\$ 1,271.94
Transports:					
Ambulance Transports:					
Total Ambulance Transports	1,523	1,485	1,496	1,438	14,629
Total FFS Wtd Transports	1,523	1,485	1,496	1,438	14,629
Ambulance unit hours	3,961	4,209	3,961	4,138	39,808
W/C & gurney unit hours	-	-	-	-	-
Total unit hours	3,961	4,209	3,961	4,138	39,808
Amb UHU	0.384	0.353	0.378	0.348	0.367
Operating Expenses:					
Salary expense	241,913	216,342	200,120	232,035	2,197,636
Bonus expense - Non-field	3,555	774	(21,362)	-	112
Benefits	47,481	44,522	42,849	44,707	483,187
Total Salaries & Benefits	289,394	260,863	242,969	276,742	2,680,823
As a % of total net revenue	50.6%	45.7%	41.6%	46.0%	47.0%
% payroll taxes	7.7%	7.8%	7.8%	7.4%	8.5%
% 401(k)	1.3%	1.3%	1.3%	1.3%	1.3%
Vehicle Operating Costs	37,325	37,972	39,744	24,154	320,943
Fuel cost per UH	\$ 5.63	\$ 5.61	\$ 5.23	\$ 4.60	\$ 5.10
Fuel cost per Tx	\$ 14.65	\$ 15.91	\$ 13.86	\$ 13.23	\$ 13.87
Medical Supplies expense	20,475	16,884	11,880	17,460	166,264
Med supplies/amb tx	\$ 13.44	\$ 11.37	\$ 7.94	\$ 12.14	\$ 11.37
Telephone expense	2,439	11,782	6,346	6,234	53,448
Occupancy expense	15,006	11,033	21,834	18,277	141,887
Other Operating expenses	10,848	8,552	9,072	7,251	81,530
External Services	-	-	-	-	100

Redacted
Detailed Financial Statement

12/5/2011 12:37 PM
6.2.5.Sample Monthly Income Statement for Franklin County Bid.120211.xlsx

Redacted
2011.Oct

	Jul 11	Aug 11	Sep 11	Oct 11	Oct 11 - YTD
	Actual	Actual	Actual	Actual	Actual
Billing & Collection expense	50	40	33	-	319
Professional Fees	7,907	5,717	15,734	39,414	106,509
Total Operating Expenses	383,444	352,843	347,612	389,533	3,551,823
Insurance expense	8,965	20,455	11,871	29,177	182,081
G&A Expenses	12,380	5,662	6,352	3,825	82,012
Total Operating EBIT before allocations	162,302	187,656	213,817	159,615	1,819,687
Allocations	87,911	80,040	81,264	78,606	840,259
Total expenses before depreciation	492,699	458,999	447,099	501,140	4,656,175
EBITDA	79,232	112,440	137,440	100,641	1,050,378
EBITDA %	13.85%	19.68%	23.51%	16.72%	18.41%
Depreciation expense	4,841	4,824	4,888	19,632	70,950
EBIT before income taxes & int	74,391	107,616	132,553	81,009	979,428
EBIT %	13.01%	18.83%	22.68%	13.46%	17.16%
Int (income)/exp on inter-company bal	14,518	10,889	(8,275)	8,400	99,896
Int expense - allocated bank debt	-	-	-	-	-
Intercompany Mgmt Fee	59,634	54,770	(6,180)	37,309	407,945
Amortization	-	-	-	-	-
Income taxes @ 38%	22,752	36,756	53,514	27,592	179,203
Net Income	(22,512)	5,200	93,493	7,709	292,384
Total cost per total tx's	\$326.68	\$312.34	\$302.13	\$362.15	\$323.13
Total cost per total UH	\$125.61	\$110.20	\$114.11	\$125.85	\$118.75
	Jul 11	Aug 11	Sep 11	Oct 11	Oct 11 YTD
Free Cash flow:					
Net income	(22,512)	5,200	93,493	7,709	292,384
Adj for Operating activities:					
Add back Deprec & Amort exp	4,841	4,824	4,888	19,632	70,950
NBV of Disposed Asset	-	-	-	-	-
Changes in operating assets and liabilities:					
Trade and other accounts receivable	(69,341)	7,346	(39,849)	(44,864)	362,866
Other current assets	(2,466)	(1,182)	(10,885)	3,930	(32,793)
Other non-current assets	-	-	604,274	-	604,274
Accounts payable and accrued liabilities	(60,760)	6,713	(12,747)	33,869	76,954
Net Cash provided by operating activities	(150,238)	22,902	639,175	20,276	1,374,635
Cash flows from Investing Activities:					
Capital expenditures	(668)	(651)	(930)	(26,569)	(51,122)
Net Cash Flow before Financing Activities	(150,906)	22,250	638,245	(6,294)	1,323,514
Cash flows from Financing Activities:					
Change in borrowings / (re-payments)	150,906	(22,250)	(638,245)	6,294	(1,323,129)
Total Free Cash Flow	0	(0)	0	(0)	384
	\$ (0)	\$ 0	\$ (0)	\$ 0	\$ 0
	Jul 11	Aug 11	Sep 11	Oct 11	Oct 11 YTD
Assets:					
Cash	\$ 1,425	\$ 1,425	\$ 1,425	\$ 1,425	\$ 1,425
Accounts Receivable Trade	4,562,120	4,410,978	4,537,584	4,581,589	4,581,589
Contractual Allowance	(1,594,966)	(1,540,372)	(1,603,915)	(1,627,991)	(1,627,991)

