



5484 Ohio Route 49 South, Greenville, Ohio 45331

August 24, 2026

Northern Shelby County Joint Ambulance District
Attn: Mr. Lance Symonds, Board President
PO Box 190
Botkins, Ohio 45306

Dear Northern Shelby County Joint Ambulance District Selection Committee,

Spirit Medical Transport, LLC dba Spirit EMS respectfully submits this proposal in response to the Northern Shelby County Joint Ambulance District's Request for Proposals for ambulance and emergency medical services.

Spirit EMS recognizes the district's goal of establishing a sustainable, accountable, and community-focused emergency medical services system that delivers dependable Advanced Life Support (ALS) coverage while maintaining fiscal responsibility, operational readiness, workforce stability, and exceptional patient care. We share that vision and are committed to providing a service model that meets the district's current needs while supporting its long-term objectives.

Founded in 2007, Spirit EMS has grown from a small operation consisting of three ambulances and two wheelchair-accessible transport vehicles into one of the largest independent emergency medical services and medical transportation providers in Western Ohio and Eastern Indiana. Today, Spirit EMS operates a fleet of more than forty ambulances, fifteen wheelchair-accessible transport vehicles, and nearly seventy total fleet assets serving communities across a broad geographic region extending from Defiance County, Ohio, to Union County, Indiana.

Since August 2014, Spirit EMS has successfully provided contracted 9-1-1 emergency medical services through competitively awarded governmental agreements in both Ohio and Indiana. Throughout this period, Spirit EMS has partnered with ambulance districts, county governments, healthcare systems, and public agencies while maintaining a proven record of operational excellence, workforce stability, fiscal responsibility, regulatory compliance, and community engagement.

Spirit EMS currently serves as the contracted 9-1-1 emergency medical services provider for the Houston Joint Ambulance District, a partnership that began on January 1, 2021. In addition, Spirit EMS provided emergency medical services to the Perry Port Salem Ambulance District from October 2021 through December 2022, delivered emergency response coverage along Wayne County, Indiana's Interstate 70 corridor during 2014 and 2015, and served as the countywide 9-1-1 ambulance provider for Union County, Indiana, from March 2017 through December 2020. These engagements concluded through the respective governmental procurement and contract review processes and were not the result of performance deficiencies or contractual noncompliance. Collectively, these successful partnerships demonstrate Spirit EMS's ability to implement, manage, and sustain governmental EMS systems in rural, suburban, and transportation-corridor environments.

Spirit EMS respectfully proposes a service model built upon the following core principles:

One continuously staffed, district-based Advanced Life Support ambulance.

- Dedicated backup and surge-capacity response resources.
- Extensive reserve fleet availability.
- Comprehensive disaster response and continuity-of-operations planning.
- Robust quality assurance and continuous quality improvement programs.
- Proven workforce recruitment, development, and retention strategies.
- Community-focused and patient-centered billing practices.
- Transparent reporting, performance measurement, and accountability.
- Long-term operational and financial sustainability.

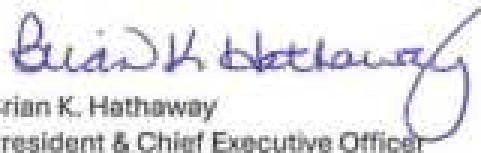
In the spirit of full transparency and a collaborative partnership with the district, Spirit Medical Transport, LLC dba Spirit EMS respectfully notes a section of the RFP where we would welcome further dialogue before contract execution: the insurance and indemnification provisions outlined in Appendix C. We recognize and fully support the district's interest in protecting public assets and ensuring uninterrupted emergency services. We are prepared to meet all statutory and customary coverage obligations for an EMS provider in the area.

We would note, however, that the cumulative effect of the specified insurance limits imposes a significant burden beyond what we typically encounter in comparable rural and regional EMS procurements. Based upon consultations with our insurance broker, compliance with the Appendix C requirements is projected to increase annual insurance costs by approximately \$217,000 above our current coverage program. We would welcome the opportunity to discuss these requirements during contract negotiations following proposal evaluation and are willing to provide supporting documentation regarding insurance costs and comparable EMS procurement requirements upon request.

Spirit EMS is fully prepared to commence service on January 1, 2027. It is committed to working collaboratively with the Northern Shelby County Joint Ambulance District, Shelby County 9-1-1, local public safety agencies, healthcare partners, and community stakeholders to ensure a seamless transition and the successful delivery of emergency medical services throughout the district.

Respectfully submitted,

Spirit Emergency Medical Services



Brian K. Hathaway
President & Chief Executive Officer

PROPOSAL

EMERGENCY MEDICAL SERVICES AND 911 COVERAGE PROPOSAL



Charlotte Caldwell/SDN Photo



PREPARED FOR

**NORTHERN SHELBY COUNTY
JOINT AMBULANCE DISTRICT**

PRESENTED BY



A LOCAL PARTNERSHIP FOR RELIABLE EMERGENCY RESPONSE

Our Family Taking Care Of Your Family

SECTION 1

Executive Summary & Binding Authority

This proposal should be reviewed in conjunction with the introductory letter included at the beginning of this Request for Proposal (RFP). The introductory letter serves as the Executive Summary. It outlines Spirit EMS's qualifications, service philosophy, organizational capabilities, and commitment to providing high-quality Emergency Medical Services and 9-1-1 response coverage for the Northern Shelby County Joint Ambulance District.

The introductory letter further establishes Spirit EMS's authority to submit this proposal and confirms that the information contained herein is accurate and binding upon the organization. All commitments, representations, pricing, and service levels in this proposal are subject to the terms, conditions, and authorizations outlined in the introductory letter and this proposal.

1.2 Executive Summary

Comprehensive EMS Service Delivery Model

Spirit EMS proposes a comprehensive emergency medical services delivery model specifically designed to support the Northern Shelby County Joint Ambulance District's operational objectives, service expectations, and long-term vision for high-quality emergency medical care.

The proposed service model delivers:

- Continuous, 24-hour Advanced Life Support (ALS) ambulance coverage based within the district.
- Dedicated backup and surge-capacity response resources to ensure uninterrupted service delivery.
- Extensive fleet redundancy and reserve vehicle availability.
- A highly trained workforce consisting of 95 certified EMS professionals.
- In-house billing and revenue cycle management services.
- Comprehensive Quality Assurance and Quality Improvement (QA/QI) oversight.
- Robust disaster preparedness and continuity-of-operations capabilities.
- Compassionate resident billing protections and patient advocacy programs.
- Full operational readiness for January 1, 2027, service commencement.

Proven Governmental EMS Experience

Spirit EMS brings more than a decade of experience providing contracted 9-1-1 ambulance services through competitively awarded governmental agreements. Unlike organizations whose primary focus is interfacility transportation, Spirit EMS has extensive experience developing, implementing, and managing public emergency medical services systems on behalf of local governments and public agencies.

Governmental EMS Experience

- Houston Joint Ambulance District (January 2021 to Present)
- Perry Port Salem Ambulance District (October 2021 to December 2022)
- Union County, Indiana EMS System (March 2017 to December 2020)
- Wayne County, Indiana Interstate 70 EMS Coverage (2014 to December 2015)

These successful partnerships have provided Spirit EMS with firsthand experience in ambulance district governance, public accountability, municipal and county contract administration, rural EMS deployment, mutual aid coordination, emergency system implementation, and long-term operational management.

Through experienced leadership, proven operational performance, substantial fleet resources, workforce stability, advanced technology, and strong community engagement, Spirit EMS is uniquely positioned to provide dependable and sustainable emergency medical services to the Northern Shelby County Joint Ambulance District.

Award-Winning EMS Provider

Spirit EMS is honored to be the recipient of the 2025 Ohio EMS Agency of the Year Award, becoming the first private EMS organization in the award's twenty-four-year history to receive this distinction.

This statewide recognition reflects Spirit EMS's commitment to:

- Clinical excellence
- Workforce recruitment and development
- Operational accountability
- Community engagement
- Patient-centered service delivery
- Innovation in emergency medical services

Spirit EMS is proud to bring this same award-winning culture of excellence, accountability, and service to the Northern Shelby County Joint Ambulance District.

Spirit EMS at a Glance

Proven. Award-Winning. Community-Focused.

- Founded February 16, 2007
- Recipient of the 2025 Ohio EMS Agency of the Year Award
 - First private EMS organization to receive this distinction in the award's 24-year history
- Operates more than 40 ambulances
- Maintains 15-wheelchair-accessible transport vehicles
- Operates nearly 70 total fleet assets
- Employs 95 certified EMS professionals, including Paramedics, Advanced EMTs, and EMTs
- Provides contracted 9-1-1 EMS services through competitive procurements since August 2014
- Current EMS provider for the Houston Joint Ambulance District
- Former EMS provider for the Perry Port Salem Ambulance District
- Former provider of countywide 9-1-1 ambulance services in Union County, Indiana
- Former provider of Interstate 70 EMS response operations in Wayne County, Indiana
- More than a decade of governmental EMS contract experience
- Serves communities throughout Western Ohio and Eastern Indiana
- Utilizes advanced QA/QI technologies, including the Huly EMS Artificial Intelligence platform
- Operates internal EMT and Paramedic education and workforce development programs
- Will not hard bill verified Northern Shelby County Joint Ambulance District residents
- Proposes a Community EMS Assistance Program to assist with deductibles, co-insurance obligations, hardship cases, and uninsured transports
- Fully prepared for January 1, 2027 implementation

Why Spirit EMS

Spirit EMS believes successful EMS systems are measured by more than response times and transport volume. The most effective EMS providers demonstrate a sustained record of successfully operating public emergency medical systems under governmental oversight while maintaining accountability to taxpayers, elected officials, patients, and the communities they serve.

