

CITY OF DECATUR, ALABAMA

APPLICATION FOR CERTIFICATE OF PUBLIC NEED AND CONVENIENCE



*"Dedicated to Providing Personalized
and Professional Care to Our Community"*

FEBRUARY 17, 2012

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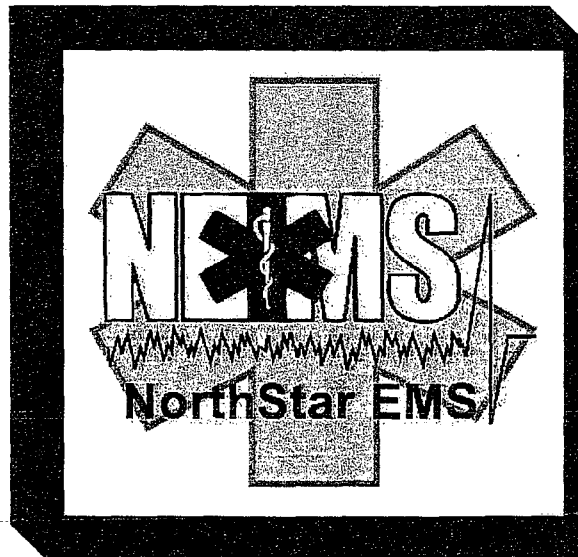
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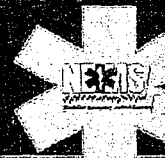
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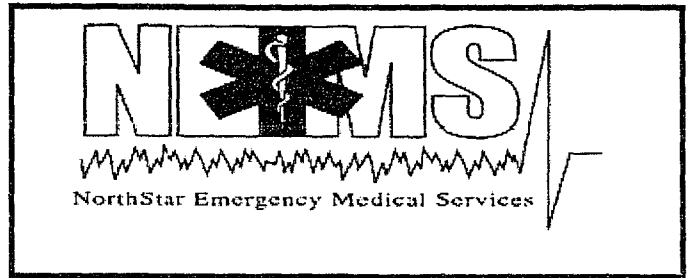


"Dedicated to providing personalized and professional care to our community."



SECTION I

INTRODUCTION



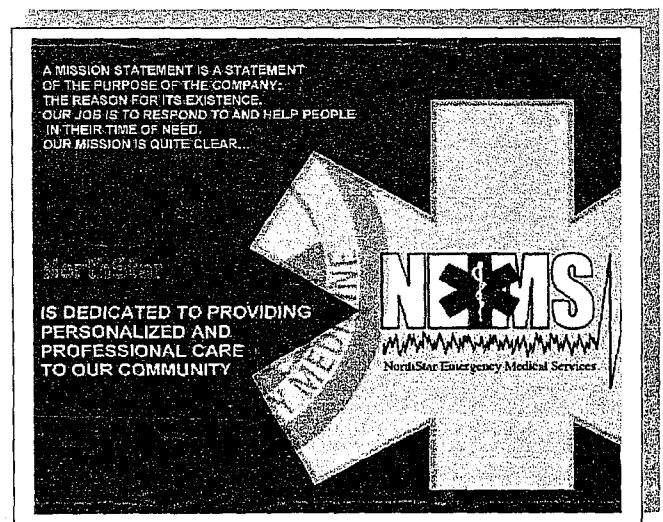
NorthStar EMS, Inc., (NEMS) is pleased to submit this proposal to the City of Decatur, Alabama for the provision of "Ambulance" transportation services. NEMS understands and appreciates the fact that should we be selected for this purpose...that our Mission must align with that of the City's. We adhere to the philosophy that we are an extension of the City and the Fire Department and our words and actions not only represent NEMS, but the City of Decatur as well.



The Mission of the City of Decatur is clear...with an unwavering emphasis on "**serving all persons**" within the "**community.**" NEMS' Mission Statement truly aligns with this premise. "**NorthStar EMS is dedicated to provide personalized and professional care to our community.**" We believe that our employees have a great responsibility. Our chosen profession enables our caretakers to interact with people, who are in need, and positively impact their lives on a physical, emotional, and even spiritual basis.

As an experienced local provider of ambulance transportation services, with a depth of regional resources, NEMS is committed to developing a partnership that will offer dependable, clinically sophisticated ambulance and transportation services.

We take great pride in our history of working with communities and health care facilities throughout the state to create tailor-made solutions to their local medical transportation needs and in delivering prompt, high quality, yet cost-effective healthcare services.



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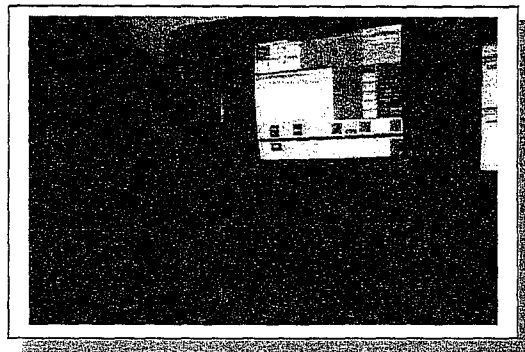


NEMS' Alabama Experience

No other provider in the Central Alabama area has the depth of experience and resources that NEMS can offer. NEMS and its predecessor companies have served in Central Alabama for 19 years. We currently provide Basic Life Support (BLS), Advanced Life Support (ALS), Critical Care Transportation (CCT), including

Neonatal transportation and Wheelchair transportation (in limited areas) services throughout the eight county Central Alabama area including Talladega, Jefferson, Shelby, Tuscaloosa, Pickens, Fayette, Marion and Blount Counties.

Headquartered in Tuscaloosa, Alabama, NEMS deploys a fleet of over 80 ambulances and wheelchair vehicles throughout the eight-county Central Alabama area and employs approximately 450 personnel, including support and management staff. Annually, NEMS will respond to over 75,000 Emergency and Nonemergency calls for service in our Alabama operating units. While NEMS has a strong regional presence, ***local operations are managed by the local Management and Support Teams.***



**NORTHSTAR EMS MAKES AN AMBULANCE
RESPONSE IN CENTRAL ALABAMA
EVERY 9 MINUTES.**

FOR MORE INFORMATION, GO TO:

WWW.NORTHSTAR-EMS.COM

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COMPANY HISTORY/BACKGROUND

NEMS' regional headquarters is located in Tuscaloosa, Alabama. NEMS began operations on April 1, 1992 with two ambulances serving Northport, Alabama. The mission of the company was to provide excellent prehospital care to the community. Since this time, NEMS has grown into Alabama's premier ambulance service in Central Alabama now serving eight counties.

NEMS maintains 15 operating locations throughout 8 counties and transports more than 75,000 patients each year in Central Alabama.

NEMS operates a fleet of 80 ambulances and non-medical transportation vehicles.

NEMS employs more than 450 EMTs, Paramedics and other health-care professionals bringing the strength of a regional company to personalized care.

We have built our reputation through our focus on local leadership, commitment to clinical sophistication, and the development of a strong relationship with our business partners. We continue to recognize that we build our business by serving one patient at a time, by meeting the needs of each customer we contact.

The NorthStar EMS mission is predicated on providing excellent prehospital care and medical transportation. Our Mission and our Core Values center on the patient and our customers and serve as our compass, ensuring that the sizable business of ambulance service and related care is delivered on a human scale — one person to another, with compassion and respect. We align training, initiatives, metrics, and rewards so that

everyone has the tools to succeed in their role and then we hold each person accountable for his or her part of the mission and plan. NEMS' culture encourages frequent dialog between management and field employees to achieve our mission, promote our values, celebrate our successes, and learn and grow from our experiences.



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Application for Certificate of Public Necessity and Convenience

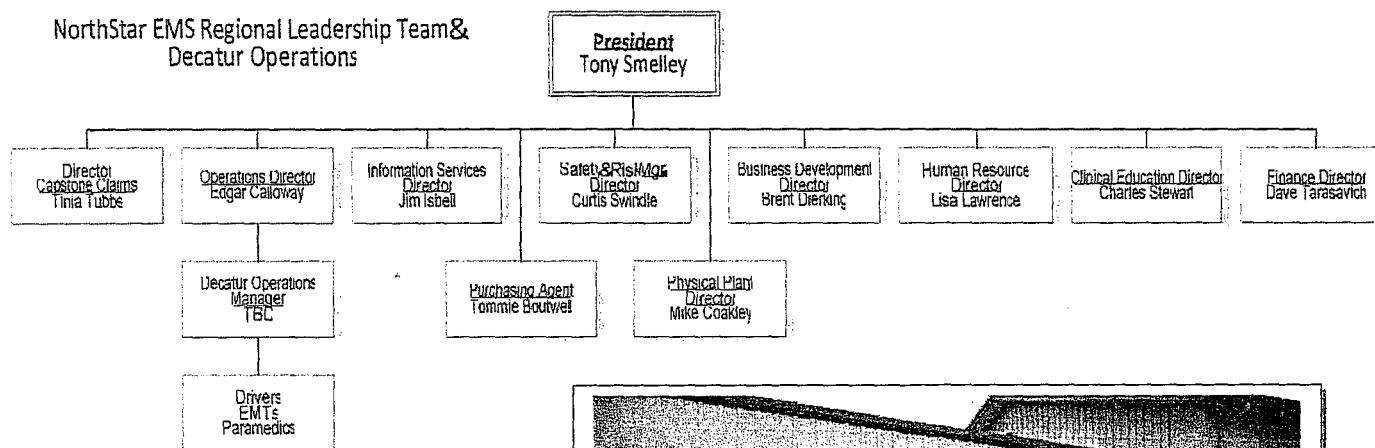


Although we are proud of our regional presence, our core philosophy centers on responding to local needs through strong, customer-centered relationships within each community. We leverage our regional strengths to enhance service and increase clinical sophistication at the local level, again focusing on our local customers and local caregivers.

