



September 8, 2020

Polk County Executive
Robby M. Hatcher
6239 Highway 411
Post Office Box 128
Benton, TN 37307

RE: PUBLIC NOTICE OF REQUEST FOR BIDS – AMBULANCE CONTRACT FOR POLK COUNTY, TN

Mr. Hatcher and Proposal Evaluation Team:

First Call Ambulance, LLC (“First Call”) appreciates the opportunity to present its qualifications and commitment to providing best-in-class ambulance services to Polk County. We propose a collaborative partnership with all Polk County Public Safety entities, and we pledge to work closely with all first responders and healthcare providers in Polk County and the surrounding counties and cities.

First Call has served Tennessee communities since 2004. Since 2012, First Call has been the 911 ambulance provider for Cocke County, Tennessee. Our Chief Operating Officer, Keith Douglas, retired in 2018 as the Chief of Sumner County Emergency Medical Services where he served more than 24 years. Our General Manager of Middle Tennessee, Josh Logan, worked in McMinn County for over 3 years and has maintained excellent relationships with many people in the greater Polk County area.

Today, First Call is a verified Veteran-Owned Small Business with a physical presence in eight (8) counties in Tennessee. We are a nimble company with the ability to respond quickly to communities who want or need our services, and we are large enough to do so with financial confidence. We care for people during some of the worst moments of their lives and fully appreciate the weight of your decision to select a service that will honor and respect those you represent in Polk County. We are confident this proposal response will demonstrate our sincere commitment to be the best option to provide the services and relationship you expect. The offer submitted with this proposal may be accepted at any time within 120 days from and after the date of the proposal opening.

Sincerely,

A handwritten signature in blue ink, appearing to read "S. Yates".

Scott D. Yates
President & Owner

FIRST CALL AMBULANCE, LLC
627 Old Hickory Blvd, Old Hickory, Tennessee 37138
phone: 615.921.2900 fax: 615.277.0649
www.firstcall-ambulance.com

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General Information

Complete legal entity name, address, Vendor Tax Identification Number, and point of contact:

First Call Ambulance LLC
627 Old Hickory Blvd
Old Hickory, TN 37138
EIN: 82-3967145

Scott D. Yates, President
Phone: 615-921-2933
Email: syates@firstcall-ambulance.com



Qualifications and Experience



First Call started providing ambulance transports in April of 2004 with only a handful of staff and three ambulances in Nashville. By 2009, the company had provided over 250,000 ambulance transports in Tennessee operating out of 6 stations in Nashville, Murfreesboro, Clarksville, Dickson, Columbia and Memphis. In 2011, a private equity firm purchased controlling interest in the company. From 2011 to 2014, the company experienced significant growth via addition of stations in Gallatin, Knoxville, Newport, Springfield, Franklin, Lebanon and western Virginia. By the end of 2012, the company had provided over 500,000 ambulance transports in Tennessee.

From late 2015 through April 2018, the company restructured its operations to the current eight (8) Tennessee county footprint – Davidson, Rutherford, Montgomery, Dickson, Sumner, Wilson, Maury and Cocke. In April 2017, the company provided its 1 millionth ambulance transport in Tennessee.

First Call operates the 911 ambulance service for Cocke County, Tennessee and has served in this role since October of 2012. In 2017, we were awarded a five-year extension to this contract based on our excellent performance and service to the community.



In May 2018, ownership of the company was changed via a management-led buyout. Scott Yates led the company through the restructuring from 2016 through the buyout and is now President and owner of First Call. Scott is a veteran of the United States Navy, having proudly served in the Naval Nuclear Propulsion Program. Thus, First Call is now a veteran-owned small business.

In August 2018, Keith Douglas joined First Call after retiring as the EMS Chief at Sumner County. He started his 24-year career at Sumner County EMS as a dispatcher and progressed his career as dispatch supervisor, EMT, Paramedic, Systems Manager and Assistant Chief before being appointed Chief in 2008. While at Sumner County EMS Keith played an integral role in progressing the service from 7 ALS ambulances to 13 ALS and 4 BLS ambulances.