Since August 2014, Spirit EMS has successfully delivered contracted 9-1-1 ambulance services through competitive procurement processes in Ohio and Indiana. During that time, the organization has developed extensive expertise in ambulance district operations, countywide EMS systems, emergency response deployment, mutual aid coordination, rural healthcare delivery, and public-sector contract management.

Spirit EMS has consistently invested in:

- Fleet expansion and modernization
- Workforce recruitment and retention
- Clinical quality improvement initiatives
- Communications and operational technology
- Internal EMT and Paramedic education programs
- Community outreach and engagement
- Financial stability and organizational growth



The organization actively supports the communities it serves through participation in:

- Darke County Chamber of Commerce programs and initiatives
- Wayne HealthCare Foundation activities
- Paulding County Hospital Foundation programs
- Community festivals and local events
- Local 5K races and charitable athletic events
- Youth sports organizations
- County fairs and junior livestock exhibitions
- Community fundraising efforts and civic projects

Spirit EMS believes emergency medical services providers should be more than healthcare organizations. They should be visible, trusted, and engaged community partners dedicated to improving the quality of life in the communities they serve. Through operational excellence, fiscal responsibility, patient-centered care, and meaningful community involvement, Spirit EMS is prepared to become a long-term partner of the Northern Shelby County Joint Ambulance District and the residents it serves.

Community EMS Assistance Program

A distinguishing feature of this proposal is Spirit EMS's commitment to protecting Northern Shelby County Joint Ambulance District residents from ambulance-related financial hardship and ensuring no resident delays calling 9-1-1 because of concerns about medical bills or collection activity. To support this commitment, Spirit EMS proposes creating a Community EMS Assistance Program, funded through a dedicated District allocation of \$75,000 annually.

The Community EMS Assistance Program is designed to provide financial assistance to eligible District residents for:

- Insurance deductibles
- Co-insurance and out-of-pocket obligations
- Uninsured emergency ambulance transport
- Financial hardship cases
- Charity care assistance
- Approved resident balances not otherwise covered by insurance or available assistance programs

Resident Billing Protections

Under this proposal, verified Northern Shelby County Joint Ambulance District residents will receive significant financial protection, including:

- No hard billing for approved resident balances.
- No referral of resident accounts to collection agencies.
- No reporting of resident balances to credit reporting bureaus.
- No wage garnishment actions arising from ambulance service accounts.
- Access to financial assistance and case-by-case hardship review through the Community EMS Assistance Program.

Spirit EMS believes emergency medical services are an essential public service and that every resident should have confidence that calling 9-1-1 during a medical emergency will never result in aggressive collection efforts or create an undue financial burden. Through the Community EMS Assistance Program, Spirit EMS and the Northern Shelby County Joint Ambulance District can work together to ensure residents have access to lifesaving emergency care while providing meaningful safeguards against ambulance-related financial hardship.

This patient-centered approach reflects Spirit EMS's commitment to compassionate service, community partnership, and the belief that no individual should hesitate to request emergency medical assistance when they need it most.

Commitment to the Northern Shelby County Joint Ambulance District

Spirit EMS respectfully submits this proposal as a commitment to delivering dependable, sustainable, and community-focused emergency medical services to the residents, businesses, visitors, and public safety partners of the Northern Shelby County Joint Ambulance District.

As the recipient of the 2025 Ohio EMS Agency of the Year Award, Spirit EMS combines award-winning leadership, extensive operational resources, workforce depth, advanced clinical and dispatch technologies, compassionate billing practices, and nearly two decades of emergency medical services experience to provide an EMS system built around the district's priorities and community expectations.

Spirit EMS is prepared to support the district's goals through:

- Reliable, 24-hour Advanced Life Support (ALS) ambulance coverage.
- Effective response capabilities for simultaneous and overlapping incidents.
- Reduced reliance on mutual aid through dedicated staffing and reserve resources.
- Workforce recruitment, retention, and long-term stability.
- Transparent reporting, accountability, and performance measurement.
- Financially sustainable EMS operations.
- Compassionate and resident-focused billing practices.
- Strong partnerships with local public safety agencies, healthcare providers, and community stakeholders.

Spirit EMS understands that emergency medical services are among the most visible and essential public services a community receives. Our commitment extends beyond emergency response and transport services to include operational excellence, clinical quality, fiscal responsibility, community engagement, and continuous improvement.

Spirit EMS is fully committed to achieving operational readiness and providing uninterrupted emergency medical services beginning January 1, 2027.

SECTION 2

Table of Contents & Cross-Reference Index

Purpose

This proposal provides the Northern Shelby County Joint Ambulance District with a comprehensive overview of Spirit EMS's qualifications, operational capabilities, workforce resources, fleet assets, clinical quality programs, billing philosophy, and financial stability. The Table of Contents and Cross-Reference Index are intended to help evaluators locate information relevant to the criteria established in the Request for Proposals.

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Proposal Organization Statement

Spirit EMS has structured this proposal to directly address the operational objectives identified by the Northern Shelby County Joint Ambulance District, including:

- Dependable 24-hour Advanced Life Support coverage.
- Readiness for simultaneous and high-demand emergency incidents.
- Workforce recruitment, retention, and stability.
- Fleet reliability and operational readiness.
- Reduced dependence on mutual aid resources.
- Transparent accountability and performance reporting.
- Long-term financial sustainability.
- Compassionate, resident-centered billing practices.
- Enduring community partnership and stakeholder collaboration.

Each section of this proposal has been intentionally organized to demonstrate Spirit EMS's ability to deliver a reliable, sustainable, fiscally responsible, and award-winning emergency medical services system that aligns with the district's operational goals, community expectations, and long-term vision for emergency medical care.

SECTION 3

Corporate Profile & Legal Status

3.1 Corporate Information

Spirit Medical Transport, LLC dba Spirit EMS is an award-winning emergency medical services organization providing emergency response, interfacility transportation, wheelchair-accessible transportation, disaster response support, and community healthcare partnerships throughout Western Ohio and Eastern Indiana.

Founded in 2007, Spirit EMS has grown from a small operation with three ambulances and two wheelchair-accessible vehicles into one of the region's largest independent EMS providers. Today, the organization operates more than forty ambulances, maintains nearly seventy fleet assets, employs ninety-five certified EMS professionals, and delivers services across a multi-county service area spanning Ohio and Indiana.

Since 2014, Spirit EMS has successfully provided contracted 9-1-1 emergency medical services through competitively awarded governmental agreements, establishing a proven record of operational excellence, fiscal responsibility, workforce stability, and community engagement.

Corporate Information

Legal Business Name: Spirit Medical Transport, LLC

Doing Business As: Spirit EMS

Federal Employer Identification Number (FEIN): [REDACTED]

Unique Entity Identifier (UEI): [REDACTED]

CAGE Code: [REDACTED]

Headquarters:

5484 South State Route 49

Greenville, Ohio 45331

Main Telephone:

937-548-2800

Website: www.spiritmedicaltransport.com

3.2 Executive Leadership

Spirit EMS maintains an experienced leadership team responsible for strategic planning, operational performance, workforce development, clinical quality, customer service, communications, billing operations, and regulatory compliance. This leadership structure provides direct oversight of all aspects of service delivery and ensures responsiveness and accountability throughout the term of any agreement with the Northern Shelby County Joint Ambulance District.

Spirit EMS Executive Leadership Team

Executive Team Member	Position
Brian K. Hathaway	President & Chief Executive Officer
Aaron Guthrie	Vice President
Brian Brown	Chief of Outreach & Engagement
Sarah Stump	CDST Director
Curt Garrison	Operations Manager
Ted Bruner	Director of Human Resources/Regulatory Compliance
Amanda Fore	Executive Administrative Assistant
Kalen Swan	Chief Financial Officer

Collectively, the leadership team oversees:

- Strategic planning and organizational leadership
- Emergency medical services operations
- Workforce recruitment, development, and retention
- Billing operations and revenue cycle management
- Communications and dispatch services
- Quality assurance and performance improvement initiatives
- Community engagement and customer service
- Fleet and equipment management
- Financial stewardship and regulatory compliance

3.3 Key Personnel Responsibilities

Brian K. Hathaway

President & Chief Executive Officer

Brian K. Hathaway is one of two owners and serves as the President and Chief Executive Officer of Spirit EMS. Since establishing the organization in 2007, he has guided its growth into a regional EMS provider recognized for operational excellence, community engagement, and innovation within emergency medical services.

Primary Responsibilities include:

- Strategic Planning
- Corporate Leadership
- Financial Oversight
- Government Relations
- Business Development
- Organizational Growth



Aaron Guthrie
Vice President

Aaron Guthrie is co-owner of Spirit EMS and supports organizational leadership, strategic planning, performance improvement initiatives, and operational development. He works closely with executive leadership to support continued growth and organizational excellence.