It is imperative that we work with our partners to ensure that we are moving patients with the **"Right Resource,"** at the **"Right Time"** to the **"Right Place."**

NEMS is committed to providing excellent Customer Service. While we understand that there will sometimes be issues that will occur, we have developed easy access for any of our customers to reach us. This enables us to quickly assess and resolve service delivery problems. Our Operations Team will be readily accessible as necessary. ***These individuals will visit with City of Decatur officials on a regular basis with the intent to ensure that our delivery of service meets expectations.***

Organizational Structure



(Please note that biographies for NEMS' Regional Leadership Team can be found in Attachment "A")



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SECTION II

APPLICATION FOR CERTIFICATE OF PUBLIC NECESSITY AND CONVENIENCE

Applications for a certificate of public necessity and convenience for the operation of an ambulance within the city shall be in writing, signed and sworn to by the applicant, and shall be filed with the city clerk on such forms as prepared by the fire chief and shall contain at least the following information:

1. The trade name under which the applicant does or proposes to do business; if the applicant is an individual, the name, age and address of the applicant and the length of the time the applicant has resided in the city; or if a partnership or association, the business name thereof and the name, age and address of each partner and the length of time each partner has resided in the city; or if a corporation, the names and addresses of all officers and the directors of such corporation, and length of existence of the corporation.

Trade Name: NorthStar EMS or NorthStar Paramedic Services

NorthStar EMS, Inc. (NEMS) was incorporated on **March 31, 1999** as an Alabama Corporation. This entity was created as the "managing" company of all existing NorthStar Paramedic Services entities or otherwise.

The Officers/Directors of the corporation are:

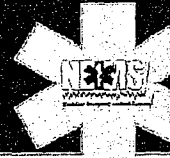
Jon A. Smelley
President & Director
10303 House Bend Road
Northport, AL 35473

Louise E. Smelley
Secretary/Treasurer
6011 Flatwoods Road
Northport, AL 3573

Nesha Smelley
Director
15208 Stonehedge Cliffs Road
Northport, AL 35475

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Application for Certificate of Public Necessity and Convenience



All Corporate Officers/Directors can receive correspondence at the following address:

NorthStar EMS
2106 17th Avenue
Tuscaloosa, AL 35401

2. The number of vehicles the applicant desires to operate and the class, size, design and color scheme, insignia, name, monogram or other distinguishing characteristics to be used to designate the applicant's vehicle and a list of equipment to be carried on board each said vehicle.



NEMS will operate as many vehicles as necessary to meet the intent of the ambulance ordinance. Ambulance requests for service will be analyzed by time of day, day of week to determine the number of ambulances that should be scheduled. Based on our initial review of call data, we propose that 2-3 ambulances will be required for staffing with an additional ambulance maintained for backup. NEMS is prepared to immediately adjust this number as the call volume dictates. Additionally, in the event of a mass casualty or natural disaster, NEMS has resources to pull from 8 other counties as needed.

NEMS will maintain and staff Type II vans, white in color with an orange stripe at the midline. The company name (NorthStar Paramedic Services), unit ID, and company logo appear on each unit.

Please note the picture for design and color scheme, insignia, name, monogram and other characteristics.

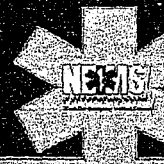
NEMS commits to meeting, at a minimum, the required equipment list of the Office of EMS and Trauma.

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1. Multitrauma dressings
2. Abdominal pads
3. Sterile gauze pads
4. Adhesive tape
5. Bite sticks or blocks
6. Triangular bandages
7. Patient restraints
8. Soft roller bandages
9. Bandage shears
10. Pediatric blood pressure cuff
11. Adult blood pressure cuff
12. Adult stethoscope
13. Pediatric stethoscope
14. Blankets
15. Sheets
16. Pillows
17. Patient rain cover
18. Long spine board; and three straps 1 or equivalent
19. Short spine board with two straps or 1 equivalent device

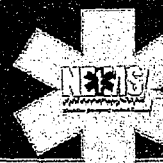
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20. Adult and Pediatric cervical immobilization 1 devices (CID), which limit the anterior, posterior and lateral movement of the head and neck region. Device must be single use item or must be capable of being decontaminated.
21. Portable oxygen tanks, "D" or "E" cylinders, 2 with one regulator and gauge. One tank must have a minimum pressure of 1000 psi.
22. Transport oxygen, non-rebreathing masks 2 Each with tubing, and tracheotomy masks with tubing, all in adult, child, and infant sizes (infant tracheotomy masks not required).
23. Sets of nasal cannulae with tubing
24. Hand operated bag-valve mask resuscitators, 1 Each adult and pediatric sizes, including adult, child and infant transparent masks. B-V-M must be equipped with oxygen reservoir and capable of use with supplemental oxygen.
25. Portable suction, electric, gas or manually 1 powered, with wide bore tubing and tips (including tonsil suction attachment), which meets the minimum standards as published by the GSA.
26. Extremity immobilization devices, any 2 each of device that immobilizes the joint above arm, leg, and below the fracture, must include hand, wrist, splints to immobilize all long bone foot and fractures ankle
27. Lower extremity traction splint with 1 support slings and ankle strap
28. Sterile obstetrical kit
29. Burn sheets
30. Flashlight; minimum two "D" cells 1 or acceptable equivalent.
31. Vaseline gauze
32. Oropharyngeal airways Assorted sizes
33. Installed oxygen with regulator gauge and 1 wrench, minimum "m" size cylinder (minimum 500 PSI) with oxygen flow meter and available humidified (not required for non-transport vehicles)

Application for Certificate of Public Necessity and Convenience



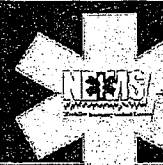
- 34. Gloves - latex or other suitable material - Sufficient readily available on the unit for all crew quantity for members all crew members
- 35. Face Masks - readily available on the unit Sufficient for all crew members quantity for all crew members
- 36. Rigid cervical collars which limit the Assorted anterior, posterior and lateral movement sizes of head and neck region. Device must be single use item or must be capable of being decontaminated.
- 37. Nasopharyngeal airways Assorted sizes
- 38. Approved biohazardous waste plastic bag 1 or impervious container per standards of the Alabama Department of Environmental Management
- 39. Safety goggles or equivalent meeting 1 per crew

- 3. Whether or not the applicant has ever been convicted of any federal or state crime, or a violation of any city ordinance. The disposition of same and place of conviction.**

Neither NorthStar EMS, Inc., nor any of its subsidiaries have ever been convicted of any federal or state crime, or violated any city ordinance.

4. Whether or not the applicant, his associates or employees have any claims or judgments against them for damages resulting from the negligent operation of an ambulance, or any other vehicle, the disposition of same and place of claim or judgment.

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NEMS Response: NEMS submits the following summary of current litigation:

SUMMARY OF PENDING LITIGATION/CLAIMS

INVOLVING NORTHSTAR EMS

Estate of Annie Patton v. NorthStar EMS, Inc. (CV-2009-900389, Circuit Court of Tuscaloosa County, Alabama)

The estate of Annie Patton alleges that their decedent sustained injuries as a result of falling from a wheelchair while being transported in a NorthStar wheelchair van. The alleged accident occurred on June 20, 2009 in Tuscaloosa, Alabama. The lawsuit alleges that Ms. Patton died as a result of the injuries.

Discovery is ongoing at this time and the case is not set for trial. The case is being defended by Clark Summerford and Beverly Williamson of Zeanah, Hust, Summerford & Williamson of Tuscaloosa County, Alabama.

NorthStar's liability carrier providing coverage in this case is Gallaher Bassett Services, Inc. Reserves are set at \$60,000.

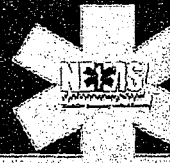
Elijah Weaver and Nancy Weaver v. NorthStar EMS, Inc., et al (CV-2010-900513, Circuit Court of Tuscaloosa County, Alabama)

Mr. Weaver was being transported by a wheelchair van from Park Manor Nursing Home to a physician's appointment. He contends that the wheelchair van driver caused his leg to become injured while he was being moved in a wheelchair. Mr. Weaver had pre-existing knee problems, including a recent surgery and he contends that his knee was aggravated by this injury. NorthStar, on the other hand, had no knowledge of any incident and no report of an incident was made to NorthStar until suit was filed.

Discovery is on-going and this case has not been set for trial.

The case is being defended by Clark Summerford and Beverly Williamson of Zeanah, Hust, Summerford & Williamson of Tuscaloosa County, Alabama. NorthStar's liability carrier providing coverage in this case is Argo Pro. Reserves are set at \$47,000.

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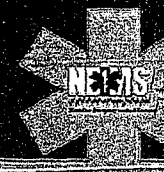
5. The financial ability of the applicant to comply with the provisions of this chapter, to include, but not limited to, a copy of the most recent audited financial statements of the corporation petitioning the city for a CPNC.