Since joining First Call, Keith has provided leadership in improving emergency and non-emergency operations in Cocke County. These improvements include strengthening the First Call leadership team, revamping the employee pay structure and providing incentives for improved documentation and quality assurance. Keith has worked closely with local leaders and hospital staff in Cocke County to improve relationships and patient outcomes.



Keith currently serves as President of the Tennessee Ambulance Service Association (TASA) where he has served on the board since 2010. In 2016, while serving as Legislative Chairman, Keith led the legislative effort to increase ground ambulance reimbursement from TennCare. This

legislation has increased Medicaid reimbursement by \$30 million dollars annually for Tennessee ground ambulance providers – with no cost to the State of Tennessee. Other legislative efforts that Keith has helped champion include allowing EMT training at the ambulance service level and changing an antiquated law that now allows community paramedicine. Through his many years of involvement with TASA, Keith has built great relationships with EMS Directors/Chiefs across the state.

First Call takes great pride in *Transporting Patients with Personal Care and Exceptional Service* with a “People First” culture and commitment to serving the patients, families and communities in the areas we operate. We currently employ approximately 350 staff in 8 counties in Tennessee. Over the past year, First Call has transported approximately 50,000 patients using over 55 Type I, II and III ambulances.

First Call is available to transport patients 24 hour per day, 7 days per week and 365 days per year. We dispatch transports for middle Tennessee out of our headquarters office in Old Hickory and we dispatch transports for east Tennessee out of our Newport office.

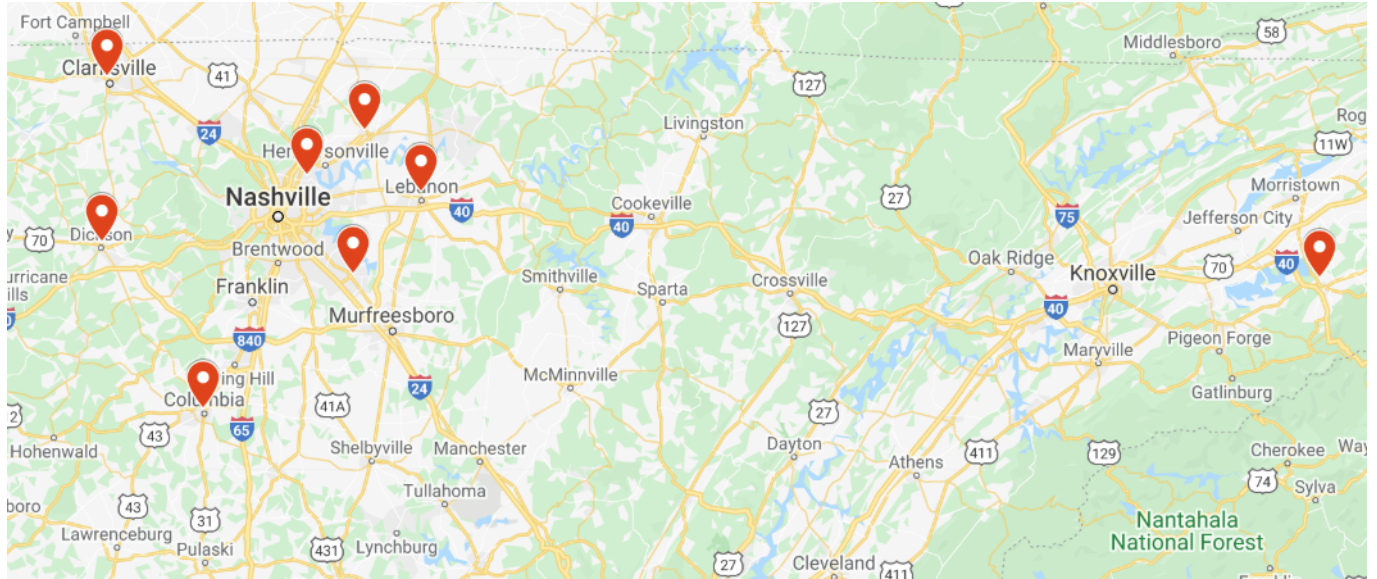
For over ten years, First Call has operated under contracts with all major hospital systems in its markets (e.g., TriStar Health, Vanderbilt Health, Tennova Healthcare, Saint Thomas Health, Williamson Medical Center). For over ten years, First Call has operated under contracts with the two brokers for TennCare Medicaid ambulance transports: Tennessee Carriers and Southeastrans. First Call operates under contract with many skilled nursing facilities, rehabilitation hospitals, psychiatric hospitals and hospice facilities as their preferred provider of ambulance transports.