Primary Responsibilities

- Executive Leadership Support
- Strategic Planning
- Performance Improvement Initiatives
- Organizational Development
- Community Relations



Brian Brown
Chief of Outreach & Engagement

Brian Brown leads community engagement initiatives and serves as Spirit EMS's primary liaison to community stakeholders, public safety agencies, healthcare organizations, municipal leaders, and elected officials.

In this role, he helps ensure Spirit EMS remains actively engaged within the communities it serves while fostering partnerships that support service excellence and long-term community relationships.

Primary Responsibilities

- Community Outreach and Engagement
- Government and Municipal Relations
- Public Safety Partnership Development
- Healthcare Partner Relations
- Community Education Programs
- Public Information and Communications
- Stakeholder Engagement
- Service Development Initiatives
- Community Event Coordination
- Contract and Partnership Support



Mr. Brown works collaboratively with healthcare providers, public agencies, and community organizations to ensure Spirit EMS remains responsive to community needs and expectations.

Sarah Stump
CDST Director

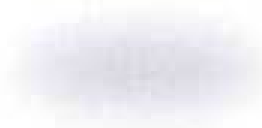
Sarah Stump oversees communications, dispatch coordination, billing operations, revenue cycle management, quality assurance, quality improvement initiatives, performance analytics, and regulatory reporting.

Primary Responsibilities

- Dispatch Operations
- Billing Operations
- Revenue Cycle Management
- QA/QI Administration
- Compliance and Reporting
- Customer Service Oversight
- Huly EMS Platform Administration

Under her leadership, Spirit EMS utilizes the Huly EMS Artificial Intelligence Platform to support:

- Documentation quality review
- Performance monitoring
- Operational trend analysis
- Compliance oversight
- Quality improvement initiatives
- Reporting and analytics

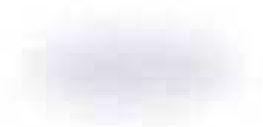


Curt Garrison
Operations Manager

Curt Garrison manages daily field operations and oversees staffing, deployment readiness, scheduling, and fleet preparedness to ensure consistent service delivery.

Primary Responsibilities

- Daily Operations Management
- Personnel Supervision
- Scheduling and Staffing Coordination
- Fleet Readiness
- Operational Performance Monitoring



Ted Bruner**Director of Human Resources & Regulatory Compliance**

Ted Bruner oversees workforce development programs, human resources operations, and regulatory compliance initiatives throughout Spirit EMS.

Primary Responsibilities

- Recruitment and Hiring
- Workforce Development and Training Programs
- Employee Retention and Engagement Initiatives
- Strategic Workforce Planning
- Human Resources Compliance
- Regulatory Compliance and Accreditation Readiness
- Policy Development and Implementation
- Employee Relations and Conflict Resolution
- Labor Law and Employment Practice Compliance
- Personnel Records Management and Reporting
- Risk Management and Workplace Standards Compliance

**Amanda Fore****Executive Administrative Assistant**

Amanda Fore provides administrative and organizational support to executive leadership and operational departments while assisting with accounts payable functions across Spirit EMS.

Primary Responsibilities

- Executive Administrative Support
- Calendar and Meeting Coordination
- Document Preparation and Records Management
- Internal Communications Coordination
- Accounts Payable Processing and Invoice Management
- Vendor Communication and Payment Tracking
- Office Administration and Operational Support
- Reporting and Data Management
- Project and Event Coordination
- Departmental Administrative Support



Kalen Swan**Chief Financial Officer**

Kalen Swan of Forge Financial serves as Spirit EMS's outsourced Chief Financial Officer (CFO), providing strategic financial leadership, fiscal oversight, and financial planning services to support the agency's operational and organizational goals.

Primary Responsibilities

- Financial Strategy and Planning
- Budget Development and Oversight
- Financial Reporting and Analysis
- Cash Flow Management
- Revenue Cycle and Reimbursement Oversight
- Financial Forecasting and Performance Monitoring
- Regulatory and Financial Compliance
- Internal Controls and Risk Management
- Audit Coordination and Support
- Capital Planning and Asset Management
- Executive Financial Advising
- Board and Leadership Financial Reporting
- Grant and Funding Financial Oversight
- Long-Term Financial Sustainability Planning

3.4 Registered Agent

The registered agent for Spirit Medical Transport, LLC dba Spirit EMS for legal notices, regulatory correspondence, and service of process is:

Brian K. Hathaway
President & Chief Executive Officer
Spirit Medical Transport, LLC dba Spirit EMS
5484 South State Route 49
Greenville, Ohio 45331
Phone: 937-548-2800
Email: bhathaway@spiritmedicaltransport.com

3.5 Service of Process Contact

All legal notices, contractual notices, and service of process relating to this proposal and any resulting agreement should be directed to:

Brian K. Hathaway
President & Chief Executive Officer
Spirit Medical Transport, LLC dba Spirit EMS
5484 South State Route 49
Greenville, Ohio 45331
Phone: 937-548-2800
Email: bhathaway@spiritmedicaltransport.com

Corporate Capability Statement

Spirit EMS possesses the executive leadership, workforce depth, fleet resources, operational experience, financial stability, and administrative infrastructure necessary to successfully provide emergency medical services to the Northern Shelby County Joint Ambulance District.

As the recipient of the 2025 Ohio EMS Agency of the Year Award, Spirit EMS has demonstrated a commitment to clinical excellence, operational accountability, innovation, workforce development, and community engagement. Through experienced leadership, advanced quality improvement systems, modern technology, extensive fleet resources, and a patient-centered approach to service delivery, Spirit EMS is fully prepared to provide a reliable, sustainable, and community-focused EMS system beginning January 1, 2027.

The organization looks forward to partnering with the Northern Shelby County Joint Ambulance District to deliver high-quality emergency medical services while maintaining the highest standards of professionalism, accountability, and community service.



SECTION 4

Qualifications, Experience & Past Performance

4.1 Corporate History

Spirit EMS: Nearly Two Decades of Proven Service, Responsible Growth, and Community Partnership

Founded in 2007, Spirit Medical Transport, LLC dba Spirit EMS was established to provide dependable, compassionate, and professional medical transportation and emergency medical services to communities throughout Western Ohio and Eastern Indiana.

Since that time, Spirit EMS has grown from a small operation with three ambulances and two wheelchair-accessible transport vehicles into one of the region's largest and most respected independent EMS providers. Through strategic growth, disciplined investment, and a sustained commitment to operational excellence, Spirit EMS now serves a broad regional footprint extending from Defiance County, Ohio, to Union County, Indiana.

Spirit EMS's growth has also strengthened its regional emergency response partnerships. Since March 29, 2022, Spirit EMS has participated in the Greater Dayton regional fire service mutual-aid network. As part of this proposal, Spirit EMS is formalizing a mutual-aid agreement with participating Greater Dayton area fire departments to further enhance emergency response coordination and resource availability for the Northern Shelby County Joint Ambulance District. This partnership supports coordinated response during major incidents, severe weather events, mass casualty incidents, disaster operations, and other circumstances requiring expanded public safety resources. It also reinforces Spirit EMS's commitment to operational resiliency, integrated emergency management, interagency cooperation, and community readiness.

Today, Spirit EMS operates:

- More than 40 ambulances
- 15 wheelchair-accessible transport vehicles
- Nearly 70 total fleet assets
- A workforce of 95 certified EMS professionals

This sustained growth reflects the trust hospitals, healthcare systems, government agencies, public safety partners, and the communities it serves place in Spirit EMS.

Geographic Service Area

Spirit EMS serves diverse communities throughout Western Ohio and Eastern Indiana, including rural, suburban, agricultural, industrial, healthcare, and transportation-corridor environments. In addition to its 9-1-1 emergency response operations, Spirit EMS provides comprehensive medical standby and event coverage services for concerts, county fairs, festivals, motorsports venues, athletic competitions, and other large public gatherings.

The organization's service footprint extends across multiple counties and includes ambulance district contracts, countywide EMS systems, healthcare transportation services, special event operations, and disaster response support. This broad operational experience has given Spirit EMS firsthand knowledge of the unique challenges of rural EMS delivery, including workforce recruitment and retention, extended transport distances, mutual aid coordination, dynamic resource deployment, mass gathering medicine, and continuity of operations across large geographic service areas.

Spirit EMS has successfully provided EMS services under ambulance district agreements, countywide contracts, and other governmental service models, developing extensive experience in stakeholder engagement, public accountability, regulatory compliance, performance-based contract management, and collaborative public safety operations.

Special Event Operations

Spirit EMS provides primary EMS coverage for concerts, county fairs, festivals, motor sports facilities, athletic events, and other large public gatherings throughout the region. Since 2015, Spirit EMS has served as the exclusive EMS provider for Country Concert, working closely with the Fort Laramie Fire Department and other public safety agencies to support one of the Midwest's largest annual music festivals.

To support these operations, Spirit EMS maintains a dedicated special events division staffed by personnel with a specific interest in event medicine and mass gathering operations. Whenever possible, special event assignments are filled through voluntary overtime opportunities and event-specific staffing resources, allowing the organization to support community events without negatively impacting staffing levels for contracted 9-1-1 emergency services.