Redacted
Detailed Financial Statement

12/5/2011 12:37 PM
6.2.5.Sample Monthly Income Statement for Franklin County Bid.120211.xlsx

	Jul 11	Aug 11	Sep 11	Oct 11	Oct 11 - YTD
	Actual	Actual	Actual	Actual	Actual
Redacted 2011.Oct					
Uncompensated Care Allowance	(1,678,608)	(1,587,817)	(1,614,775)	(1,581,970)	(1,581,970)
Other Receivables	19,686	18,098	21,841	13,972	13,972
Net Accts Receivable	1,308,233	1,300,886	1,340,735	1,385,600	1,385,600
Prepays	38,667	39,849	50,734	46,803	46,803
Inventory	148,205	148,205	148,205	148,205	148,205
Current Deferred Tax Assets	26,795	26,795	26,795	26,795	26,795
Other Current assets	(0)	(0)	-	-	-
Fixed Assets - Cost	145,305	145,305	145,578	156,747	156,747
Fixed Assets - Accum Depreciation	(8,346)	(12,518)	(16,750)	(20,982)	(20,982)
	136,959	132,786	128,828	135,766	135,766
Other Non-Current assets	755,693	755,693	151,419	151,419	151,419
Total Assets	\$ 2,415,976	\$ 2,405,640	\$ 1,848,142	\$ 1,896,013	\$ 1,896,013
Liabilities & Net Investment:					
Accounts Payable	\$ 19,088	\$ 14,597	\$ 12,745	\$ 12,278	\$ 12,278
Accrued Liabilities	181,664	192,016	180,270	213,754	213,754
Other Current Liabilities	5,964	6,816	7,668	8,520	8,520
Total Current Liabilities	206,715	213,429	200,682	234,551	234,551
Long Term Liabilities	-	-	-	-	-
Equity	(649,471)	(649,471)	(172,344)	(172,344)	(172,344)
Intercompany Balance	2,858,732	2,841,682	1,819,804	1,833,806	1,833,806
Net Investment	2,209,261	2,192,211	1,647,459	1,661,462	1,661,462
Total Liabilities & Investment	\$ 2,415,976	\$ 2,405,640	\$ 1,848,142	\$ 1,896,013	\$ 1,896,013
	(0)	(0)	(0)	(0)	(0)
Vehicle, Mileage & FT Headcounts:					
Total Vehicle Count	18	18	18	18	18
Total Mileage	50,036	64,091	42,659	49,691	574,030
Paramedics Full Time	25	26	26	26	26
Paramedics Part Time	28	27	28	27	27
EMT's Full Time	21	21	21	20	20
EMT's Part Time	16	14	14	14	14
Coach Drivers Full Time	-	-	-	-	-
Coach Drivers Part Time	-	-	-	-	-
RN's/Med Tech's Full Time	-	-	-	-	-
RN's/Med Tech's Part Time	-	-	-	-	-
Other Full Time	9	8	8	8	8
Other Part Time	1	1	1	1	1
Total Head Count	100	97	98	96	96
Capital Expenditures	-	-	3,524	-	18,937
Interest Income/Expense	-	-	-	-	-
Intercompany interest	14,518	10,889	(8,275)	8,400	99,896
Intercompany Mgmt Fee	59,634	54,770	(6,180)	37,309	407,945
Income Tax Expense	-	-	-	-	-

Exhibit F:

Sample Data Report

Provides an example of a recent statistical report provided to a local 911-contracted municipal partner describing details of the service provided for the month of October, 2011. The report includes these elements: trip date, our trip number, pickup location, various time elements including response time. The sample report shows rig type sent (ALS or BLS) and the run code, which is our descriptor of the urgent or non-urgent assignment.