In Cocke County, we run 3 ALS ambulances 24 hours per day and 7 days per week and we run 1 ALS ambulance 10 hours per day and 5 days per week. In middle Tennessee, we regularly deploy over 30 ambulances per day to serve our communities. Over the past two (2) years, we have purchased 26 new ambulances to maintain a modern fleet of ambulances. In 2019, we deployed new touch-screen tablets, push-to-talk technology and GPS tracking and ambulance monitoring devices in our fleet. We are operating

under contract with AT&T FirstNet – the first high-speed, nationwide wireless broadband network dedicated to public safety.

First Call Ambulance, LLC Locations



First Call maintains all accreditations, licenses and certifications required to provide ambulance operations in the state of Tennessee. These accreditations and licenses include but are not limited to FCC licenses for our radio communications, CLIA, DEA licenses, EMD certifications for dispatchers, billing coding certifications, and state and county operating licenses. Copies of licenses, certifications and related documentation are available for review upon request. Below is a current list of the active Tennessee EMS licenses for First Call.

License Holder	Address	Classification	License No.
First Call Ambulance – Rutherford County	8026 Safari Drive	C – Basic Life Support	EMS0000010228
First Call Ambulance – Maury County	304 E James Campbell Blvd	C – Basic Life Support	EMS0000010229
First Call Ambulance – Sumner County	1196 Long Hollow Pike	C – Basic Life Support	EMS0000010230
First Call Ambulance – Davidson County	627 Old Hickory Blvd	C – Basic Life Support	EMS0000010231
First Call Ambulance – Montgomery County	186 E Old Trenton	C – Basic Life Support	EMS0000010232
First Call Ambulance – Dickson County	309 Lewis Hollow Rd	C – Basic Life Support	EMS0000010233
First Call Ambulance – Cocke County	503 Jones Circle	A – Advanced Life Support	EMS0000010234
First Call Ambulance – Wilson County	300 N Maple St, Suite 4-120	C – Basic Life Support	EMS0000010269

You are welcome to contact the following officials to inquire further about First Call's service to their communities.

Contracted Primary E911 EMS Provider

Cocke County, TN

Crystal Ottinger - Mayor
423-623-8791



Primary Non-Emergency EMS Provider

Sumner County EMS

Greg Miller - Chief
Sumner County, Tennessee
615-451-0429



Dickson County EMS

Donnie Bear - Director
Dickson County, Tennessee
615-446-1732



Montgomery County EMS

Bill Webb - Chief
Montgomery County, Tennessee
931-920-1800



Wilson County EMA

Brian Newberry – EMS Chief
Wilson County, Tennessee
615-444-8799



Leadership

Our current leadership team includes:



Scott Yates, President & Owner – Scott has a long history of owning and successfully operating middle market businesses. He has extensive experience in many industries including healthcare, nuclear energy, food manufacturing, industrial distribution, electronic contract manufacturing, sporting goods manufacturing, pet products manufacturing, automotive supply chain, and management consulting. He has a Bachelor of Engineering degree in mechanical engineering from Vanderbilt University, a Masters of Engineering degree in industrial engineering from Virginia Polytechnic Institute and State University, a Masters of Business Administration degree from the J.L. Kellogg

Graduate School of Management at Northwestern University and an equivalent master's degree in nuclear engineering from training during his tenure in the Naval Nuclear Propulsion Program.