These operations have provided Spirit EMS with significant expertise in:

- Special event medical planning
- Unified Incident Command operations
- Crowd management and public safety coordination
- Mass casualty preparedness
- Large-scale event logistics
- Multi-agency emergency response coordination
- Scalable EMS deployment strategies

FEMA Disaster Response and Emergency Deployment Support

Through its contractual partnership with AMR/GMR, Spirit EMS participates in FEMA-supported disaster response missions and national emergency deployments when requested. These deployments have provided valuable experience in large-scale incident management, emergency logistics, disaster response operations, and continuity planning during complex emergency events.

Spirit EMS maintains strict deployment policies to ensure that FEMA assignments never compromise staffing levels, fleet availability, response readiness, or contractual obligations within existing service areas. Spirit EMS selects personnel for deployments from available staffing resources, reserve staffing pools, and individuals specifically interested in deployment opportunities.

By utilizing reserve personnel, supplemental staffing resources, and extensive fleet capacity, Spirit EMS ensures that existing ambulance district contracts, healthcare transportation commitments, and emergency response obligations remain fully protected throughout any deployment period.

This combination of governmental EMS contract experience, special event operations expertise, and federally supported disaster response participation has strengthened Spirit EMS's ability to manage complex incidents, scale resources rapidly, and provide dependable emergency medical services under both routine and extraordinary circumstances.

Strategic and Sustainable Growth

Since its founding, Spirit EMS has embraced a philosophy of responsible, sustainable growth focused on strengthening operational capabilities while maintaining service excellence.

Over the years, the organization has invested significantly in:

- Fleet expansion and modernization
- Workforce recruitment and development
- Communications and dispatch infrastructure
- Advanced medical equipment
- Technology and data systems
- Revenue cycle management
- Quality assurance and performance improvement programs
- Community partnerships and outreach

From its beginnings with three ambulances and two wheelchair-accessible vehicles, Spirit EMS has grown into one of the region's largest independent EMS providers.

Current organizational resources include:

- More than 40 ambulances
- 15 wheelchair-accessible transport vehicles
- Nearly 70 total fleet assets
- Extensive reserve fleet capacity
- Internal EMT and Paramedic education programs
- Advanced quality improvement and compliance systems

These resources provide exceptional operational resiliency, fleet redundancy, disaster response capability, and continuity-of-operations support.

Governmental EMS Contract Experience

Spirit EMS has built a proven record of delivering contracted 9-1-1 emergency medical services through competitively awarded governmental agreements.

Since August 2014, Spirit EMS has provided primary EMS coverage under government contracts in Ohio and Indiana, including ALS ambulance response, workforce management, fiscal accountability, regulatory compliance, public reporting, community engagement, and coordination with public safety, healthcare, and local government partners.

Spirit EMS's success is grounded in strong collaboration with fire departments, law enforcement, emergency management agencies, and local officials. The organization understands that effective EMS depends on trusted partnerships, clear communication, and a unified public safety approach, and it has consistently demonstrated that capability across diverse service environments.

Wayne County, Indiana - Interstate 70 EMS Coverage (2014-2015)

Spirit EMS provided emergency medical coverage for the eastern portion of Wayne County, Indiana, including approximately thirteen miles of Interstate 70. The service area encompassed approximately 185 square miles and required close coordination with multiple fire departments and law enforcement agencies throughout the region.

During the 17-month contract period, Spirit EMS responded to more than 2,100 emergency calls while working alongside numerous public safety agencies to manage medical emergencies, motor vehicle crashes, commercial vehicle incidents, and other emergency responses. This experience enhanced the organization's expertise in transportation corridor EMS operations, large-area resource deployment, multi-agency coordination, and rural emergency response planning.

Union County, Indiana (March 2017 - December 2020)

From March 2017 through December 2020, Spirit EMS served as the primary countywide 9-1-1 ambulance provider for Union County, Indiana.

Serving a rural county of just over 8,000 residents required close coordination with local public safety partners, including the Indiana State Police, Liberty Police Department, Union County Sheriff's Office, Liberty Fire Department, Edgerton Fire Department, and College Corner Fire Department. Through these partnerships, Spirit EMS successfully provided reliable countywide EMS coverage while supporting coordinated emergency response efforts across a predominantly rural area.

During its tenure in Union County, the EMS system averaged approximately 650 to 700 emergency responses annually. Call volume increased notably during the spring and summer months, as the county's population more than tripled due to visitors drawn to Whitewater Memorial State Park, Brookville Lake, and other regional recreational destinations. This seasonal fluctuation required careful resource planning and operational flexibility to maintain consistent emergency medical coverage for both residents and visitors.

Union County's rural geography, staffing requirements, call volume, deployment challenges, and community-focused expectations closely resemble the operating environment of the Northern Shelby County Joint Ambulance District. This experience provides Spirit EMS with direct knowledge of managing a community-based EMS system of similar size, complexity, and operational demands.

Houston Joint Ambulance District (January 2021 - Present)

Since January 1, 2021, Spirit EMS has served as the contracted EMS provider for the Houston Joint Ambulance District.

Through this ongoing partnership, Spirit EMS has developed strong working relationships with the Shelby County Sheriff's Office, Ohio State Highway Patrol, and the Houston, Russia, and Lockington Fire Departments. These partnerships have contributed to coordinated emergency response operations, improved communication, and enhanced service delivery throughout the district.

Spirit EMS has demonstrated its ability to provide dependable coverage, maintain consistent operational reliability, reduce reliance on mutual aid resources, and build strong relationships with district leadership, public safety partners, and community stakeholders.

The District has experienced consistent call volumes throughout Spirit EMS's tenure, with annual responses increasing from 178 calls in 2021 to 254 calls in 2022, followed by 230 calls in 2023, 224 calls in 2024, and 251 calls in 2025. As of 2026, Spirit EMS has responded to 130 calls year-to-date and remains on pace to meet historical service demand levels.

Through more than five years of service to the Houston Joint Ambulance District, Spirit EMS has gained valuable experience operating within a rural EMS environment similar to Northern Shelby County, including managing staffing needs, maintaining response reliability, coordinating with local fire and law enforcement agencies, and delivering high-quality emergency medical services tailored to the needs of the community.

Perry Port Salem Ambulance District (October 2021 - December 2022)

From October 2021 through December 2022, Spirit EMS served as the contracted EMS provider for the Perry Port Salem Ambulance District, helping the district maintain emergency medical services during a period of significant staffing challenges.

Operating within a governmental ambulance district structure, Spirit EMS successfully delivered reliable 9-1-1 ambulance coverage while meeting contractual performance expectations and supporting the community's continued access to emergency medical care. This partnership highlighted the organization's ability to adapt to challenging operational environments, stabilize service delivery, and work collaboratively with local stakeholders to address both immediate and long-term EMS needs.

In 2022, the Perry Port Salem Ambulance District recorded 181 EMS calls. Spirit EMS responded to 179 of those incidents, providing coverage for 98.9% of all requests for service. The remaining two calls were managed through established mutual aid partnerships after multiple emergency incidents occurred within a short period of time and all available Spirit EMS resources were actively committed to patient care.

Beyond emergency response services, Spirit EMS worked closely with District leadership to help position the ambulance district for long-term success. The organization helped educate community stakeholders on the operational and financial challenges facing the EMS system and supported efforts to secure additional levy funding to strengthen staffing levels, enhance response readiness, and improve overall system sustainability.

This collaborative approach reflects Spirit EMS's philosophy of serving as more than a contract provider. The organization strives to be a trusted partner that works alongside district leadership, public officials, employees, and community stakeholders to develop sustainable solutions that strengthen emergency medical services and ensure continued access to high-quality patient care for the communities it serves.

Longstanding Public Safety Partnerships

In addition to its governmental EMS contracts, Spirit EMS has maintained a strong working relationship with the Fort Loramie Fire Department since 2015 and has served as the exclusive EMS provider for Country Concert, one of the largest annual music events in the Midwest. This decade-long partnership has provided valuable experience in unified incident command, mass gathering medicine, large-scale event planning, emergency preparedness, and multi-agency coordination.

The organization's experience supporting large public events, rural communities, countywide EMS systems, transportation corridors, and ambulance districts has reinforced the importance of effective collaboration among EMS, fire, law enforcement, emergency management, and healthcare partners.

Experience Relevant to Northern Shelby County Joint Ambulance District

Together, these experiences have provided Spirit EMS with a comprehensive understanding of governmental EMS operations, contract administration, public accountability, workforce management, financial stewardship, regulatory compliance, stakeholder engagement, and collaborative public safety service delivery. Through years of successfully managing ambulance district contracts, countywide EMS systems, rural response networks, interstate corridor coverage, and large-scale special event operations, Spirit EMS has developed the organizational depth and operational expertise necessary to meet the evolving needs of communities and public agencies.

A defining characteristic of Spirit EMS's approach is its commitment to building strong, lasting partnerships with fire departments, law enforcement agencies, emergency management organizations, healthcare institutions, elected officials, and community stakeholders. These relationships, combined with a focus on unified incident command, operational transparency, and responsive customer service, have enabled Spirit EMS to consistently deliver dependable, high-quality emergency medical services across a variety of service environments.