TRIP DATE	TRIP #	PICK UP LOC.	CALL RECVD.	TRIP ASSG.	EN ROUTE	ARR. SCENE	RESP. TIME	RIG TYPE	RUN CODE
10/01/11	434403	7258 LYNDOVER PL	1806	1806	1807	1810	4 ALS	3	
10/03/11	434662	WALMART	835	835	836	838	3 ALS	3	
10/03/11	434715	WAL MART	1133	1133	1133	1137	4 ALS	3	
10/03/11	434834	3519 CAMBRIDGE AVE	1556	1556	1557	1600	4 ALS	3	
10/03/11	434925	2700 OAKLAND AVE APT 101	1935	1937	1938	1941	6 ALS	3	
10/03/11	434945	2817 LACLEDE STATION RD APT J	2124	2124	2124	2126	2 ALS	3	
10/04/11	435006	MISSOURI CAREER CENTER	810	810	810	815	5 ALS	3	
10/04/11	435171	PAWN STORE	1405	1405	1405	1406	1 ALS	3	
10/04/11	435327	2286 YALE AVE APT 2T	2142	2143	2143	2146	4 ALS	3	
10/05/11	435351	7252 MOLLER AVE APT 2 WEST	330	330	331	333	3 ALS	3	
10/05/11	435365	2309 BIG BEND BLVD	729	730	730	733	4 ALS	3	
10/05/11	435458	2507 BIG BEND BLVD APT 1	1220	1221	1221	1223	3 ALS	3	
10/05/11	435556	WALMART	1534	1535	1535	1536	2 ALS	3	
10/05/11	435565	7319 LOHMEYER AVE APT 4	1549	1549	1550	1551	2 ALS	3	
10/06/11	435732	3015 HANLEY RD	959	959	1000	1003	4 ALS	3	
10/06/11	435792	PEOPLES HEALTH CENTER	1211	1211	1211	1214	3 ALS	3	
10/06/11	435882	WALMART	1509	1509	1510	1513	4 ALS	3	
10/07/11	436050	3258 WALTER AVE	854	854	854	857	3 ALS	3	
10/07/11	436131	3261 WALTER AVE.	1155	1155	1155	1158	3 ALS	3	
10/08/11	436420	3455 MANHATTAN AVE	22	23	23	27	5 ALS	3	
10/08/11	436444	2515 OAKLAND AVE	318	318	319	322	4 ALS	3	
10/08/11	436489	MAPLEWOOD POLICE/FIRE DEPT.	918	919	919	922	4 ALS	3	
10/09/11	436750	7538 FLORA AVE	1049	1050	1050	1052	3 ALS	3	
10/09/11	436818	2101 YALE AVE	1426	1426	1426	1429	3 ALS	3	
10/09/11	436909	STEAK AND SHAKE	2146	2146	2147	2147	1 ALS	3	
10/10/11	437167	2507 BIG BEND BLVD APT 1	1943	1943	1944	1947	4 ALS	3	
10/10/11	437185	7417 LOHMEYER AVE APT A	2216	2216	2217	2218	2 ALS	3	
10/11/11	437349	7319 LOHMEYER AVE APT 6	1249	1251	1251	1253	4 ALS	3	
10/11/11	437423	7290 LYNDOVER PL APT C	1518	1519	1519	1522	4 ALS	3	
10/11/11	437496	LYNDOVER PL	1740	1741	1742	1744	4 ALS	3	
10/11/11	437518	7754 RANNELS AVE	1845	1845	1846	1848	3 ALS	3	
10/12/11	437619	GAME STOP	841	842	842	845	4 ALS	3	
10/12/11	437845	FED EX	1705	1706	1707	1711	6 ALS	3	
10/12/11	437865	16 SUNNEN DR.	1824	1824	1824	1825	1 ALS	3	
10/13/11	437922	2408 ROSELAND TERR APT A	13	14	14	16	3 ALS	3	
10/13/11	437923	2150 BELLEVUE AVE	45	45	46	51	6 ALS	3	
10/13/11	437932	2813 LACLEDE STATION RD APT B5	317	317	318	321	4 ALS	3	
10/13/11	438182	MAPLEWOOD METROLINK STATION	1914	1914	1915	1916	2 ALS	3	
10/14/11	438255	7417 LOHMEYER AVE	347	347	347	350	3 ALS	3	
10/14/11	438344	MAPLEWOOD HIGH SCHOOL	1114	1114	1114	1118	4 ALS	3	
10/14/11	438544	MANCHESTER RD	1732	1732	1732	1735	3 ALS	3	
10/15/11	438749	BIG BEND BLVD	1553	1555	1555	1557	4 ALS	3	
10/15/11	438783	2351 MAPLEWOOD COMMONS	1756	1757	1757	1802	6 ALS	3	
10/15/11	438784	7861 BENTLEY DR.	1756	1757	1758	1801	5 ALS	3	
10/16/11	438913	RED LOBSTER	1421	1421	1421	1424	3 ALS	3	
10/16/11	438972	7389 MAPLE AVE APT 201	2028	2028	2028	2031	3 ALS	3	
10/17/11	439001	3717 OXFORD AVE UNIT 1	40	40	41	42	2 ALS	3	
10/17/11	439036	7356 MAPLE AVE	922	922	923	925	3 ALS	3	
10/17/11	439173	2501 BIG BEND BLVD APT 5	1455	1455	1455	1458	3 ALS	3	
10/17/11	439237	2507 BIG BEND BLVD APT B	1640	1640	1641	1643	3 ALS	3	
10/19/11	439690	2501 BIG BEND BLVD APT 2	35	35	36	37	2 ALS	3	
10/19/11	439701	3258 WALTER AVE.	524	524	525	526	2 ALS	3	
10/19/11	439726	5 SUNNEN DR.	932	932	933	935	3 ALS	3	
10/19/11	439955	7319 LOHMEYER AVE	1908	1908	1909	1913	5 ALS	3	