NEMS' financial performance for the years 2008 through 2011 adequately demonstrates our financial capacity towards meeting the financial requirements to meet the specifications as described in this application for a CPNC. NorthStar EMS, in the past, has not been required to provide audited financial statements to our business partners and/or primary lending institutions. The corporation does, however, produce annual financial statements that have gone through a review process by Certified Public Accountants. For years 2008 and 2009, the firm of Mitchum, Tunstall & Whisenant, LLP provided this review and for 2010, the firm of Harbin & Stough, PC. Our 2011 financials are currently being reviewed and will be made immediately available to the City of Decatur upon request and completion of the review process.

6. A two-year business plan or market share analysis providing substantial evidence of the applicant's capacity to ensure appropriate service to the city. At a minimum the applicant will provide: (1) The number and location (i.e., physical address) of the transport units scheduled to be placed in service, (2) Coverage area(s) identified by political subdivision or geographically defined on a station-by station basis, (3) Projected call volume by level of service (i.e., nonemergency transfer, 911, inter-facility transfer, etc.), (4) Existing formal agreements with volunteer rapid responder units operating outside the fire and police jurisdictions of the city, (5) Current contractual agreements with healthcare providers, major employers, payers or other entities which may affect the candidates ability to provide uninterrupted prehospital patient care.

Upon analyzing the Events by Nature for calendar years 2010 and 2011, the following is observed. (See next page)

Application for Certificate of Public Necessity and Convenience



City of Decatur
Market Share Analysis

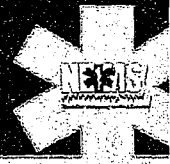
Events/Requests for Services

2010	Annual	Monthly	Daily
City	14470 requests	1205.833	39.64384
subtract	1600 WC transports	133.3333	4.383562
	12870 Ambulance requests	1072.5	35.26027
subtract	6178 Medical transports	514.8333	16.92603
	6692 potential 911 requests	557.6667	18.33425
	0.4 No Haul Rate	0.033333	0.001096
	3706.8 probable 911 transports	308.9	10.15562
		Daily Transports	27.08164
PJ	652 requests	54.33333	1.786301
subtract	19 WC transports	1.583333	0.052055
	633 Ambulance requests	52.75	1.734247
subtract	33 Medical transports	2.75	0.090411
	600 potential 911 requests	50	1.643836
	0.4 No Haul Rate	0.033333	0.001096
	19.8 probable 911 transports	1.65	0.054247
		Daily Transports	0.144658
		Total Daily Tx	27.2263

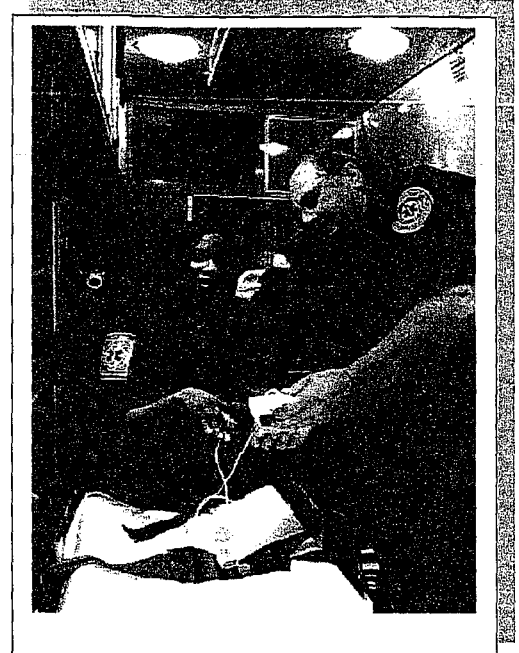
2010	Annual	Monthly	Daily
City	14120 requests	1176.667	38.68493
subtract	1018 WC transports	84.83333	2.789041
	13102 Ambulance requests	1091.833	35.89589
subtract	6208 Medical transports	517.3333	17.00822
	6894 potential 911 requests	574.5	18.88767
	0.4 No Haul Rate	0.033333	0.001096
	3724.8 probable 911 transports	310.4	10.20493
		Daily Transports	27.21315
PJ	728 requests	60.66667	1.994521
subtract	11 WC transports	0.916667	0.030137
	717 Ambulance requests	59.75	1.964384
subtract	51 Medical transports	4.25	0.139726
	666 potential 911 requests	55.5	1.824658
	0.4 No Haul Rate	0.033333	0.001096
	30.6 probable 911 transports	2.55	0.083836
		Daily Transports	0.223562
		Total Daily Tx	27.43671

Summary There are projected to be approximately 27 transports per day within the market of which 16 would be nonemergency and 11 would be 911. Understanding that the 911 calls would rotate between 2 providers, NEMS estimates that they would generate about 5 transports per day from this venue. NEMS' aggressive marketing strategy would initially capture 50% of the nonemergency market share, thus 8-9 transports per day. As our market share increases, NEMS will adjust our ambulance deployment strategy accordingly.

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1. NEMS initially proposes to staff 1-24 hour ambulance and 2-12 hour ambulances to meet the intent of the City's Ambulance Ordinance. We are not prepared, however, to identify the location(s) of transport units to be scheduled. Upon award of the CPNC, NEMS will identify strategic locations to station ambulances to ensure prompt response times. Additionally, NEMS proposes to work with the Fire Department to help identify these locations.
2. Coverage areas cannot be determined until bases are identified. Upon award of the CPNC, NEMS will immediately identify these stations.
3. Projected call volume can be reviewed by analyzing the above chart and reading the above summary.
4. NEMS has no existing formal agreements with any public safety agency within the City of Decatur market. However, upon award of a CPNC, NEMS will engage local agencies in mutual aid as we do in our other service areas.
5. NEMS has no current contractual agreements within the City of Decatur. NEMS does not anticipate any reason for our services to be interrupted. NEMS has the support of our other operating units to ensure that the City of Decatur has access to ambulance services in the event of EMS system overload.



**NEMS' Proposed Two-Year Business Plan****NEMS - Decature Operations****Two-year Business Plan****Projected Annual: 2012 and 2013**

				Annual
Revenue	NE	821250	9 Tx/day	3285
	911	547500	5 Tx/day	1825
		<u>1,368,750.00</u>		<u>5110</u>

Expenses

Staffing	1,000,000
Billing	94,900
Facilities	24,000
Utilities	10,000
Maint/Fuel	50,000
Telcom	36,000
Adm/OH	100,000
Total	<u>1,314,900</u>

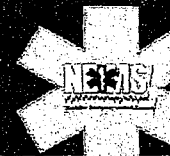
Net Rev	53,850.00
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7. Documentation from the applicant's insurance carrier, stating that the insurance required hereunder is available to the applicant and that such coverage is or will be provided prior to the issuance of the CPNC to operate hereunder.

Please see the attached Certificate of Insurance issued to NEMS.

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Application for Certificate of Public Necessity and Convenience



CERTIFICATE OF LIABILITY INSURANCE

OF ID: KR

DATE (MM/DD/YYYY)

02/13/12

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 Colonial Insurance Agency 6251 Hampstead High St Unit 200 Montgomery, AL 36116-8745 William Mark Pierce	334-270-6824 334-270-6797	CONTACT NAME PHONE FAX E-MAIL ADDRESS PRODUCER CUSTOMER ID #: NORTH-7	INSURER(S) AFFORDING COVERAGE NAIC #
INSURED Northstar EMS Inc. Blount EMS, Inc. P.O. Box 2788 Tuscaloosa, AL 35403-2788	INSURER A: National Union Fire Ins Co INSURER B: Sheffield Group INSURER C: Colony Insurance Company INSURER D: INSURER E: INSURER F:	19445	

COVERAGES CERTIFICATE NUMBER: REVISION NUMBER:

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.

INSUR LTR	TYPE OF INSURANCE	ACORD NUMBER	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> CO-OP <input checked="" type="checkbox"/> Professional GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PER ACC <input type="checkbox"/> LOC		AP510956R	07/15/11	07/15/12	EACH OCCURRENCE 1 1,000,000 DAMAGE TO RENTED PREMISES (See endorsement) 1 50,000 MED EXP (Any one person) 1 2,500 PERSONAL & ADV INJURY 1 1,000,000 GENERAL AGGREGATE 1 3,000,000 PRODUCTS - COMPOD AGG 1 Included Emp Ben. 1 1,000,000
A	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> Hired AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS		CA5456235	08/01/11	08/01/12	COMBINED SINGLE LIMIT (See endorsement) 1 1,000,000 BODILY INJURY (Per person) 1 BODILY INJURY (Per accident) 1 PROPERTY DAMAGE (Per accident) 1 1 1 1
	UMBRELLA LIAE <input type="checkbox"/> CO-OP EXCESS LIAE <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE RETENTION \$					EACH OCCURRENCE 1 AGGREGATE 1 1 1
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/OWNER EXCLUDED (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N <input type="checkbox"/> N/A	600-2012-13520-00	01/01/12	01/01/13	<input checked="" type="checkbox"/> W/STAT. TORT LIMITS <input type="checkbox"/> OTHER EL EACH ACCIDENT 1 1,000,000 EL DISEASE - EA EMPLOYEE 1 1,000,000 EL DISEASE - POLICY LIMIT 1 1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)
Includes all Northstar and Blount locations.