Equally important is Spirit EMS's commitment to maintaining a self-sustaining emergency response system. Rather than relying heavily on neighboring EMS providers, the organization has strategically invested in staffing, fleet resources, and deployment capabilities that allow it to manage day-to-day operations largely with its own personnel and equipment. During its more than five years as the contracted provider for the Houston Joint Ambulance District, Spirit EMS has required outside EMS mutual aid on only a handful of occasions despite responding to thousands of emergency calls.

This exceptional level of service reliability is supported by real-time GPS fleet monitoring, system status management, and proactive deployment strategies. Every time a 9-1-1 call is dispatched, Spirit EMS uses established move-up procedures to reposition available ambulances strategically throughout the coverage area, ensuring resources remain geographically distributed and ready to respond to additional emergencies. This dynamic deployment model helps preserve response capability, minimize coverage gaps, and maintain operational readiness even when multiple units are committed to active incidents.

By maintaining reserve ambulance capacity, flexible staffing resources, and data-driven deployment practices, Spirit EMS has built a highly dependable EMS system capable of sustaining continuous service without routinely depending on external resources. This operational philosophy enhances response readiness, improves service consistency, and reduces the burden placed on neighboring EMS agencies, ensuring mutual aid remains available for significant incidents, regional emergencies, and extraordinary circumstances.

The combination of proven governmental contract experience, strong public safety partnerships, financial and operational stability, and a demonstrated ability to operate a largely self-sufficient EMS system directly aligns with the operational, administrative, and community service expectations of the Northern Shelby County Joint Ambulance District.

Organizational Recognition and Excellence

Spirit EMS's commitment to clinical excellence, innovation, workforce development, and patient-centered care has been recognized statewide through its selection as the 2025 Ohio EMS Agency of the Year.

This prestigious recognition reflects the organization's dedication to:

- Clinical excellence
- Workforce development
- Operational accountability
- Community engagement
- Continuous quality improvement
- EMS innovation
- Outstanding patient care

Notably, Spirit EMS became the first private EMS organization in the award's twenty-four-year history to receive this distinction. The award represents nearly two decades of investment in personnel, technology, fleet resources, quality systems, and community partnerships.

Community Engagement and Partnership

Spirit EMS believes exceptional EMS organizations must be active, visible, and engaged members of the communities they serve.

The organization maintains active involvement with:

- American Ambulance Association
- Ohio Ambulance and Medical Transportation Association
- Darke County Chamber of Commerce
- Darke County Economic Development
- Wayne HealthCare Foundation
- Paulding County Hospital Foundation
- Community festivals and local events
- Youth sports organizations
- Educational and school programs
- County fairs
- Junior livestock exhibitions

Spirit EMS routinely supports local initiatives through:

- Event sponsorships
- Charitable contributions
- Volunteer participation
- Community outreach activities

The organization has proudly participated in events including:

- Versailles Poultry Days
- Local 5K races
- Community mud runs
- Local festivals and celebrations
- Youth sporting events
- Agricultural fairs

Spirit EMS believes strong community partnerships foster stronger healthcare systems, enhanced public trust, and better outcomes for patients and residents.

Mission Statement

To be the leading provider in Western Ohio and Eastern Indiana for responding to, treating, and transporting patients. This mission serves as the foundation for Spirit EMS's operations, strategic planning, workforce development, patient care initiatives, and community partnerships.

Spirit EMS defines success through:

- Excellence in patient care
- Operational reliability
- Workforce development
- Community involvement
- Financial stability
- Public trust
- Clinical quality
- Continuous improvement

Looking Forward

As Spirit EMS continues to grow and evolve, the organization remains committed to the values that have guided its success since 2007:

- Compassionate patient care
- Exceptional customer service
- Responsible growth
- Community engagement
- Workforce development
- Operational excellence

Spirit EMS believes that delivering exceptional service extends beyond the emergency response itself. To help measure performance and continuously improve the patient experience, the organization utilizes a customer service follow-up program that includes text message satisfaction surveys sent after EMS encounters whenever possible. In addition, Spirit EMS has designated personnel to conduct follow-up calls after EMS responses to assess patient satisfaction, address concerns, gather feedback, and identify opportunities for service improvement. These interactions not only strengthen community relationships and accountability but also provide opportunities to recognize and celebrate employees who have gone above and beyond in serving patients and their families.

Through nearly twenty years of service, strategic investment, and proven performance, Spirit EMS has demonstrated its ability to provide sustainable, high-quality emergency medical services while maintaining a strong commitment to patient satisfaction, community engagement, and continuous quality improvement. The organization is prepared to bring that same experience, commitment, customer-focused approach, and award-winning service model to the Northern Shelby County Joint Ambulance District beginning January 1, 2027.



SECTION 5

Technical Approach to EMS Delivery & Deployment

5.1 Geographic Service Area

Spirit EMS proposes to provide comprehensive emergency medical services throughout the entire Northern Shelby County Joint Ambulance District service area. The proposed deployment model has been developed to ensure consistent emergency response coverage, operational reliability, and efficient resource utilization across all communities within the district.

The service area includes:

- Village of Anna
- Village of Botkins
- Village of Jackson Center
- Dinsmore Township
- Franklin Township
- Jackson Township
- Interstate 75 and associated transportation corridors

Spirit EMS understands the district's unique demographics and operational characteristics, including residential neighborhoods, manufacturing and industrial facilities, agricultural operations, educational institutions, healthcare facilities, and one of Ohio's busiest interstate transportation corridors. Our deployment strategy is specifically designed to address these diverse service demands while maintaining dependable emergency response capabilities throughout the district.

5.2 EMS Deployment Model

Proven Deployment Experience and System Readiness

Spirit EMS will implement a deployment model built upon more than a decade of successful governmental EMS contract experience and operational practices currently utilized throughout Ohio and Indiana. Rather than relying on theoretical deployment concepts or outside resources, Spirit EMS will use a proven system that has succeeded in ambulance districts, countywide EMS systems, rural response environments, interstate transportation corridors, and large-scale special event operations.

Through its service to the Houston Joint Ambulance District, Union County, Indiana, Perry Port Salem Ambulance District, and Interstate 70 operations in Wayne County, Indiana, Spirit EMS has developed extensive expertise in:

- Rural EMS deployment
- Ambulance district operations
- Simultaneous incident management
- Interstate highway emergency response
- Workforce scheduling and staffing
- Dynamic resource deployment
- Fleet management and system readiness
- System implementation and transition management
- Interagency coordination and mutual aid management

Spirit EMS is fully prepared to support the Northern Shelby County Joint Ambulance District with its own personnel, equipment, vehicles, and deployment infrastructure. The organization maintains a fleet and staffing model specifically designed to support a self-sustaining EMS system while minimizing reliance on outside resources and maintaining continuous readiness for emergency responses.

Primary District ALS Coverage

Spirit EMS will provide one dedicated Advanced Life Support (ALS) ambulance, continuously staffed and physically stationed within the Northern Shelby County Joint Ambulance District twenty-four hours per day, seven days per week, serving as the district's primary first-out emergency response unit for all 9-1-1 calls.

Minimum staffing for the primary response unit will consist of:

- One Ohio-certified Paramedic
- One Ohio-certified EMT

This staffing configuration ensures every first-out emergency response is handled by a paramedic-staffed ALS ambulance capable of delivering advanced prehospital care immediately upon arrival. The primary unit will remain dedicated to 9-1-1 emergency response operations and will be strategically deployed to maximize response efficiency and system reliability throughout the district.

Spirit EMS anticipates utilizing a district-owned or district-approved facility within the Northern Shelby County Joint Ambulance District as its primary station location. The specific station location will be selected collaboratively with District leadership to ensure optimal geographic coverage, operational effectiveness, and long-term system sustainability.

The primary District ambulance will be dedicated to Northern Shelby County Joint Ambulance District emergency response operations and will not be routinely utilized for non-emergency transportation assignments, interfacility transfers, or other activities that could compromise emergency response readiness within the district.

In addition to the dedicated District ambulance, Spirit EMS will have access to additional staffed ambulance resources within its regional deployment system. These units may routinely respond to emergency and non-emergency calls elsewhere in the Spirit EMS service area; however, they serve as an important component of the organization's backup response and move-up strategy. When the district's primary ambulance is committed to a call, Spirit EMS can rapidly reposition the closest available ambulance into the district to maintain coverage and response readiness.

This approach allows the district to benefit from both a permanently assigned first-out ambulance and the added response capacity of nearby system resources. These supplemental units provide enhanced surge capability, improved coverage during multiple simultaneous emergencies, and the potential for faster secondary response times when additional resources are required.

To support daily operations and maintain clear communication with District leadership, Spirit EMS will appoint a Station Manager to oversee station operations, coordinate personnel, conduct quality assurance activities, and serve as the primary liaison between Spirit EMS and the District. This individual may also serve as part of the EMS crew and will provide District officials with a consistent point of contact for operational matters, concerns, service improvements, and collaborative planning.

Secondary Response Resources and Move-Up Coverage

In addition to the dedicated first-out ambulance, Spirit EMS will maintain strategically positioned backup resources designed to ensure continuous EMS coverage during periods of increased call volume, overlapping emergencies, extended transport times, hospital offload delays, and multiple simultaneous incidents.