Keith Douglas, Chief Operating Officer – Keith oversees the state-wide operations of eight (8) stations and approximately 50,000 annual transports of both emergency and non-emergency ambulance transportation. He previously served as the Chief for Sumner County Emergency Medical Services located northeast of Nashville where he oversaw the daily operations of 13 ALS and 4 BLS units that respond to 25,000 calls for service each year. He has been involved in public safety for 25 years serving in roles as firefighter, paramedic, EMD instructor, Fire Chief, systems & operations manager and Assistant

Director of EMS.

Keith has served as President of the Middle Tennessee EMS Director's Association and currently serves as President for the Tennessee Ambulance Service Association (TASA). As Chairman of the TASA Legislative Committee, he helped draft and lobby for legislation to allow for Mobile Integrated Health and Community Paramedicine in 2014. Most recently he worked directly with the Tennessee Legislature and Tennessee Medicaid office to draft and revise legislation that improved Medicaid reimbursement for ground ambulance providers across the State.

**Josh Logan, General Manager, Middle Tennessee**

– Josh oversees the daily operations of our seven (7) middle Tennessee stations. Josh started his EMS career in 2006 in northern Indiana as an EMT Basic, obtained his Paramedic certification two (2) years later and served as a Paramedic and supervisor in Indiana until moving to east Tennessee in 2011. Josh worked with AMR’s 911 operation in McMinn County as a Paramedic Supervisor and worked part-time for Grainger County EMS and Monroe County EMS. Josh relocated to Nashville with AMR in 2014 serving as its Operations Supervisor until he accepted a position as Area Operations Manager with MedicOne Medical Response where he oversaw

operations in east and middle Tennessee and Southern Illinois. Josh has been with First Call since early 2019 and is a licensed Ventilator Paramedic.

**Kayla Baker, Director of Human Resources –**

Kayla began her career with First Call in 2009. Kayla served as the General Manager of Middle Tennessee, Scheduling Manager and Dispatch Manager prior to her role in Human Resources. Kayla’s natural ability to correlate demand analysis combined with her people skills has allowed her to grow into one of our key positions at First Call. Kayla’s insight helps us to confidently blend the expectations of our patients and customers with the human resources required to meet their needs.

First Call’s current Medical Directors are Dr. John A. Nixon for middle Tennessee operations and Dr. Constantino Diaz-Miranda for east Tennessee operations. If awarded the Polk County contract, we will secure an appropriate Medical Director in the area for Polk County operations.

Medical Protocols, Pre-Hospital Emergency Medical Care & Medical Direction

First Call serves all of its communities with exceptional care. To accomplish this, we work closely with all of the first responders and healthcare organizations in each community. This basic operating philosophy will be applied to our operations in Polk County.

Two key components of providing exceptional care are having (1) an agreed upon playbook for all medical protocols / pre-hospital emergency medicine (PHEM) and (2) all professionals involved in providing PHEM be continuously trained on the agreed-to protocols.

Prior to going live with the contract, First Call will facilitate the process to develop the medical protocols / PHEM for Polk County. This process will involve the following entities, at a minimum:

- Tennessee Department of Health Emergency Medical Services
- Tennova Healthcare Cleveland
- Starr Regional Medical Center - Etowah
- Fannin Regional Hospital
- Erlanger Western Carolina Hospital
- Current EMS provider to understand the medical protocols / PHEM currently in place
- West Polk Fire & Rescue
- East Polk Fire & Rescue

The development process will start with a detailed review of current medical protocols with the current EMS provider, Medical Director and First Call. The goal of this review will be to identify the most up-to-date clinical best practices for Polk County. At least annually, the agreed-to set of medical protocols / PHEM will be analyzed by First Call and the Medical Director and will be updated as deemed necessary by the Medical Director. All First Call employees dedicated to Polk County will be trained on any changes in medical protocols / PHEM.