CERTIFICATE HOLDER	CANCELLATION
XXXXXXX XXXXXXX XXXXXXX	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 <i>Kim W. Russell</i>

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ACORD 25 (2009/09)

The ACORD name and logo are registered marks of ACORD

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8. The training, experience and credentials of the applicant and any employees of the applicant in the transportation and care of patients.

Please note the training, experience and credentials of our corporate staff in Attachment "A," our delineation of current service areas in Attachment "B", and submitted list of References in Attachment "C."

All ambulance personnel are licensed by the State of Alabama, Department of Public Health, Office of EMS & Trauma. In addition to the required training to maintain licensure, NEMS offers ongoing training opportunities for all employees.

Continuing Education

Ongoing continuing education ensures that all personnel providing ambulance transport remain skill-sharp and clinically informed. We closely track the certification and recertification requirements for our EMTs, allowing our Training Department to adequately plan and conduct continuing education courses that meet state requirements and to notify employees well in advance of certification expiration. We make available a variety of continuing education and certification classes throughout the year, allowing employees to complete their educational training at their convenience. NEMS provides mandatory in-house annual training for our employees. The curriculum for this additional training is identified and designed around the needs of our customers and the community, with input from our QI process, field employees, partner agencies, health care clinicians, and other NEMS operations. We are constantly expanding our range of courses and topics according to the evolving needs of the health care environment.

Current topics include the following:

Corporate Compliance, including Medicare and Medicaid Compliance
 Bloodborne Pathogens
 Airborne Pathogens
 Patient Care Reports
 Driving Issues
 Patient Confidentiality
 Sexual Harassment
 Management of Patient Rights
 Violence in the Workplace
 NIMS 100, 200 and 700



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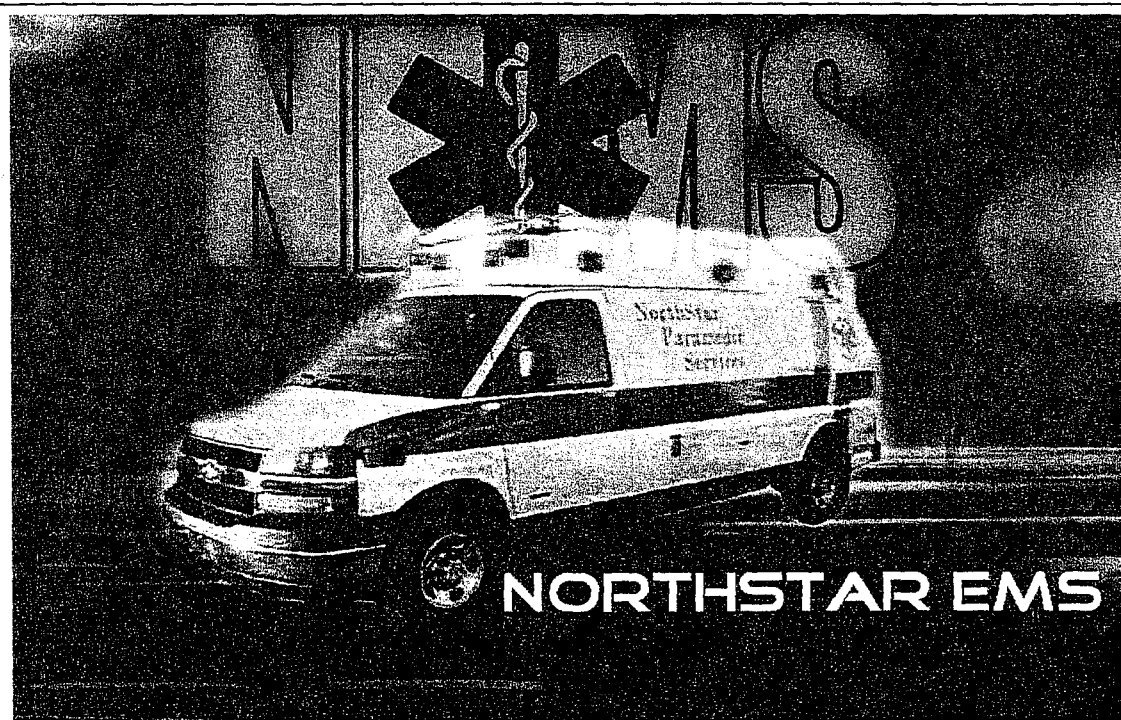
Application for Certificate of Public Necessity and Convenience



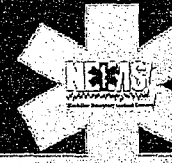
We also offer a broad range of in-house continuing education opportunities for our employees, designed to meet their ongoing re-certification needs. All NEMS EMTs are invited to attend company provided advanced-level training to enhance their knowledge base, including Advanced Cardiac Life Support (ACLS), and Pediatric Advanced Life Support (PALS).

9. The location and description of the place or places from which the applicant intends to operate.

Upon award of a CPNC, NEMS will immediately identify a base location(s) within the City of Decatur.



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SECTION III

WHY DO BUSINESS WITH NEMS?

ADDITIONAL INFORMATION FOR CONSIDERATION

NorthStar EMS Hiring Process

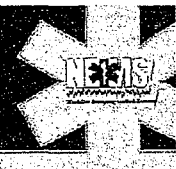
NorthStar Emergency Medical Services will employ only the most qualified applicants for available positions. The department manager in conjunction with Human Resources is responsible for conducting job interviews. All interviews focus on job requirements.



The application is reviewed for completeness and copies of the applicant required documentation are attached. For general employment, this documentation includes a valid driver license and a social security card or birth certificate. Any application submitted to Human Resources without the required documentation is not considered. Employment Reference forms are sent to the current and previous employers.

The hiring manager and/or director will make decisions regarding hiring after review of references and consultation with others as he/she may deem necessary. Once the decision has been made that the applicant is suitable for employment, the application is sent to Human Resources.

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Orientation

All new hires and re-hires are required to attend orientation at the NorthStar Annex location in Northport. Orientation includes didactic classroom participation as well as Field "Ride-outs" with a clinical preceptor.

Paramedic Qualifications:

- Must be at least 18 years of age
- High school diploma or GED
- Current State of Alabama Paramedic/Credentialed/Transfer Drugs license.
- Must have the ability to establish and maintain effective working relations with fellow employees, hospital staffs, fire departments, rescue squads, police departments, comm. Centers, management, volunteer fire departments and the general public.
- Must have excellent verbal and written communication skills.
- Must be able to handle conflict situations with good judgment, professionalism and courtesy.
- Must have a working knowledge of the physical layout, street systems, and demographics of NorthStar EMS coverage area.

EMT Basic/Intermediate Qualifications:

- Must be at least 21 years of age
- Valid driver license
- High school diploma or GED
- Current State of Alabama EMT-Intermediate-Credentialed or EMT-Basic license with Driver (EVOC) endorsement printed on wallet card.
- Not convicted DUI, possession of drugs/drug paraphernalia, suspended/revoked driver license or driving vehicle with suspended/revoked license in the past five years.
- No more than two traffic tickets in the past three years.
- No more than two motor vehicle accidents in the past three years.
- No more than one traffic ticket and one motor vehicle accident in the past three years.

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Application for Certificate of Public Necessity and Convenience



- Must have the ability to establish and maintain effective working relations with fellow employees, hospital staffs, fire departments, rescue squads, police departments, comm. Centers, management, volunteer fire departments and the general public.
- Must have excellent verbal and written communication skills.
- Must be able to handle conflict situations with good judgment, professionalism and courtesy.
- Must have a working knowledge of the physical layout, street systems, and demographics of NorthStar EMS coverage area.

NEMS will make its Recruitment & Hiring Policy available for review upon request.

NEMS will staff all ALS ambulances with a minimum of two (2) personnel of which one (1) of the personnel will be a state licensed EMT-Paramedic. BLS ambulances will be staffed with a minimum of two (2) personnel of which one will be a state licensed EMT-Basic (if acceptable).

NEMS routinely audits all personnel to ensure that their credentials are current and meets the Rules and Regulations as specified by the Alabama Department of Public Health, Emergency Medical Services and Trauma.

Additionally, NEMS' HR Department produces monthly reports highlighting those employees that have credentials that are about to expire. NEMS will work with employees to facilitate maintaining current credentials. In the event a credential expires, the affected employee will be immediately removed from the schedule. **NEMS will ensure that all scheduled employees are currently credentialed.**

Continuing Education

Ongoing continuing education ensures that all personnel providing ambulance transport remain skill-sharp and clinically informed. We closely track the certification and recertification requirements for our EMTs, allowing our Training Department to adequately plan and conduct continuing education courses that meet state requirements and to notify employees well in advance of certification expiration. We make available a variety of continuing education and certification classes throughout the year, allowing employees to complete their educational training at their convenience.

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NEMS provides mandatory in-house annual training for our employees. The curriculum for this additional training is identified and designed around the needs of our customers and the community, with input from our QI process, field employees, partner agencies, health care clinicians, and other NEMS operations. We are constantly expanding our range of courses and topics according to the evolving needs of the health care environment.