Less than (minutes)	Code	Total	compliant	Compliance Percent
7	5	0	0	na
9	5	0	0	na
90th percentile response time (minutes)				#NUM!

Exhibit G:
Sample Insurance Certificate



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
03/29/2011

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MARSH USA INC. 1225 17TH STREET, SUITE 2100 DENVER, CO 80202-5534 850539-12345-GAWUP-11/12	CONTACT NAME: PHONE (A/C, No. Ext): _____ FAX (A/C, No): _____ E-MAIL ADDRESS: _____ PRODUCER CUSTOMER ID #: _____	
	INSURER(S) AFFORDING COVERAGE	
INSURED ABBOTT AMBULANCE, INC. 2500 ABBOTT PLACE ST. LOUIS, MO 63143	INSURER A: ACE American Insurance Company	NAIC # 22667
	INSURER B: Indemnity Insurance Co of North America	
	INSURER C: Lexington Insurance Company	19437
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** SEA-001716688-05 **REVISION NUMBER:** 2

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> SIR \$250,000 GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC			XSLG25528281	03/31/2011	03/31/2012	EACH OCCURRENCE \$ 2,750,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ PERSONAL & ADV INJURY \$ 2,750,000 GENERAL AGGREGATE \$ 10,000,000 PRODUCTS - COMP/OP AGG \$ 2,750,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS <input type="checkbox"/> NON-OWNED AUTOS			ISAH08634658	03/31/2011	03/31/2012	COMBINED SINGLE LIMIT (Ea accident) \$ 5,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE RETENTION \$			6796605	03/31/2011	03/31/2012	EACH OCCURRENCE \$ 25,000,000 AGGREGATE \$ 25,000,000 \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY <input type="checkbox"/> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) <input checked="" type="checkbox"/> Y/N <input type="checkbox"/> N/A If yes, describe under DESCRIPTION OF OPERATIONS below			WLR46478915 AOS	03/31/2011	03/31/2012	<input checked="" type="checkbox"/> WC STATU-TORY LIMITS <input type="checkbox"/> OTH-ER
A				SCFC46478939 WI	03/31/2011	03/31/2012	E.L. EACH ACCIDENT \$ 1,000,000
A				WLR46478903 AZ, CA, MA	03/31/2011	03/31/2012	E.L. DISEASE - EA EMPLOYEE \$ 1,000,000
A				WCUC46478927 EX WC (OH/WA)*	03/31/2011	03/31/2012	E.L. DISEASE - POLICY LIMIT \$ 1,000,000
C	HEALTH CARE PROFESSIONAL LIABILITY (CLAIMS MADE)			6796605	03/31/2011	03/31/2012	EA OCC/GEN AGG 20,000,000 SIR 3,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
 Named Insured's Continued: Mission Care Services LLC; Mission Care of Missouri LLC; Mission Care of Illinois LLC, dba Abbott EMS; Access2care LLC.