First Call will have medical protocols regarding air ambulance transport. We value the partnerships with air medical providers and will work closely with them prior to going live to ensure the citizens of Polk County have the confidence they will receive the appropriate emergency medical services in all situations.

Prior to going live with the contract and continuing throughout the contract, First Call will run training simulations on the most common clinical situations, including but not limited to: congestive heart failure (CHF), ST segment elevation myocardial infarction (STEMI), respiratory

distress, high-risk non-transport, stroke, cardiac arrest, trauma, pandemic treatment and mitigation, treat-and-release patients, pain management and sepsis recognition.

Throughout the term of the contract, First Call will work closely with all community stakeholders to (1) establish community care goals each year, (2) create a system-wide education program, (3) establish baseline metrics and report performance on the goals, (4) regularly measure outcomes and offer feedback to clinicians, and (5) regularly perform community outreach programs (e.g., health fairs).

First Call has Medical Directors in place for all of our current operations. They are highly involved in all processes that lead to the care of our patients. If awarded the Polk County contract, we will secure an appropriate Medical Director in the area for Polk County operations.



Capital Equipment & Response Units

First Call operates primarily Type II and Type III Ford ambulances. Currently, we operate a fleet of 58 ambulances and 5 support vehicles in Tennessee. All of our ambulances meet or exceed state and federal specifications and are certified by the manufacturer. All First Call ambulances and support vehicles have GPS automatic vehicle locators (AVLs).



First Call operates under contract with AT&T and FirstNet for cellular communication and we track and monitor the health of our vehicles using AT&T Fleet Complete web-based software and the AT&T AVLs.

AT&T Fleet Complete

First Call will make sure all ambulances and support vehicles dedicated to Polk County will, at a minimum:

- Operate with the Mobile Data Terminals (MDTs) compatible with Polk County's CAD system,
- Provide geographic data real-time to Polk County,
- Have radios compatible with Polk County dispatch and other Polk County Public Safety entities, and
- Have appropriate EMS equipment.

Base of Operations

First Call will have two stations in Polk County – one in the Ocoee / Benton area and one in the Copper Basin / Ducktown area. The specific stations will be decided after award of the contract.



Human Resources & Continuing Education

Recruitment and Retention – First Call considers the most important part of any organization providing ambulance service is the staff providing the services. We have a world class employee recruitment and retention program in place. Our process results in us attracting the best EMTs, AEMTs and Paramedics in the community and we strive to retain our best employees through competitive pay, bonuses, benefits and continued education. We have an aggressive and rewarding employee referral program which brings in most of our new recruits.

Diversity and Inclusion – First Call is an equal opportunity employer and encourages diversity in its workforce. Employment decisions and advancement are based on merit, qualifications and business needs, and NOT on race, color, national origin, ancestry, gender, sexual orientation, age, weight, religion, creed, physical or mental disability, marital status, veteran status, political affiliation or any other status protected by law. First Call complies with the Americans with Disabilities Act (ADA) and provides accommodations in situations where needed. We strive to have the First Call workforce in any community we serve match the diversity of the community.

Incumbent Transition – First Call will welcome all of the current EMS provider employees who are displaced due to the transition to consider joining the First Call team. First Call believes that communities are best served by those who know the community well and have a history of serving the community. As we say to our new employees during orientation, “When you get into your ambulance, imagine it’s your grandmother in the back and you are giving her the best care possible.”

First Call’s wages and salaries will meet or exceed current wage expectations in the area. We will recognize years of service at the current EMS provider on a sliding scale for experience when determining pay structure.

Onboarding – All First Call employees are required to go through our standard hiring and onboarding process. This includes interviewing and testing prior to hiring and a complete orientation of our policies, protocols, clinical procedures, standard operating guidelines, physical ability testing, driver training and safety training.

Benefits – First Call has a comprehensive benefits program for all eligible employees. These include health insurance, dental insurance, vision care insurance, health saving account, prescription drug coverage, military reserve, telemedicine services, cancer insurance, short-

MORE THAN A JOB



IT’S A CAREER



“Transporting Patients with
Personal Care and Exceptional
Service”

term and long-term disability insurance, life insurance, counseling services and retirement plans.