Current topics include the following:

- Corporate Compliance, including Medicare and Medicaid Compliance
- Bloodborne Pathogens
- Airborne Pathogens
- Patient Care Reports
- Driving Issues
- Patient Confidentiality
- Sexual Harassment
- Management of Patient Rights
- Violence in the Workplace
- NIMS 100, 200 and 700

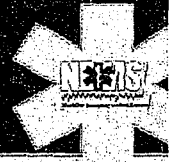
We also offer a broad range of in-house continuing education opportunities for our employees, designed to meet their ongoing re-certification needs. All NEMS EMTs are invited to attend company provided advanced-level training to enhance their knowledge base, including Advanced Cardiac Life Support (ACLS), and Pediatric Advanced Life Support (PALS).

Based on CQI processes, NEMS would propose working closely with the Fire Departments to identify training opportunities for First Responders to enhance continuing education for all field employees.

NEMS is committed to maintain excellent relationships with our patients, patients' families, healthcare facility staff, public safety agency personnel and others we interact with. To that end, employees are responsible for conducting themselves in a professional manner as defined in the Standard Operating Procedures and other company documents. However, from time to time complaints may arise, and therefore must be addressed as quickly as possible to ensure good relations with the aforementioned parties.



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Continuous Quality Improvement

NEMS' Quality Improvement program helps ensure that patients receive excellent clinical care before, during and after transit.

All NorthStar EMS employees are required to attend our new-employee orientation program. In addition, we offer the following courses to NorthStar EMS employees:

- § Advanced Cardiac Life Support Provider (ACLS)
- § Pediatric Advanced Life Support (PALS)
- § Geriatric Education for Emergency Medical Services (GEMS)
- § Basic Cardiac Life Support (CPR)
- § HazMat Awareness
- § Medical Protocol Updates
- § Blood borne and Airborne Pathogens
- § Emergency Vehicle Operations Course (EVOC)
- § NIMS ICS 100, 200 and as applicable, 700 as applicable the 800 level course

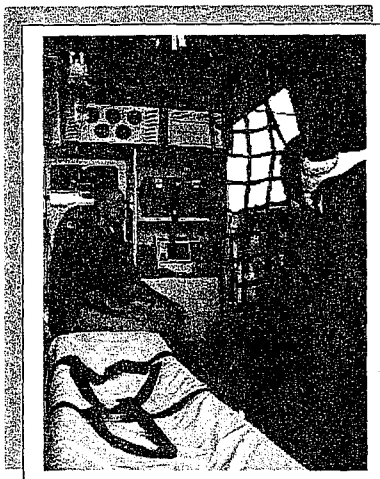
Runs for quality improvement are identified in a variety of different ways.

- The NorthStar EMS Call Center receives all calls from EMT's related to patient reports. As such they are the initial contact between the EMT's and the QI process.
- The Call Center forwards runs that potentially do not meet State Protocols as well as runs which fall into specific categories (Full Arrest, Needle Chest Decompression, or other specialized procedures) to the Director of Education / Quality Improvement.
- The billing office forwards calls that potentially do not meet State Protocols to the Director of Education / Quality Improvement.

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- All cardiac/respiratory arrests, stroke, pediatric emergencies, and traumatic emergencies are reviewed by the Director of Education/Quality Improvement and our Medical Director, Elwin Crawford.
- The Director of Education / Quality Improvement reviews all runs forwarded and compares them to the State of Alabama Protocols to determine if protocols were followed and if further action is required.
- The Director of Education / Quality Improvement also pulls runs at random to review and compare against State Protocols. All communications regarding the QI of a call take place through company email.



As the state's largest ambulance provider, NEMS makes sure that it is **doing the right thing** for our citizen's medical healthcare to include providing a high quality paramedic level response.

It bears mentioning that our Medical Director is Dr. Elwin Crawford who has spent the last six years working as the State EMS Medical Director's Assistant. He was recently promoted to the position of Alabama State EMS Medical Director. As such, he ultimately decides the State's EMS clinical protocols and he is actively engaged in any

complaints that involve violations of State EMS Rules and Regulations and particularly issue regarding patient care.

Community Services

Besides providing standby services, NEMS is actively engaged in many community activities including:

- First Aid/CPR Training
- School Show & Tell
- Submission of Press Released regarding
- Safety and Injury Prevention

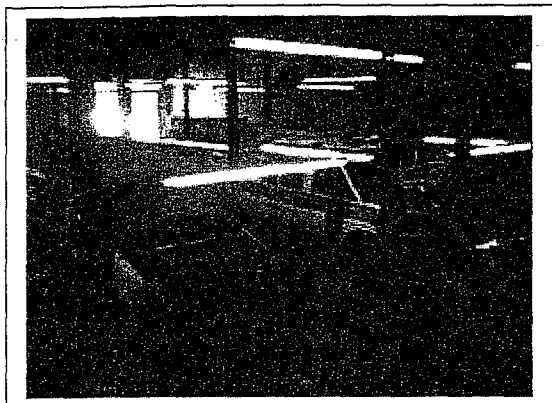


These are just a few of our activities. NEMS invites the reviewer to visit our website at www.northstar-ems.com to learn more about our company.

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NEMS' PREVENTIVE MAINTENANCE PROGRAM



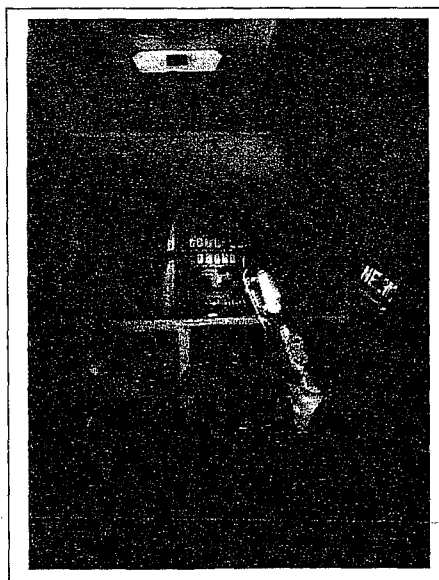
As the State's largest provider of medical transportation, NEMS fully appreciates the importance of properly maintained, high-quality ambulances and equipment. By insisting on excellent equipment in combination with a comprehensive maintenance and replacement program, NEMS' in-house staff of ASC Certified Master Mechanics, maintains our ambulance fleet and medical equipment at a level that has virtually eliminated critical failures at NEMS' operations.

The list below shows the progression of activities that are performed by NEMS mechanics in the preventive maintenance of our fleet. Each service is performed every 5,000 miles:

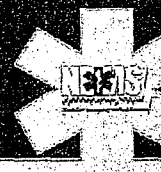
- Mechanics review necessary repairs with Fleet Manager
- Repairs are made and documented on a Repair Order form
- Vehicles are road-tested after repairs
- Brakes, belts, alternators, high-stress hoses, air cleaners, etc., are inspected
- Documentation is completed for all preventive maintenance activities

Additionally, NEMS performs random checks of the preventive maintenance documentation to ensure that our fleet is being maintained and documented properly.

NEMS' preventive maintenance program pursues the goal of zero critical failures by constantly monitoring component life and mechanic performance. A critical failure is any incident where a mechanical problem renders a dispatched ambulance unable to respond to or complete an emergency response or patient transport. Through a careful retrospective review of critical failure reports, NEMS evaluates maintenance effectiveness and makes appropriate improvements to reduce those types of failures.



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NEMS' proven preventive maintenance performance and critical failure zero tolerance policy will ensure impressive vehicle reliability for the City of Decatur. In the rare case of a critical vehicle failure, NEMS' ambulance crew members are required to immediately report the situation to the Communications Center. If a patient is on board, the Communications Center will immediately dispatch a second ambulance and notify the appropriate senior managers. NEMS' Fleet Manager will determine the appropriate action for the disabled vehicle and initiate quality review and improvement to prevent reoccurrence.

VEHICLE REPLACEMENT PROGRAM

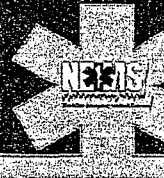
NorthStar EMS understands the critical role that vehicles and equipment play in the success of any medical transportation system. The stakes are high for our patients, our employees, our customers, our public partners, and the community. NEMS' financial strength allows us to continually reinvest in our fleet and equipment to proactively meet evolving industry standards.

Our industry leading fleet and equipment maintenance programs, including timely schedules for preventive maintenance, careful evaluation of equipment, and stringent standards for replacement of major systems, will allow us to provide vehicles and equipment that will be maintained and serviced to continuously meet all contractual requirements. Vehicles and equipment that do not meet standards during maintenance or our daily pre-inspection process are removed from service for repair, upgrade or replacement.

NEMS' commitment to excellence ensures all vehicles and equipment meets or exceeds industry standards. All vehicles are KKK-1822 compliant and meet the state of Alabama's standards. All Equipment utilized meets and/or exceeds industry standards as outlined by the nationally recognized organization Commission on Accreditation of Ambulance Services (CAAS).

NEMS has established national account relationships with manufacturers and vendors to ensure our ability to maintain proper inventories. When needed parts are ambulance manufacturer specific, our Fleet Manager will deal directly with the factory to coordinate next day delivery of the needed part.

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Ambulances Supplied/Replaced

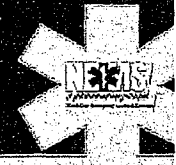
Many ambulance providers use newer vehicles for front-line service and place older, higher-mileage vehicles in reserve. NEMS maintains all our vehicles at high performance standards and ensure that every ambulance is ready for front-line service. In addition, vehicles are replaced when they are no longer road worthy, when the repair cost exceeds replacement cost, or when vehicle operation is no longer cost-effective.