CERTIFICATE HOLDER

CANCELLATION

Abbott Ambulance, Inc.
 2500 Abbott Place
 Saint Louis, MO 63143

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE
 of Marsh USA Inc.

Sharon A. Hammer

Sharon A. Hammer

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ADDITIONAL INFORMATION

SEA-001716688-05

DATE (MM/DD/YY)
03/29/2011

PRODUCER
MARSH USA INC.
1225 17TH STREET, SUITE 2100
DENVER, CO 80202-5534

850539-12345-GAWUP-11/12

INSURED
ABBOTT AMBULANCE, INC.
2500 ABBOTT PLACE
ST. LOUIS, MO 63143

INSURERS AFFORDING COVERAGE

NAIC #

INSURER G:

INSURER H:

INSURER I:

INSURER J:

TEXT

*\$1,000,000 SIR APPLIES TO EXCESS WC POLICY NO. WCUC46478927

INSURER: A - ACE AMERICAN INSURANCE COMPANY
POLICY #: ISA H08633101
COVERAGE: AUTOMOBILE LIABILITY (NY)
POLICY TERM: 01/01/11 TO 01/01/12
LIMIT: \$50,000 COMBINED SINGLE LIMIT

CERTIFICATE HOLDER

Abbott Ambulance, Inc.
2500 Abbott Place
Saint Louis, MO 63143

AUTHORIZED REPRESENTATIVE
of Marsh USA Inc.
Sharon A. Hammer

Sharon A. Hammer

**Exhibit H:
Letters of Reference**



December 5, 2011

Ryan Buckingham, Director
Franklin County Emergency Management Agency
202 West Main Street
Benton, IL 62812

Dear Ryan:

This letter is written in support of Abbott EMS as related to their response to the Request for Proposal (RFP) that is being submitted to the Franklin County Emergency Management Agency. As we all know so well as health care administrators in Franklin County, the provision of stable, reliable ambulance service has been a problem for a long time. The problem related to any kind of health care enterprise in Franklin County has to do with the economics of the county. We have the distinction of living in one of the most financially depressed areas in the state of Illinois and because of this we have more than our fair share of poor people and all of the related problems that come with this type of population. The most direct result of this type of population has to do with the simple fact that many people do not have insurance or are covered only by the Medicaid program. This year, fiscal 2012, Medicaid represents 22% of our gross revenues at the hospital and Self Pay (uninsured people) represent roughly 10%. If you look just at those people that use the hospital emergency room, the numbers are 31% Medicaid and 18% Self Pay respectively. Unfortunately this is the population that will most directly affect the financial performance of any ambulance company that operates in Franklin County.

It is my recommendation that the County Board choose the service being proposed by Abbott EMS for several reasons. First, I am familiar with this company and its management team and I am confident that they can run an excellent service and do so profitably. It is of great importance that when the County Board makes its decision they pick a company that is well operated and understands the billing and financial side of running a health care enterprise in Franklin County. We have had many examples of companies and people in the past with good intentions but with a lack of financial and management expertise. We need to take the necessary steps to ensure that we have a reliable and dependable service in the future.

Second, I am confident that with the backing of the County Board, Abbott will be able to provide the stability into the future. Specifically Abbott is asking to be given an exclusive concession to the ambulance business in the county. This will mean that the County Board will need to pass an ordinance allowing the sheriff's department to ticket other ambulances operating in the county. It is of extreme importance that the Board support this provision. Whoever runs an ambulance service for the residents of this county will be looking at half of their business being for people that cannot pay or for which they receive very poor reimbursement (Self Pay and Medicaid

respectively). For this reason, it will be important that the number of companies running ambulances in the county be limited. The more paying customers that are available the better the chances that Abbott will be here for the long term. I have no doubt that they will run a quality service for all of their clients but we must make sure that we create an environment that will ensure their longevity.