All Spirit EMS ambulances are fully ALS equipped and carry advanced medical equipment, medications, and patient care capabilities. The primary district ambulance will always be staffed with a Paramedic and EMT. Secondary ambulances throughout the system will have full ALS capability and can be staffed with an ALS provider as operational needs dictate, allowing advanced life support services to be rapidly expanded during periods of increased demand.

With the addition of the Northern Shelby County Joint Ambulance District, Spirit EMS will maintain dedicated staffing for three ambulances across its service area. Operational plans include a second ambulance routinely staged in Houston from 8:00 a.m. until Midnight, Monday through Saturday. While this unit may support other Spirit EMS operations when available, it also serves as a critical component of the organization's response and move-up strategy.

When a 9-1-1 call is received and the primary district ambulance becomes committed, Spirit EMS uses established move-up procedures to strategically reposition the closest available ambulance into the district. This system-status management approach ensures emergency coverage remains available while protecting response capabilities throughout the service area.

These move-up procedures are a cornerstone of the Spirit EMS deployment model. Through active dispatch oversight, real-time GPS monitoring, and dynamic resource deployment, ambulances are repositioned whenever necessary to maintain geographic coverage and minimize service gaps. This proven operational strategy has been instrumental in reducing dependence on mutual aid and maintaining exceptional service reliability across Spirit EMS service areas.

Paid On-Call Staffing Program

To further strengthen system resiliency, Spirit EMS will establish a paid on-call program for qualified personnel who reside within or near the district and are employed by Spirit EMS full-time or part-time.

These personnel will be available to respond from home and assist in staffing secondary and tertiary ambulances during periods of elevated call volume, multiple concurrent emergencies, disaster situations, community events, or other operational circumstances requiring additional resources. This program provides an additional layer of staffing depth while leveraging personnel who already live and work within the communities being served.

System Availability and Surge Response Capability

Spirit EMS recognizes that maintaining continuous system availability during overlapping emergencies and prolonged transport commitments is one of the most important responsibilities of a contracted EMS provider.

To support this objective, Spirit EMS maintains dedicated backup and surge-response resources that can be placed into service whenever the primary District ambulance is committed to another emergency call, interfacility transport, extended out-of-district transport, hospital offload delay, or any other situation that temporarily impacts unit availability.

Unlike organizations that routinely rely on neighboring agencies for coverage, Spirit EMS maintains sufficient fleet capacity, staffing resources, reserve ambulances, and operational infrastructure to support a self-sustaining response system. Multiple ambulances and personnel are maintained within the organization's operational network, allowing resources to be activated quickly as system demand increases.

To support operational awareness and accountability, all frontline vehicles are equipped with Samsara GPS and fleet management technology. This platform provides:

- Real-time vehicle tracking
- Live unit status monitoring
- Response time analytics
- Automated event documentation
- Enhanced situational awareness
- Accurate estimated arrival times (ETAs)

This combination of reserve ambulance capacity, staffing depth, technology-driven deployment management, and proactive move-up procedures creates a resilient and dependable EMS system designed to maintain service continuity, protect response times, and ensure emergency medical resources remain available when the community needs them most.

Patient Choice and Healthcare Navigation

Due to its extensive fleet resources and reserve ambulance capacity, Spirit EMS is uniquely positioned to accommodate patient hospital preferences whenever clinically appropriate and operationally feasible.

This flexibility helps patients maintain continuity of care with their established physicians, specialists, and healthcare systems while potentially reducing the need for subsequent interfacility transfers that can create additional inconvenience, delays, and healthcare expenses.

While patient condition and medical necessity will always guide transport decisions, Spirit EMS believes patient choice remains an important element of patient-centered care and strives to honor those preferences whenever possible.

Workforce Capacity and Staffing Depth

Spirit EMS currently employs a growing workforce of 95 certified EMS professionals, including:

- 24 Paramedics
- 9 Advanced EMTs
- 62 EMTs

This workforce depth provides substantial staffing flexibility, scheduling redundancy, disaster-response capability, and continuity-of-operations support while minimizing the risk of staffing-related service interruptions.

Spirit EMS is committed not only to recruiting qualified EMS professionals but also to developing and retaining them through education and career advancement opportunities. The organization is scheduled to host four EMT classes during the upcoming year, creating a direct pipeline for new EMS professionals and helping address regional workforce shortages.

Spirit EMS has also established a partnership with Four County Career Center that provides:

- Monthly continuing education programs
- CEU opportunities for EMTs, AEMTs, and Paramedics
- Advanced EMT educational pathways
- Paramedic career advancement opportunities
- Ongoing clinical training and professional development

This investment in education and workforce development strengthens Spirit EMS's ability to attract, retain, and develop highly qualified EMS professionals while ensuring long-term staffing stability.

District Facilities and Operational Support

Spirit EMS will utilize district-provided ambulance facilities as the primary operational deployment location.

In addition, the organization's regional infrastructure throughout Western Ohio and Eastern Indiana provides immediate support for:

- Disaster response operations
- Fleet replacement and mechanical contingencies
- Supplemental staffing needs
- Surge-demand incidents
- Large-scale emergencies
- Continuity-of-operations requirements

The result is a proven, scalable, technology-driven EMS system that emphasizes preparedness, accountability, operational efficiency, and community partnership. Spirit EMS stands ready to implement this model on day one of service, providing the Northern Shelby County Joint Ambulance District with a stable, responsive, and highly reliable emergency medical services operation.

Spirit EMS will strive to achieve the district's established performance standards through proactive deployment, dedicated in-District staffing, strategic move-up procedures, and real-time resource management.

Performance objectives include:

- Maintaining continuous 24-hour ALS coverage within the district
- Maintaining turnout times of less than sixty (60) seconds for emergency responses whenever possible
- Minimizing mutual aid utilization through proactive system-status management
- Always maintaining a dedicated paramedic-staffed first-out ambulance
- Providing monthly performance reporting and data transparency
- Ensuring all assigned personnel maintain required certifications and training standards

5.3 Fleet Resources and Equipment

Fleet Compliance Standards

All company-owned ambulances operated by Spirit EMS meet or exceed applicable Ohio EMS vehicle requirements, including compliance with current Commission on Accreditation of Ambulance Services (CAAS) Ground Vehicle Standards (GVS) as required by Ohio law. These standards establish rigorous requirements for ambulance design, occupant safety, patient compartment configuration, equipment mounting, electrical systems, and vehicle performance.

By maintaining CAAS GVS-compliant ambulances, Spirit EMS ensures that patients, providers, and community stakeholders benefit from modern ambulance designs that emphasize safety, reliability, operational efficiency, and clinical functionality. Compliance with these standards reflects the organization's commitment to investing in high-quality vehicles that support both patient care and workforce safety.

Fleet Overview

Spirit EMS maintains one of the largest independent ambulance fleets in the region, providing exceptional operational redundancy, reserve capacity, and service continuity.

Current fleet resources include:

- More than 40 licensed ambulances
- 15 wheelchair-accessible transport vehicles
- Nearly 70 total fleet assets

This level of fleet capacity provides the Northern Shelby County Joint Ambulance District with operational support well beyond minimum contractual requirements. It allows Spirit EMS to maintain a highly reliable, self-sustaining EMS system capable of meeting both routine and surge-response demands.

Ambulance Equipment and Clinical Capabilities

All Spirit EMS frontline ambulances are fully ALS-equipped and standardized to provide advanced prehospital emergency care. This standardization ensures that patients receive the same high level of care regardless of which Spirit EMS ambulance responds.

Each frontline ambulance is equipped with:

- LIFEPAK 15 cardiac monitor/defibrillator with 12-lead ECG capability
- Stryker Power-PRO XT powered cot
- Stryker Power-LOAD automated cot loading system
- Digital video laryngoscope for advanced airway management
- Fully stocked ALS medication and drug bag
- Intraosseous (IO) vascular access equipment and needles
- Advanced airway management equipment
- Oxygen delivery and respiratory support equipment
- Trauma and hemorrhage control supplies
- Cardiac emergency equipment
- Pediatric emergency equipment
- Suction equipment and patient monitoring devices
- Interoperable communications equipment

This equipment platform allows Spirit EMS personnel to provide advanced cardiac monitoring, rapid vascular access, advanced airway management, critical medication administration, and comprehensive ALS care in both routine and high-acuity emergency situations.

Fleet Maintenance Infrastructure

To support this fleet, Spirit EMS operates an in-house maintenance facility at its Greenville headquarters. Dedicated fleet maintenance personnel perform routine inspections, preventive maintenance, equipment installation, and vehicle repairs. An internal maintenance program allows the organization to proactively address vehicle issues, minimize downtime, and keep frontline units response ready.

In addition to its in-house capabilities, Spirit EMS utilizes qualified external vendors and specialized service providers for major repairs, manufacturer-specific work, advanced diagnostics, and large-scale maintenance projects when appropriate. This approach ensures vehicles receive timely, cost-effective service while maintaining the highest standards of safety and reliability.

Spirit EMS also operates:

- A dedicated mobile service truck for field maintenance and inspections
- A company-owned rollback wrecker for vehicle recovery and transportation
- On-site fleet support capabilities throughout its service area

These investments allow many maintenance activities to be completed without removing units from service and provide rapid response when mechanical issues arise.