Because our vehicles function as a primary work environment for our field personnel, we heavily invest in vehicle modifications to improve that workplace as much as possible. The patient compartment of every NEMS ambulance is customized for optimal patient and crew comfort and safety based on input from our patients, our employees, and our EMS and hospital partners.

NEMS 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. All NEMS units are fully equipped, permitted, licensed, and insured in accordance with all federal, local, and state regulatory requirements. Regular restocking of ambulances and rapid delivery of new supplies ensure that each unit is fully stocked and ready for service at all times.



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Facts About Safety at NEMS...

- NEMS has already developed safety policies and procedures that are compliant with OSHA directives.
- NEMS orientation program hosts a segment specifically related to "safety & risk management" issues.
- NEMS Safety & Risk Manager makes routine visits to determine safety compliance and address concerns.
- NEMS Director of Safety & Risk Management has specialized training in such. The local Operations Manager works closely with the Director to manage day-to-day safety concerns.
- As part of the hiring process, new hires undergo a drug screening process. Also, to be certified as an EMT or Paramedic, the state requires that one be able to meet the essential job functions for that position. These essential job functions are spelled out in the application process to obtain an EMT and/or Paramedic license.
- NEMS will only allow individuals with a current EVOC certificate to operate an ambulance. NEMS provides annual driver training and refresher classes that meet the State of Alabama OEMS&T guidelines.

Additional Safety Information

NEMS is pleased to house a Safety/Risk Management Department to manage our exposure and implement loss control practices. NEMS maintains Safety and Risk policies in the Standard Operating Procedures (SOP). These policies have been distributed to all Staff and are readily accessible by all employees.

Annual Policy/Procedures Review

All current risk management & safety policies/procedures are reviewed and updated following any incident and annually thereafter.

Statistical Data Collection

The safety department collects and maintains statistical information related to any reported incident. This information is then reviewed during a bi-weekly executive management meeting for the implementation of new policies and/or procedures, as necessary.

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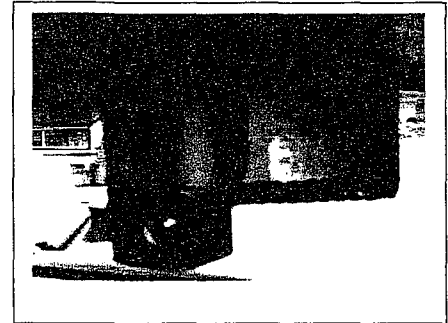


Drug Testing

NEMS is a member of the Alabama Drug Free Workplace Program. As such we perform pre-hire, random and suspicion drug testing of our drivers. Testing is conducted onsite and at various medical facilities throughout the state by certified MRO's.

Vehicle and Driver Safety

NorthStar monitor's our drivers with DriveCam video systems which are installed on all company vehicles. Videos are reviewed each day and corrective action is taken immediately when warranted. The videos are also an excellent teaching tool and are frequently used for coaching drivers in near miss situations as well as in new employee orientation.



Since introducing DriveCam technology, NEMS has realized a 94% reduction in vehicle safety claims.

Motor Vehicle Records

NorthStar's driver qualification requirements are among the strictest in the industry. Many employment applicants from other local ambulance services are rejected annually for failure to meet our requirements. MVR's are maintained, reviewed and updated on all drivers on an ongoing basis.

Driver Training

NEMS holds a full 16 Hour EVOC every month. This proves to be helpful as it gives us the opportunity to further coach and re-evaluate personnel who may need addition driving course instruction based on reviewed DriveCam videos.

Confidential Direct Reporting of Safety Concerns

Employees are encouraged to notify the Safety Director directly 24/7 with any safety concerns they may have. By offering employees the ability to by-pass the normal reporting links in the chain of command for such concerns this method of risk management has proved to be most helpful in preventing accidents and injuries.

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Hazard Communication & Exposure Control Programs

NorthStar maintains and updates our HAZCOM & EXPCON programs on an ongoing basis through the regular review of current OSHA standards and the monitoring, evaluation and testing of new or improved industry equipment and practices.

Employee Information and Training

All employees are trained prior to their first duty assignment by the Safety and/or Educational Director. Employees receive additional training when new equipment and/or procedures are introduced.

Respiratory Protection Program

Training Topics Include:

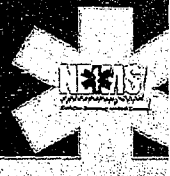
- Signs & Symptoms of Disease/Infection
- HEPA N-95 Fit Test
- Spirometer Testing
- TB Skin Testing
- Reporting

All NEMS' Safety Risk Management policies are available for review upon request from the City of Decatur.

NEMS Billing Process

NEMS will use Capstone Claims existing systems to collect call information, process billing claims and export state data. This system is based upon HealthWare Solutions' EMS 2000 software suite, Trittech N.A.'s Sweet Billing system and secure email transmission to accomplish this task. In order to facilitate this, NEMS personnel will dictate their Patient Care Reports to our Medic Assist Center. These reports will then be faxed to the appropriate receiving hospitals, emailed to the dictating crew member and stored in a secure repository. Run data is directly processed into Sweet Billing in order to reduce the time needed to process and generate claims.

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Capstone Claims goal is to process all clean claims within 72 hours of receiving billing information during our normal business hours (Monday-Friday, 8:00am – 5:00pm). Claims are not processed during weekends and/or on official company holidays.

Response to Billing Inquiries

Capstone Claims responds to all complaints/correspondence regarding billing and collections according to our policy governing such.

Capstone Claims is committed to maintain excellent relationships with our patients, patients' families, healthcare facility staff, public safety agency personnel and others we interact with. To that end, employees are responsible for conducting themselves in a professional manner as defined in the Standard Operating Procedures and other company documents. However, from time to time complaints may arise, and therefore must be addressed as quickly as possible to ensure good relations with the aforementioned parties.

Customer Complaint Procedure

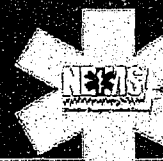
Complaints and/or concerns that are received will be immediately referred to the billing supervisor. The billing supervisor is responsible for completing an incident report form and recording it in the tracking log. The supervisor will notify the appropriate Capstone Claims representative who will coordinate a thorough investigation in an attempt to resolve the problem if at all possible. The incident report or recommendations regarding need for further action are referred to the billing supervisor and Director for review and follow-up (if necessary) per the following areas of responsibility.

The Department Director is ultimately responsible for ensuring the implementation and coordination of mitigating the conflict.

Should the complaint be against a member of Management, the aggrieved party shall be referred directly to that person's superior. If the director, manager, or supervisor is unavailable for a predetermined time period, it is their responsibility to designate a surrogate for that time period.

Should the investigation indicate a need to take corrective action within the Company (e.g. policy change, employee disciplinary action, etc.), the action will be taken consistent with approved policies, procedures, and work rules.

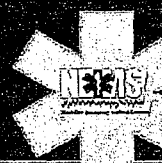
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ATTACHMENT "A"

LEADERSHIP TEAM BIOGRAPHIES/CREDENTIALS

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KEY PERSONNEL – REGIONAL TEAM MEMBERS

Jon (Tony) Smelley

President
Corporate

Position Overview: Mr. Smelley is responsible for the viability of this organization. He ensures that fiscal practices and policy are sound and directed toward the continual improvement of the company. Mr. Smelley ensures that any matters dealing with external agencies are appropriately dealt with and that the different elements of the company are functional and geared towards continual improvement. Any matters related to operation of the organization are brought to the attention of the president. The company president's office maintains an open door policy to all employees.

Experience: Mr. Smelley started his career in EMS in 1986 as a field medic. He has served in his role as President of NEMS since 1992 providing stable leadership throughout some trying times in EMS.

Training and Education: Mr. Smelley completed his Paramedic training while attending the University of Alabama. He graduated the University of Alabama in 1989 with a Bachelor of Science in Psychology and Chemistry

Edgar Calloway

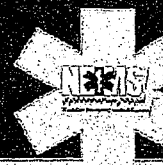
Director of
Operations Corporate

Position Overview: Mr. Calloway is responsible for the medical oversight and day-to-day operation of the company. In general his duties include, assuring the dedicated responsibilities of the organization are met through required unit and personal deployment, recruiting employees assigned to field operations and monitoring medical care. Another vital area of field operations is the company's two (2) Communications Centers. The primary center is located in Tuscaloosa County and is responsible for five (5) counties in Alabama and the secondary center is located in Jefferson County and is responsible for dispatching Jefferson County Fire Departments through an agreement with the Jefferson County Commission.

Experience: Mr. Calloway began his career in 1983 as a dispatcher and continued his education throughout the eighties becoming a Paramedic in 1986. He has worked in field operations of 2 EMS agencies as both a Paramedic and Field Supervisor. From 1988 through 1993 he was the Paramedic Instructor for the University of Alabama in Tuscaloosa. Mr. Calloway began his career with NorthStar Paramedic Services in 1992 and has worked as a field paramedic, General Manager and for the last eight (8) years as Director of Operations for the company.

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Training and Education: Mr. Calloway completed his Paramedic training in 1986 and a Bachelors of Science in Health Care Management in 1990. He continued his education by completing an Associate's Degree in Applied Science and obtaining licensure as a Registered Nurse in 1993. Currently Mr. Calloway graduated from the University of South Alabama in 2008 obtaining his Masters in Nursing with a Focus as a Family Nurse Practitioner. Since 1989 he has maintained certification as an ACLS, BTLS, BCLS and PALS instructor as well as a DOT/ Instructor Coordinator.