Continuing Education – One of the significant benefits First Call provides to its employees is classroom and online training. All staff members are required to attend a minimum of 15 hours of annual continuing education to include topics such as: pediatrics, emergency vehicle operations, domestic violence, corporate compliance, OSHA hazard communications, sexual harassment, and any other topics relevant to advances or changes in treatments or equipment in accordance with their licensure level. All clinicians must maintain a Healthcare Provider CPR certification and trauma (Prehospital Trauma Life Support or International Trauma Life Support) certifications, which must be renewed bi-annually. Paramedics must also maintain certifications in Advanced Cardiac Life Support (ACLS) and Pediatric Advanced Life Support (PALS), which require bi-annual renewals. These are our minimum standards and our teammates take advantage of our full menu of training options offered onsite, including Advanced Medical Life Support (AMLS), Pediatric Education for the Prehospital Professional (PEPP), Pediatric Emergency Assessment, Recognition and Stabilization (PEARS), Emergency Vehicle Operations Course (EVOC) and many others.

We currently use CareerCert (formerly Medic-CE) for our online training, continuing education and CE management needs.



Quality Improvement

As part our commitment to the communities we serve, we continually review the care our staff provides for clinical excellence and accurate documentation. This process allows us to monitor trends and helps us to infuse best practices throughout First Call.

First Call will work closely with the Medical Director to agree on a Quality Assurance and Continuous Improvement Process. We expect the agreed to policies and procedures will include, at a minimum:

- Measurement and Reporting
- Education and Training on Protocols
- Opportunities for Improvement
- Communication, Communication, Communication

Quality Audits and Medical Director Review will be performed on certain types of responses and transports. First Call has a matrix for audits and review which we will use as a starting point for discussion with the Medical Director. Prior to going live with the contract, First Call and the Medical Director will agree on the specific clinical cases for audit and review. For example, all STEMI cases would be reviewed by the Medical Director.

Dispatch, Information Management & Reporting

Dispatch



First Call assumes Polk County 911 Emergency Communication District will dispatch all emergency ambulance calls. First Call will closely coordinate with the district to establish call-type response and systems status management protocols. First Call will work with the IT department to fully integrate CAD software with the software First Call uses to document each response. Our main operating software, Traumasoft (see below), is ready to provide full synchronization API with the Polk County's CAD system so that all time stamps in both systems are accurately captured in real-time.

Information Management



First Call utilizes Traumasoft as its complete EMS Management System – computer aided dispatch (CAD), electronic patient Care reporting (ePCR), billing, human resources, training, payroll, scheduling, fleet operations and more. Traumasoft is a cloud-based software system and all of our data is stored and backed up under contract with Amazon Web Services. Thus, we maintain an electronic record of all of our operations virtually indefinitely. In addition, we collect and store paper records regarding patient care and employee personnel files for the maximum amount of time required by all regulating authorities. All records, whether electronic or paper are maintained in a confidential manner compliant with all laws.

Reporting

First Call will make monthly written reports to Polk County which will include at a minimum the number of emergency and non-emergency transports, response times for emergency transports, and number of "Level Zero" periods during each reporting period. First Call will provide an ambulance response time report in a format approved by Polk County no later than the 5th day of the following month. With all of our customers, we routinely report and review our performance in a transparent manner. We use the review sessions to discuss specific opportunities for improvements in communication, planning, training and performance. We strive to maintain a collaborative and trusting relationship with all customers and we understand that integrity and reliability of data used in reports is crucial to maintaining trust.

Billing

First Call will provide all billing for insurance claims, facility billing and patient responsibility billing for this contract, including the collection of all fees. While many ambulance companies outsource billing services, First Call performs 100% of all billing and collection with staff in our 627 Old Hickory Blvd location. We use an attention-to-detail and compassionate approach to billing and collections. Our CAD system is fully integrated with our billing system and our electronic patient care reports. This helps ensure that all transport and patient documentation is being accurately and securely documented. Patients also have the benefit of speaking with someone located in Tennessee if they have questions about their bill.