Proposed District Fleet Assignment

Spirit EMS anticipates assigning the following resources to District operations:

Unit	Year	Manufacturer	Configuration	Proposed Use	Mileage
497	2021	Chevy 3500 McCoy-Miller	ALS Ambulance	Primary District Unit	39,719
4940	2026	Ford E350 CitiMedic	ALS Ambulance	Secondary / Backup Unit	536
496	2023	Ram ProMaster 3500	ALS Ambulance	Fleet Reserve	22

Spirit EMS reserves the right to substitute equivalent or newer ALS-capable vehicles while maintaining all contractual and regulatory requirements.

Fleet Readiness and Maintenance

Spirit EMS maintains a comprehensive preventive maintenance and fleet management program designed to maximize reliability, safety, and vehicle availability.

All assigned vehicles will:

- Be fully licensed and compliant with Ohio EMS regulations
- Participate in preventive maintenance schedules
- Receive documented readiness inspections
- Maintain ALS capability where assigned
- Maintain communication interoperability
- Carry all required medical equipment and supplies
- Be immediately replaceable through reserve fleet assets if necessary

Fleet Modernization Program

Spirit EMS maintains an ongoing capital replacement program to ensure long-term fleet reliability and operational readiness.

Replacement decisions are based upon:

- Vehicle age
- Mileage
- Maintenance history
- Reliability performance
- Operational suitability
- Regulatory compliance requirements

As ambulances approach replacement thresholds, newer units are rotated into frontline service to maintain dependable emergency response capabilities and ensure the District benefits from modern, reliable ambulance resources.

Fleet Lifecycle Management and Vehicle Refurbishment

In addition to purchasing new ambulances, Spirit EMS has developed a cost-effective refurbishment program for selected vehicles.

When Ford Transit and Ram ProMaster ambulances reach approximately 250,000 miles, they are evaluated for refurbishment through specialized ambulance remanufacturing partners. Projects may include:

- Engine replacement
- Transmission replacement
- HVAC upgrades
- Steering and suspension rebuilding
- Electrical system upgrades
- Drivetrain repairs
- Patient compartment rehabilitation

Spirit EMS also remounts Type III box ambulances onto new chassis when appropriate. This process provides the advantages of a new drivetrain and updated vehicle systems while extending the useful life of the patient compartment.

Refurbished and remounted units are commonly utilized for:

- Disaster deployments
- Special event coverage
- FEMA assignments
- Scheduled standby operations
- Surge-capacity incidents
- Temporary frontline replacement units

This approach allows Spirit EMS to maintain substantial reserve capacity while controlling long-term capital costs and reducing downtime.

Fleet Redundancy, Continuity, and Emergency Preparedness

Spirit EMS operates with a fleet management philosophy centered on reliability, redundancy, and uninterrupted service delivery.

Reserve ambulances are maintained and available for immediate deployment during:

- Mechanical failures
- Collision-related damage
- Scheduled maintenance
- Equipment upgrades
- Vehicle refurbishment projects
- Disaster deployments
- Mass casualty incidents
- Special event operations
- Elevated call volume periods

Combined with an in-house maintenance facility, dedicated mechanics, a mobile service truck, rollback wrecker, and external specialty maintenance partners, Spirit EMS maintains exceptional operational resilience and continuity of service.

Fleet Commitment Statement

Spirit EMS maintains one of the deepest and most capable ambulance fleets among regional EMS providers. Through substantial reserve capacity, advanced medical equipment, proactive maintenance practices, vehicle replacement planning, refurbishment programs, and continuity-focused fleet management, Spirit EMS is prepared to provide dependable ALS response, overlapping-call coverage, disaster resilience, and long-term operational stability throughout the life of the contract.

The Northern Shelby County Joint Ambulance District will benefit from not only a dedicated frontline ALS ambulance, but also from the extensive fleet resources, advanced equipment, reserve capacity, and maintenance infrastructure that support Spirit EMS operations throughout Ohio and Indiana. This depth of resources ensures continuous readiness, rapid replacement capability, and dependable emergency medical service delivery under both routine and extraordinary circumstances.

Severe Weather Preparedness

Tornado and Severe Storm Response

When severe weather threatens the region, Spirit EMS may implement enhanced readiness measures including:

- Strategic ambulance pre-positioning
- Increased staffing availability
- Activation of reserve resources
- Coordination with emergency management officials
- Enhanced situational monitoring
- Response plan activation

Winter Weather Operations

Winter weather response planning includes:

- Snow and ice operations planning
- Alternative routing strategies
- Staffing contingency activation
- Fleet readiness monitoring
- Resource staging and deployment adjustments
- Continuous communication with public safety partners

Flooding and Infrastructure Emergencies

Spirit EMS maintains operational plans for flooding and infrastructure-related emergencies, including:

- Alternate response route identification
- Resource deployment planning
- Infrastructure impact assessments
- Interagency coordination and communication
- Service area coverage adjustments

Interstate 75 Emergency Response

Given the District's proximity to Interstate 75, Spirit EMS maintains specialized response capabilities for transportation-related emergencies, including:

- Multi-vehicle crashes
- Commercial vehicle incidents
- Motorcoach and bus accidents
- Hazardous materials support operations
- Extended roadway closure events
- Large-scale transportation emergencies

The organization's previous experience providing EMS coverage along Interstate 70 in Wayne County, Indiana, has provided valuable expertise in highway incident response, traffic management coordination, and large-scale transportation emergency operations.

Mass Casualty Incident (MCI) Capability

Spirit EMS maintains scalable mass casualty response capabilities for:

- School emergencies
- Industrial incidents
- Agricultural accidents
- Transportation disasters
- Large public events
- Severe weather incidents
- Community-wide emergencies

Operational actions may include:

- Immediate deployment of reserve ambulances
- Activation of supervisory and leadership personnel
- Incident Command integration
- Patient triage and transportation coordination
- Hospital destination management
- Regional mutual aid coordination
- Emergency resource deployment

The organization's extensive reserve fleet and workforce depth enable rapid scaling during significant incidents.

To ensure seamless integration into local, county, regional, and state emergency management operations, Spirit EMS requires personnel assigned to District operations to have completed, or complete prior to assignment, the following National Incident Management System (NIMS) and Incident Command System (ICS) training courses:

- ICS-100: Introduction to the Incident Command System
- ICS-200: ICS for Single Resources and Initial Action Incidents
- IS-700: National Incident Management System (NIMS), An Introduction
- IS-800: National Response Framework, An Introduction

If a prospective employee does not possess one or more of these certifications at the time of hire or assignment, Spirit EMS will ensure the required coursework is completed before the employee is assigned to regular service within the Northern Shelby County Joint Ambulance District.

In addition, the designated Station Manager will be expected to maintain a higher level of incident management training and leadership development. The Station Manager will complete and maintain:

- ICS-300: Intermediate Incident Command System for Expanding Incidents
- ICS-400: Advanced Incident Command System for Complex Incidents

This training framework ensures that frontline personnel are prepared to operate effectively within unified command structures during routine emergencies and large-scale incidents, while supervisory personnel possess the advanced knowledge necessary to coordinate complex emergency operations, support Incident Command, and work effectively alongside fire, law enforcement, emergency management, public health, and regional response partners. Through this commitment to training and preparedness, Spirit EMS remains ready to support the Northern Shelby County Joint Ambulance District during everyday operations, major emergencies, and large-scale disaster events.

Workforce Continuity

Maintaining adequate staffing during emergencies is a core component of Spirit EMS's continuity strategy. To support uninterrupted service, the organization utilizes:

- Cross-trained personnel
- Supplemental staffing pools
- Overtime authorization procedures
- Regional staffing support resources
- Internal recruitment pipelines
- EMT, Advanced EMT, and Paramedic training programs
- Ongoing workforce development initiatives

With 95 EMS professionals currently employed and multiple EMT classes scheduled annually, Spirit EMS maintains a strong foundation for long-term workforce sustainability.

Communications Continuity

Reliable communications are essential during emergency operations. Spirit EMS utilizes multiple layers of communication redundancy, including:

- County radio interoperability
- Cellular communication systems
- Mobile data terminals
- GPS-based fleet tracking
- Samsara fleet management technology
- Backup dispatch communication procedures

Through the Samsara platform, supervisors and operational leaders can monitor unit locations, response status, travel times, and estimated arrival times in real time, improving situational awareness and deployment decisions during both routine and large-scale incidents.

Healthcare System and Community Support

During periods of elevated demand, public health emergencies, or disaster situations, Spirit EMS will coordinate closely with hospitals, healthcare facilities, and public safety partners to support:

- Transport prioritization
- Hospital surge operations
- Emergency department capacity management
- Public health response efforts
- Regional healthcare coordination
- Community emergency preparedness initiatives

By combining extensive fleet resources, workforce depth, advanced technology, established emergency preparedness planning, and strong public safety partnerships, Spirit EMS is positioned to maintain dependable emergency medical services under routine conditions and during significant emergencies and large-scale disaster events.

5.5 Transition and Mobilization Plan

Commitment to January 1, 2027 Readiness

Spirit EMS is fully prepared to achieve operational readiness and assume service responsibilities on January 1, 2027.