Brent Dierking

Director, Business Development/Strategic Planning
Corporate – *Based in Jefferson County*

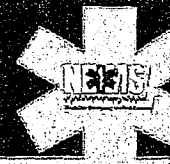
Position Overview: Mr. Dierking serves as the Business Development Director for NorthStar EMS. He is responsible for providing multi-site EMS oversight and direction to meet performance standards based on short and long-term business strategies. Dierking is continuously developing, implementing, and enhancing integrated operations and business development strategies in order to ensure NEMS competitive and successful place in the local markets. He also ensures superior customer relations through regular visits with contracted and prospective clients. Dierking also plays a key role in arranging for providing education, support and services that will contribute to the success of local community/business relations.

Experience: Mr. Dierking has been in the ambulance industry for 28 years. A recent addition to the NorthStar Team, he previously held many positions with the nation's largest ambulance company, American Medical Response as a Vice President of Operations for AMR's MidAtlantic Division, Vice President of Business Development for AMR's East Region and a General Manager providing operational oversight to operations in Alabama and Georgia, Mississippi and Louisiana. In the past, Dierking was an instructor at the University of Alabama for the Department of EMS Education and also worked as a clinical coordinator.

Training and Education: Mr. Dierking received a Bachelor of Science from the University of South Alabama where his concentration was EMS Administration. He was also certified as an EMT-Basic, EMT Intermediate and Paramedic from the University of South Alabama. Over the years, Dierking has attended numerous training programs including Emergency Vehicle Operations, Emergency Medical Dispatch, Public Information Officer, and EMS Management Courses. He was the first EMT-Paramedic selected by the State of Alabama to attend the Pediatric Emergency Medical Services Training Program at the Children's National Medical Center in Washington, DC.

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Tinia Tubbs

Director of Billing Services
Corporate

Position Overview: Mrs. Tubbs serves as the director of Billing Services for NEMS. Her duties include oversight and direction of all billing and account collections, contract and development. She is responsible for maintaining current knowledge of Medicare, Medicaid and other federal and state regulations that involve the EMS industry. She is responsible for ensuring compliance in billing practice, contract and other business transactions that relate to reimbursement.

Experience: Mrs. Tubbs is a licensed registered nurse having worked in community health, acute care and home health settings, serving as interim agency director, prior to working in EMS. She has worked in EMS for the past 11 years. She currently serves on Alabama Medicaid Provider Forum and Medicare Provider Outreach Group. She also serves on the Reimbursement Task Force Workgroup and serves on the Governmental Affairs Committee with the American Ambulance Association.

Training and Education: Mrs. Tubbs completed her Associates Degree in Applied Science and received her licensure as a Registered Nurse in 1994

Dave Tarasevich

Director of
Finance Corporate

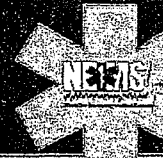
Position Overview: Mr. Tarasevich is responsible for all financial matters of the organization both internal and external. He ensures that systems are in place to provide strong internal controls over any financial transactions for the group. He also prepares and analyzes financial reports and information for the use of operating management and owners. He establishes and maintains relationship ties with financial institutions to provide for the organizations financial strength and health.

Experience: Mr. Tarasevich started his career in 1973 as a Division accountant with United States Steel at Fairless Works in Eastern Pennsylvania. He moved to Tuscaloosa as Chief Financial Officer of Tuscaloosa Steel Corporation in 1985 and was elected President and C.E.O. in 1992. He retired from a renamed Corus Tuscaloosa Steel in 2001. He joined NSEMS in 2006.

Training and Education: Mr. Tarasevich graduated from Pennsylvania State University in 1972 with a Bachelor of Science in Finance and Statistics. He also completed advanced training courses in upper-level management at the Wharton School of the University of Pennsylvania and the London School of Economics.

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Lisa Lawrence

Director of Human Resources
Corporate

Position Overview: Mrs. Lawrence serves as the Human Resources Director for NEMS. She is responsible for providing multi-operational employee relations and HR oversight and development for nine counties. She advises all supervisors and managers in employee relations. She works with all locations in recruiting the best personnel and ensures that all new employees are properly inducted into NEMS by being sure they all attend all sessions of the new employee orientation class.

Experience: Ms. Lawrence has over 18 years experience in administration. She joined NorthStar in 2006 to focus on her personnel management experience as their Human Resources Director.

Training and Education: Certification in ADP Payroll; Supervisory/Management Training in NorthStar's Management Academy. She has currently begun working on her PHR Certification.

Charles Stewart

Director of Clinical Education
Corporate

Position Overview: Mr. Stewart serves as the Director of Clinical Education for NEMS. His duties include the oversight of all certification and educations processes, as well as ensuring the clinical abilities of all employees meet and exceed national standards.

Experience: Mr. Stewart is a Paramedic and has been in EMS full-time for 18 years. He has been with NEMS for a total of 16 years and has provided education and QA management for the past 5 years.

Training and Education: Paramedic Program U of A 1991; BLS Instructor; ACLS Instructor; PALS Instructor; GEMS Instructor; AL EVOC Instructor; EMS Instructor.

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Curtis Swindle

Director of Safety & Risk Management
Corporate

Position Overview: Mr. Swindle is responsible for conducting new employee orientation. Also, identification and appraisal of all accident and loss producing conditions and practices to develop written programs/policies in accordance with Local, State and Federal regulations to control them. Mr. Swindle also directs our driver monitoring program through the use of DriveCam video systems. This program has been in place at NEMS for several years now and has proven to be an invaluable tool for coaching drivers. Camera events are reviewed on a daily basis to allow for quick feedback to drivers. Video's reflecting any unsafe actions or a driver's failure to pay due regard for the safety of the public are followed-up with coaching or disciplinary action up to and including suspension of driving privileges and or termination. Finally, Mr. Swindle manages our Drug Free Workplace Program.

Experience: Mr. Swindle is a paramedic and has been in EMS full-time for over 20 yrs. He has been with NEMS for 16 of those years and has provided our safety and risk management for the past 11 years.

Training and Education: Leadership training U.S. Navy 1986; Paramedic Program U of A 1989; Alabama Department of Forensic Sciences Death Investigations 1988 – 2005; EVOIC Instructor 1997; Cert. Ergonomics Compliance Director 1998; National Safety Councils Advanced Safety Cert. 1998; Cert. Environmental Compliance Manager 1999; Dept. of Labor OSHA 501 Instructor 1999.

Jim Isbell

Director, Information Systems
Corporate

Position Overview: Responsible for the development, maintenance, and deployment of all technology assets within the company. Serves as primary internal and external contact for all IT and Telecommunications systems and is responsible for ensuring that all systems operate at peak efficiency. Mr. Isbell is also responsible for maintaining the integrity and security of NorthStar data assets across multiple office locations and co-location facilities in accordance with HIPAA guidelines.

Experience: Mr. Isbell has been active in EMS since 1989 with a military medical background and employed at NEMS since April 1, 1992. He has been certified as a Paramedic since 1992 having served in rural and high volume urban ground operations, including current services as a Critical Care Transport and Flight Paramedic with Alabama LifeSaver. He has worked in EMS consulting and training with HealthWare Solutions, a leading provider of EMS field data collection software, providing technology based data collection solutions to high volume EMS systems including Denver, CO Paramedics and Johnson County, Kansas EMS and maintains many vital professional relationships with providers nationwide related to EMS performance.

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Mr. Isbell also serves in an advisory capacity to the Alabama Public Health Committee on Preparedness for Bioterrorism and Pandemic Influenza. He also works as an EMT Instructor at the Alabama Fire College, assisting with the professional and academic growth of EMS providers statewide.

Training and Education: University of Alabama Program in Emergency Medicine Paramedic Certificate; Bachelors degree in Business Administration from University of Phoenix; Microsoft Network Administrator (NT, 2000, and 2003 Server systems); Microsoft Exchange Server Administrator (5.5 and 2003 Server systems); Microsoft SQL Server Administrator (2000 and 2003 Server systems); HealthWare Solutions EMS 2000 System Administrator and Trainer; Alabama Fire College EMS Instructor I; Medisys Medical Practice Management Administrator.