Our compliance program is a set up to mirror the Office of Inspector General (OIG) guidelines for ambulance services. And we are under contract with Page, Wolfberg & Wirth, LLC, a leading EMS industry law firm, to assist with any EMS legal issue.

Our billing managers and coders are Certified Ambulance Coders (CAC) through the National Academy of Ambulance Coders. All of our billing personnel receive customer service training to provide the best communication experience possible with patients. All conversations with billing personnel are recorded and those recordings are used for training purposes.



First Call works diligently to file insurance claims in a timely manner with the correct insurance for the patient. To the maximum extent possible, we file claims through our clearinghouse and receive payment via EFT into our bank account.

Bids for Options

First Call understands Polk County is seeking bids for the Ambulance Service Contract for Polk County, TN with three (3) options:

Option 1: 4 ALS Ambulances 24 hours per day

Option 2: Performance Contracts with ALS Ambulances with response time penalties of 2% subsidy per 1% fractile time:

- Zone A 90% fractile within 15 minutes – City’s or Municipal
- Zone B 90% fractile within 30 minutes – County
- Zone X 90% fractile within 45 minutes – National Forest Areas

Option 3: County subsidy of \$720,000 per year. What services will be provided to Polk County?

Based on the information provided in the public notice and other information provided by Director Wes Davis, we have prepared realistic operating budgets for each of the options. First Call’s bids for each option, with comments and clarifications, are:

	Option 1	Option 2	Option 3
Annual Subsidy	\$1,040,000	\$1,100,000	\$720,000
24/7 ALS Ambulances	4 ALS	3 ALS	3 ALS
Spare ALS Ambulance	1 ALS	1 ALS	1 ALS
ALS Quick Response Vehicle (see note below)	N/A	2 – 24/7	1 – Mon thru Fri, 10 hours per day
SUV Support Vehicle	1	1	1
Comments	2 ALS on west side and 2 ALS on east side of county.	2 ALS on west side and 1 ALS on east side. QRVs on west east sides of county.	2 ALS on west side and 1 ALS on east side of county. QRV on east side of county.

ALS Quick Response Vehicle (“QRV”) – A 4-wheel drive SUV with full ALS capabilities (e.g., cardiac monitor, medications and supplies) staffed with a licensed Paramedic able to respond to an emergency call and initiate a high level of care until an ambulance arrives for transport.

Clarifications on Options 2 and 3:

Option 2 – Although the transport volume for Polk County does not appear to necessitate 4 ALS ambulances operating 24 hours per day, 365 days per year, the geographic layout of the county and response time requirements require more than 3 ALS ambulances operating 24 hours per day, 365 days per year. First Call’s recommendation is to use 3 ALS ambulances operating 24 hours per day, 365 days per year and 2 QRVs staffed with a licensed Paramedic 24 hours per day, 365 days per year, with 1 spare ALS ambulance in the county. Additionally, the EMS Director would be available during normal working hours during the week to respond to emergency calls. Thus, Polk County would have 6 first response vehicles available Monday through Friday during the busiest times of the day/week and 5 first response vehicles available 24/7. If multiple ambulances are transporting patients, the EMS Director and one of the Paramedics in a QRV could pair up and use the spare ambulance to transport patients, thus providing 4 ALS ambulances available for patient transport during the busiest times of the day/week.

Option 3 – We understand and appreciate Polk County’s budgetary constraints and commend you and requiring a bid for, “What services can be provided for a \$720,000 annual subsidy?” First Call’s recommendation is to have 3 ALS ambulances operating 24 hours per day, 365 days per year, with 1 spare ALS ambulance in the county. In addition, we would staff 1 QRV with a licensed Paramedic 10 hours per day, Monday through Friday. Additionally, the EMS Director would be available during normal working hours during the week to respond to emergency calls. Thus, Polk County would have 5 first response vehicles during the busiest times of the day/week. If multiple ambulances are transporting patients, the EMS Director and the Paramedic in the QRV could pair up and use the spare ambulance to transport patients, thus providing 4 ALS ambulances available for patient transport during the busiest times of the day/week.