Third, Abbott has been most supportive over the last several months to the transportation needs in Franklin County. I have had some interaction with Abbott over the last month as coverage for ambulance services has deteriorated. In all cases, Abbott has been open in their communication and have behaved in an extremely professional manner whenever I have been in contact with them. On two occasions we have had patients that needed to be transported to the St. Louis area out of Franklin Hospital's emergency room. One was a pediatric patient covered by Medicaid that required the services of a larger hospital in the St. Louis area and not one ambulance company on a long list that our hospital emergency room has was willing to do the transport. The same thing occurred just a few days ago when we had a psychiatric patient with no insurance that had been placed in a St. Louis facility. After over 24 hours we were unable to transfer this patient. Ambulance companies are not obligated to transport non emergent patients and the hospital is legally obligated to insure the safe transport of these patients. These patients were stable but had to be transported in an ambulance for safety reasons. After all else failed I made a call to Abbott and they responded affirmatively.

I apologize for rambling a bit in this letter of recommendation but feel that saying enough to make the situation and the recommendation clear was critical. If you have any questions, please call 618-713-0435.

Sincerely,

A handwritten signature in black ink that reads "Hervey Davis". The signature is written in a cursive style with a large, prominent "H" and "D".

Hervey Davis

cc: Randall Crocker
Mark Corley

Hollywood Heights Volunteer Fire Department

Post Office Box 480

Caseyville, Illinois 62232

618-345-8889

December 2, 2011

Franklin County Emergency Management Agency
Office of the Director
202 W Main St.
Benton, IL

To Whom It May Concern:

I am writing in recommendation of Abbott EMS. Abbott EMS has been our EMS provider for many years on an alternating week basis. In 2009 our department signed an agreement with Abbott EMS to be our exclusive provider. Abbott EMS provides excellent patient care and outstanding customer service. I find their personnel to be of the highest and most professional caliber and enjoy working with them frequently. Their responses are prompt and in times of when concurrent or multiple responses are necessary, Abbott EMS handles them without problems. Abbott's management is always responsive to our needs and assists us in any way we ask.

In summary, I believe that with Abbott EMS as our partner, we have the best EMS service available to our residents that there has ever been in the history of our department. I highly recommend that you choose them as your EMS provider. If you have any questions, or if I can be of any help, please do not hesitate to contact me.

Sincerely,

A handwritten signature in cursive script that reads "Earl 'Buddy' Moore".

Earl "Buddy" Moore
Fire Chief
Hollywood Heights Fire Department
P.O. Box 480
Caseyville, Illinois 62232

The City of Madison



John W. Hamm 111 - Mayor

December 2, 2011

Franklin County Emergency Management Agency
Office of the Director
202 W Main St.
Benton, IL

To Whom It May Concern:

I am writing you today to recommend Abbott EMS for emergency ambulance services. Abbott has been the exclusive EMS provider for the City of Madison for many years. Abbott provides excellent patient care and outstanding customer service. The crews with Abbott EMS work very closely and professionally with our department. Abbott crews provide excellent patient care and outstanding customer service to our patients, their families, and to my firefighters and officers. I and my department members truly enjoy working with Abbott's crewmembers.

Abbott's response time is well within agreed upon times, and they constantly work to find ways to improve this further. Abbott's management team is easily accessible and very responsive to our questions and needs, assisting us in any way that we ask. Abbott opens their records to us freely with regular reports on average response times, individual call information, or any other data we reasonably request. Concerns are addressed with the utmost attention and resolved timely and professionally.

To summarize, I truly feel that with Abbott as our partner, we are able to provide timely, knowledgeable, and caring EMS to the citizens of the City of Madison. I cannot place a higher recommendation than to choose Abbott EMS as your EMS provider. If you have any questions, or if I can be of any assistance in your decision making process, please do not hesitate to contact me.

Sincerely,

Jeffery S. Bridick
Fire Chief
City of Madison, Illinois

615 Madison Avenue,
(618) 876-6268

Madison, IL 62060
(618) 451-4838



Rhonda Hamm-Niebruegge
Director

LAMBERT-ST. LOUIS INTERNATIONAL AIRPORT®

City of St. Louis Airport Authority

P. O. BOX 10212 • ST. LOUIS, MISSOURI 63145-0212 • U.S.A.
TELEPHONE: (314) 426-8000 • WEB SITE: www.flystl.com



Francis G. Slay
Mayor
City of St. Louis

December 2, 2011

To Whom It May Concern:

Please accept this letter of recommendation for Abbott Ambulance, Inc. in regard to the services that they have provided to Lambert-St. Louis International Airport.