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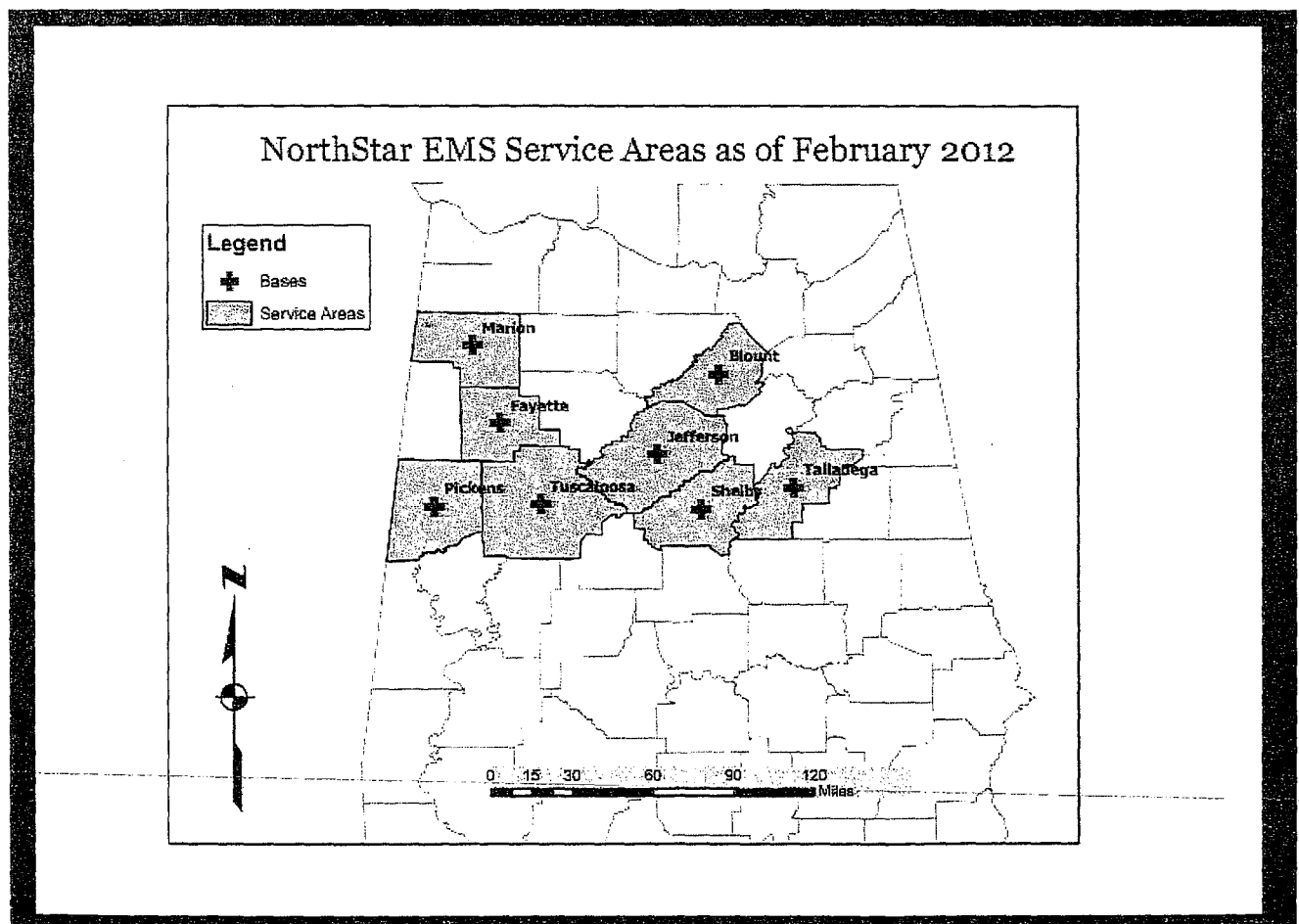


ATTACHMENT "B"

CREDENTIALS

CURRENT NORTHSTAR EMS

SERVICE AREAS



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Service Area and Description

NorthStar EMS also offers **exclusive 9-1-1** ambulance services for the following list of Alabama counties/service areas all in close proximity to the City of Tuscaloosa:

Central Talladega County (As of August 1, 2011, Central and North Zone which includes the City of Talladega); Pickens County; Fayette County and Blount County and the City of Winfield in Marion County, the City of Irondale in Jefferson County and the McAdory Fire District in Jefferson County.

NorthStar EMS serves the rest of the areas with **non-emergency BLS transport**.

Blount County:

Population 58,345

Blount County lies in the northeastern section of the state. Covering 650 square miles (1,700 km²), Blount County is home to an abundance of outdoor activities, such as Rickwood Caverns State Park and the Locust Fork of the Black Warrior River that are used by canoeists and kayakers. The county is also home to the picturesque covered bridges: the Swann Covered Bridge, the Horton Mill Covered Bridge, and the Easley Covered Bridge.

In Blount County's population spread is approximately as follows: 25.40% under the age of 18, 8.40% from 18 to 24, 29.20% from 25 to 44, 24.10% from 45 to 64, and 12.90% 65 years of age or older. The median age is 36 years.

Fayette County:

Population 17,371

Fayette County encompasses the cities and towns of Belk, Berry, Fayette, Glen Allen (part - part of Glen Allen is in Marion County), Gu-Win (part - part of Gu-Win is in Marion County), Winfield (part - part of Winfield is in Marion County), Hubbertville and Bazemore.

Bordering Tuscaloosa, Pickens and Marion County, its population is spread out with 23.90% under the age of 18, 8.20% from 18 to 24, 26.50% from 25 to 44, 25.30% from 45 to 64, and 16.10% 65 years of age or older. The median age is 39 years.

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Jefferson County:

Population: 665,027

Jefferson County, Alabama is the most populous county in the U.S. state of Alabama. As of July 2009 the population is estimated at 665,027. Jefferson County is the principal and most populous county in the Birmingham metropolitan area.

According to the US Census Bureau, the county has a total area of 1,123.80 square miles, of which 1,112.61 square miles (or 99.00%) is land and 11.20 square miles (or 1.00%) is water. The county is home to the Watercress Darter National Wildlife Refuge.

In the county, the population is spread out with 24.80% under the age of 18, 9.60% from 18 to 24, 29.70% from 25 to 44, 22.30% from 45 to 64, and 13.60% 65 years of age or older. The median age is 36 years.

Exclusive 9-1-1 area, City of Irondale in Jefferson County population, 9813

Shelby County

Population 192,503

Encompassing approximately 800 square miles in Central Alabama, Shelby County is considered to be the fastest growing county in the State of Alabama. It is a part of the Birmingham–Hoover– Cullman Combined Statistical Area. As of 2009 U.S. Census estimated the population was 192,503. Shelby County ranks among the 100 highest-income counties in the United States.

In the county the population is spread out with 26.30% under the age of 18, 8.20% from 18 to 24, 33.70% from 25 to 44, 23.40% from 45 to 64, and 8.50% 65 years of age or older. The median age is 35 years

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Marion County

Population 30,776

The county is located in the northwestern part of the state, bounded on the west by the state of Mississippi. It encompasses 743 square miles (1,920 km²). Marion County could be considered the "mother county" of the Alabama counties of Fayette, Lamar, Walker, and Winston, and parts of the Mississippi counties of Itawamba, Lowndes, and Monore. Significant towns in the county include Brilliant, Guin, Hackleburg, Hamilton and Winfield. As of 2010 the population was 30,776.

In the county the population is spread out with 22.50% under the age of 18, 8.20% from 18-24, 28.20% from 25 to 44, 25.20% from 45-64, and 15.80% 65 years of age or older. The medium age is 39 years.

Exclusive 9-1-1 area: the City of Winfield in Marion County, population 7,622

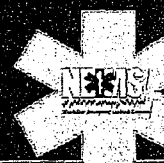
Pickens County:

Population 19,218

Pickens County is located in the western part of the state. It has an area of 890 square miles with Tombigbee River as the major waterway running through the county.

In the county the population is spread out with 27.30% under the age of 18, 8.50% from 18 to 24, 25.80% from 25 to 44, 22.80% from 45 to 64, and 15.70% 65 years of age or older. The median age is 37 years.

The county encompasses the following towns: Aliceville (the largest city), Carrollton, Ethelsville, Gordo, Macedonia, McMullen, Memphis, Pickensville, Reform and McShan,



Talladega County

Exclusive 9-1-1 area: Central Talladega County (As of August 1, 2011, Central and North Zone which includes the City of Talladega); 80,242

Talladega County is located in the east-central part of the state.

In the county the population is spread out with 25.00% under the age of 18, 9.00% from 18 to 24, 28.80% from 25 to 44, 23.90% from 45 to 64, and 13.30% 65 years of age or older. The median age is 37 years.

Tuscaloosa County

Population 184,035

The county is the second-largest in the state in terms of area (trailing only Baldwin County) and sixth-largest in terms of population (behind Jefferson, Mobile, Madison, Montgomery, and Shelby counties). Its largest city is Tuscaloosa. It is also the largest county in the Tuscaloosa, Alabama, Metropolitan Statistical Area.

Tuscaloosa County is located in the west central part of the state, in the region commonly known as West Alabama. The county straddles the boundary between the Appalachian Highlands and the Gulf Coastal Plain and consequently boasts a diverse geography. The county has a total area of 1,351.23 square miles of which 98 % is land and roughly 2% is water.

Tuscaloosa is home the University of Alabama. Tourist attractions include University of Alabama football, the Bear Bryant Museum, the Kentuck Art Festival, Dickens Downtown, International City Fest, and Tuscaloosa Christmas Afloat.



ATTACHMENT "C"

REFERENCES

Alan J. Martin, Fire Chief

City of Tuscaloosa
Fire & Rescue Service Department
2201 University Boulevard
Tuscaloosa, AL 35401

(205) 248-5420

Ralph Mitchell, County Administrator

Blount County Commission
220 2nd Ave E, Ste 106
Oneonta, AL 35121-1702

(205) 625-4160

Randy A. Davis, Fire Chief

City of Irondale Fire Department
5308 Beacon Drive
Irondale, Alabama 35210

(205) 951-1408

Jeff Wyatt, Fire Chief

McAdory Area Fire District
6841 Pocahontas Road
Bessemer, AL 35022

(205) 477-4222

Additional References will be made available upon requests.

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