Term of Contract – First Call requests a five (5) year contract with a renewal option of five (5) years.

Subsidy Payments – First Call requests the annual subsidy be paid monthly through the duration the contract.

Alternative Option – Polk County might consider the option of 3 ALS ambulances 24 hours per day, 365 days per year and 1 QRV vehicle 24 hours per day, 365 days per year, with 1 spare ALS ambulance in the county. First Call would be able to provide those services for an annual subsidy of \$850,000. As noted in Option 2, the EMS Director would be available during normal working hours during the week to respond to emergency calls. With this option, Polk County would have 5 first response vehicles available Monday through Friday during the busiest times of the day/week and 4 first response vehicles available 24/7. If multiple ambulances are transporting patients, the EMS Director and the Paramedic in the QRV could pair up and use the spare ambulance to transport patients, thus providing 4 ALS ambulances available for patient transport during the busiest times of the day/week.

Timetable

First Call is available to begin operations under a contract with Polk County thirty (30) days after contract signing. First Call will develop and obtain agreement of a specific timeline for transition from the current EMS provider. The milestone / action items of the transition timeline will include, at a minimum, the following:

- Obtain EMS licenses and permits for ambulances as required by the State of Tennessee.
- Assign a senior member of our management team to oversee the transition from the current EMS provider to First Call.
- Develop and agree on medical protocols with appropriate Polk County Public Safety personnel and area healthcare facilities.
- Meet with current EMS provider and its employees to discuss potential employment with First Call. Our hope would be to fill all shifts and leadership with as many of those employees as possible.
- Hiring and onboard training of personnel.
- Joint training with local fire departments on medical protocols.
- Test all communications thoroughly.
- Meet with all hospitals, nursing homes, and other healthcare facilities in the area for awareness of our commitment to the community.
- Conduct daily or weekly status meetings with key officials from contract signing date to go live date.

Financials

First Call is a privately held company with a policy of not sharing detailed financial statements unless the receiving party is under a confidentiality and non-disclosure agreement.

Dixon Hughes Goodman has audited the historic financial statements of First Call. Our main contacts are:

Paul Hopkins, CPA
Partner
Dixon Hughes Goodman LLP
5201 Virginia Way, Suite 101
Brentwood, Tennessee 37027
Phone: 615-454-9728
Email: paul.hopkins@dhg.com



Stuart Voges, CPA
Senior Associate
Dixon Hughes Goodman LLP
5201 Virginia Way, Suite 101
Brentwood, Tennessee 37027
Phone: 901-259-3606
Email: stuart.voges@dhg.com

Pinnacle Financial Partners has been the primary bank to First Call since 2004. Our banking contact is:

John Markham
Senior Vice President
150 3rd Avenue South, Suite 800
Nashville, TN 37201
Phone: 615-744-2920
Email: john.markham@pnfp.com



Please feel free to contact our references for Pinnacle Financial Partners and Dixon Hughes Goodman for assurance that First Call is financially stable.

Credit References

To follow is a condensed list of some of our vendors:



Medix Specialty Vehicles, Inc.

Wade Robinson, Sales Manager | email: wade@medixambulance.com



Traumasoft

Brian Barlow, CEO | email: brian@traumasoft.com



Stryker Medical-Emergency Care

Jeff Masten, Account Manager | email: jeff.masten@stryker.com



Page, Wolfberg & Wirth, LLC

G. Christopher Kelly, Attorney | email: ckelly@pwwemslaw.com

Please feel free to contact the references above.

Insurance

First Call maintains insurance coverage for commercial general liability, automobile liability, umbrella excess liability, worker's compensation, professional liability, cyber/data and network liability.