I have had the pleasure of working with the management staff and emergency medical services personnel for over 15 years. I have found the company to be extremely responsive to our needs and always professional in their relationships with the airport, our tenants and the traveling public.

Abbott commits substantial resources to the Airport's requirements and has never failed to meet or exceed our expectations. Abbott responds to hundreds of emergency medical calls a year at the airport on a twenty-four, seven basis with an average response time under 7 minutes. Considering the size, complexity of our facility and the hurdles that airport security now days presents to movement of personnel; this is an extraordinary accomplishment.

I would recommend consideration of Abbott to anyone that is seeking a professional, highly motivated ambulance service that is willing to commit the resources to their needs.

Should you have any questions or require further information concerning Abbott's services at Lambert, please don't hesitate to contact me.

Sincerely,

A handwritten signature in black ink, appearing to read "William B. Korte".

William B. Korte
Assistant Airport Director
Operations and Maintenance
314-426-8028
WBKorte@flystl.com



Exhibit I:
Deployment and Implementation:
A Vision to Provide Service

Exhibit I: Deployment and Implementation Plan

Abbott will respond to emergency calls within Franklin County 24 hours per day, seven days per week, without regard to the patient's ability to pay, religious beliefs, ethnic origin or age. **Abbott will transport patients to their hospital of choice unless the patient's condition is such that medical control advises that it is in the patient's best interest to be transported to a different hospital.**

Abbott will provide a static deployment of **two Advanced Life Support** vehicles 24 hours per day, seven days per week. The system will be augmented with **one Advanced Life Support** vehicle during peak demand times. Utilizing **System Status Management**, Abbott will station ambulances strategically to provide optimal response time.

Implementation Plan

If selected to serve Franklin County, Abbott will begin services on a date to be mutually agreed upon (but no sooner than 90 days following execution of a contract.) Abbott recognizes that the ambulances will take the most time to receive and modify to specifications, and upon contract award will immediately begin the process of readying ambulances for service to Franklin County. Upon service start date, we may utilize existing units until Franklin County ambulances arrive. All other employee and equipment implementation items will be in place by the service start date. In anticipation of providing a smooth transition, planning steps will include the following:

- **Meet with Franklin County:** Immediately upon award, Abbott will meet with Franklin County staff to finalize the terms of the contract. Upon execution of a contract, we will set specific meeting dates with Franklin County staff experts to go over specific requirements of the contract.
- **Personnel:** After our initial meeting with Franklin County, Abbott will immediately begin to recruit and hire employees to work in the Franklin County system. Abbott will advertise locally for interested EMT-B and EMT-P personnel.
- **Ambulance Fleet:** We will secure from among our existing fleet the specific types of ambulances needed to implement the proposed deployment plan on the contract start date. All ambulances will meet all State requirements and will be fully certified to begin services. We will order vehicles planned for Franklin County upon execution of a contract. Once received, ambulances will be fully stocked with medical supplies and equipment and radios will be installed.
- **Communications:** All vehicle radios and portables will be ordered upon execution of a contract. Each ambulance will have a Nextel or other cell phone.
- **Medical Equipment:** All medical equipment will be ordered immediately upon execution of a contract. Medical equipment will be approved upon consultation with the Medical Director and secured within 30 days and will be available for system units on the service start date.
- **Reporting:** Abbott will consult with Franklin County officials to determine the nature and frequency of all reporting requirements.
- **Complaint Resolution:** Key Abbott personnel will be available on demand to Franklin County EMS management for quick resolution of any complaints or service issues as they arise.

Exhibit J:
Requested Letter of Verification



December 6, 2011

Franklin County Emergency Management Agency
Office of the Director
202 W. Main Street
Benton, Illinois 62812

To Whom It May Concern:

In compliance with the requirements of the Franklin County Request for Proposal, Emergency Medical Healthcare & Transportation Services, this letter will verify that all information contained within this proposal is agreed upon by all parties in ownership of Mission Care of Illinois, LLC d/b/a Abbott EMS.

Sincerely,

Mark L. Corley
General Manager
AMR/Abbott EMS
Office: 314-678-4100
Cell: 314-574-4100
Email: mark.corley@emsc.net