Phase I – Procurement and Contract Award

August - September 2026

- Proposal submission and review
- District interviews and discussions
- Contract award
- Initial planning meetings

Phase II – Mobilization

September 2026

- Executive kickoff meeting
- Transition planning activities
- District coordination meetings
- Fleet assignment planning

Phase III – Operational Preparation

October 2026

- Personnel assignments
- Credential verification
- Equipment preparation
- Deployment planning
- Communications planning

Phase IV – System Integration

November 2026

- Radio installation and testing
- Dispatch coordination
- Reporting system implementation
- Huly EMS platform integration
- Personnel orientation and training

Phase V – Final Readiness Validation

December 2026

- Staffing confirmation
- Fleet readiness inspections
- Communication testing
- Deployment exercises
- Final operational review

Phase VI – Service Commencement

January 1, 2027

Spirit EMS assumes responsibility for emergency medical services within the Northern Shelby County Joint Ambulance District.

Day-one operational capabilities will include:

- Continuous 24/7 ALS ambulance coverage
- Backup and surge-response resources
- Full communications interoperability
- Revenue cycle and billing operations
- QA/QI reporting and performance monitoring
- Community EMS Assistance Program administration

Transition Commitment Statement

Spirit EMS possesses the workforce, leadership, fleet resources, operational infrastructure, and technology systems necessary to achieve full operational readiness by January 1, 2027. Through a structured transition process, proactive stakeholder engagement, and proven implementation experience, Spirit EMS is committed to delivering a seamless transition and uninterrupted emergency medical service for the Northern Shelby County Joint Ambulance District from the first day of operation and throughout the life of the contract.

Spirit EMS also recognizes that the district's success has been built upon the dedication, professionalism, and commitment of its current workforce. The organization understands the value of retaining local knowledge, established community relationships, and experienced EMS professionals who have contributed to the district's service history. As part of the transition process, Spirit EMS will provide all interested current employees with the opportunity to apply for employment and will interview qualified applicants for available positions within the organization.

Spirit EMS strongly believes that communities are best served by professionals who live, work, and invest in the areas they protect. Hiring and retaining local employees has long been a core organizational value and an important part of the company's approach to workforce development and community engagement. Whenever possible, Spirit EMS seeks to employ individuals from the communities it serves, fostering stronger relationships with residents, enhancing employee retention, and promoting a deeper connection between caregivers and the communities they support.

By combining experienced local personnel with Spirit EMS's operational resources, training opportunities, leadership support, and organizational infrastructure, the organization is prepared to provide a stable, community-focused EMS system that honors the district's legacy while positioning it for long-term success. Spirit EMS looks forward to partnering with District personnel, public safety agencies, local governments, and community stakeholders to ensure a smooth transition and continued delivery of high-quality emergency medical services throughout Northern Shelby County.

SECTION 6

Clinical Quality, Workforce Excellence & Organizational Development

6.1 Clinical Quality Assurance and Performance Improvement Program Overview

Spirit EMS maintains a comprehensive Quality Assurance and Performance Improvement (QA/QI) Program designed to promote exceptional patient care, operational accountability, workforce excellence, regulatory compliance, and continuous organizational improvement.

The program serves as a foundational component of Spirit EMS's commitment to delivering safe, effective, evidence-based emergency medical services and is guided by five core principles:

- Clinical Excellence
- Patient Safety
- Regulatory Compliance
- Workforce Development
- Continuous Performance Improvement

All quality management activities are conducted under physician medical direction and organizational leadership to ensure accountability, transparency, and measurable outcomes.

Medical Direction

Spirit EMS operates under the medical direction of Dr. Emily Kraft, MD, who provides active clinical oversight and guidance for patient care operations.

Medical direction responsibilities include:

- Clinical protocol development and review
- Patient care performance evaluation
- Case review and clinical trend analysis
- Continuing education oversight
- QA/QI program participation
- Corrective action recommendations
- Review of high-acuity and high-risk patient encounters



Spirit EMS maintains a strong partnership between field personnel, leadership, and medical direction to ensure adherence to best practices and continuous clinical advancement.

Clinical Performance Monitoring

The QA/QI program routinely evaluates key clinical performance indicators, including:

- Cardiac arrest management and resuscitation outcomes
- STEMI recognition and treatment
- Stroke identification and destination compliance
- Trauma care performance
- Airway management proficiency
- IV and vascular access success rates
- Medication administration compliance
- Documentation quality and accuracy
- Protocol adherence
- Pain management effectiveness
- Refusal of care documentation
- Pediatric patient care



Performance data is analyzed through patient care reports, operational metrics, quality audits, leadership review, and medical director feedback.

Performance Improvement Process

When opportunities for improvement are identified, Spirit EMS follows a structured and measurable performance improvement process:

1. Data Collection and Validation
2. Root Cause Analysis
3. Development of Corrective Actions
4. Education and Training Interventions
5. Follow-Up Monitoring
6. Outcome Evaluation

This systematic approach ensures that identified issues are addressed promptly and that improvements are measurable, sustainable, and organization-wide when appropriate.

6.2 Workforce Recruitment, Retention & Professional Development

Workforce Philosophy

Workforce Recruitment, Development, and Retention

Spirit EMS recognizes that dependable emergency medical services begin with a stable, highly trained, and engaged workforce. Across the EMS industry, and particularly in rural communities, recruiting and retaining qualified paramedics has become increasingly challenging. Spirit EMS has addressed this challenge through a long-term workforce development strategy focused on education, career advancement, and internal growth.

The organization currently employs:

- 24 Paramedics
- 9 Advanced EMTs
- 62 EMTs

Total Certified EMS Professionals: 95

This workforce depth provides the operational flexibility necessary to support daily emergency response operations, staffing contingencies, disaster response, employee development, and future growth.

Recruitment Strategy

Spirit EMS maintains a proactive recruitment program focused on attracting qualified EMS professionals while simultaneously developing future healthcare leaders from within its own workforce and the communities it serves.

Recruitment initiatives include:

- Online recruitment campaigns
- Social media outreach
- Employee referral incentives
- Community engagement activities
- EMS career fairs and educational partnerships
- Internal workforce development programs
- International paramedic recruitment initiatives
- Partnerships with regional educational institutions

Recognizing the nationwide shortage of experienced paramedics, Spirit EMS has expanded its recruitment efforts through an innovative Australian Paramedic Recruitment Program. In partnership with Four County Career Center, internationally trained paramedics receive the educational transition support needed to navigate certification requirements and successfully integrate into U.S. EMS practice. This program provides an additional pipeline of highly qualified clinicians while helping strengthen long-term workforce stability.

Internal Education and Career Advancement Programs

A key strength of Spirit EMS is its commitment to workforce development through internally operated educational programs and strategic educational partnerships. Rather than relying solely on external labor markets, the organization actively invests in creating the next generation of EMS professionals.

Programs include:

- EMT Education Program
- Advanced EMT Education Opportunities
- Paramedic Education Program
- Monthly Continuing Education Programs
- Leadership Development Opportunities
- Clinical Advancement Pathways

Spirit EMS is currently scheduled to host four EMT classes this year, creating a consistent pipeline of newly trained EMS professionals who can enter the workforce and serve local communities.

The organization also maintains a partnership with Four County Career Center that allows Spirit EMS to provide monthly continuing education programs for EMTs, Advanced EMTs, and Paramedics. These programs ensure personnel remain current on clinical standards, protocol updates, and certification requirements while promoting ongoing professional growth.

Career advancement remains a central focus of Spirit EMS's workforce strategy. The organization currently has five employees actively enrolled in paramedic education programs, demonstrating a strong internal commitment to developing advanced clinicians from within its existing workforce. By supporting employees as they advance from EMT to Advanced EMT and ultimately to Paramedic certification, Spirit EMS creates sustainable career pathways while building long-term staffing stability.

These programs create a sustainable workforce pipeline, provide meaningful advancement opportunities, reduce reliance on external labor markets, and help ensure an adequate supply of highly trained clinicians for future operations.

Employee Retention Strategy

Spirit EMS maintains a comprehensive retention program designed to support employee engagement, professional growth, and long-term workforce stability.

Retention initiatives include:

- Profit-sharing opportunities
- Attendance incentive programs
- Employee referral bonuses
- Fuel stipend assistance
- Internal promotional opportunities
- EMT-to-Paramedic career pathways
- Continuing education support
- Predictable 2-2-3 scheduling rotations
- Leadership development opportunities
- Career advancement assistance

These programs contribute to employee satisfaction, workforce continuity, and organizational stability while reinforcing Spirit EMS's culture of professional growth and community service.

6.3 Continuing Education & Professional Development

Continuing Education Program

Spirit EMS maintains an ongoing continuing education program designed to ensure personnel remain clinically competent, operationally prepared, and compliant with certification requirements.

Through its partnership with Four County Career Center, Spirit EMS now offers monthly continuing education opportunities that allow employees to earn required Continuing Education Units (CEUs) while enhancing their clinical knowledge and operational readiness. This commitment to lifelong learning helps employees maintain certifications, improve patient care outcomes, and pursue long-term professional development goals.

Training topics include:

- Advanced cardiac care
- Pediatric emergencies
- Trauma management
- Airway management
- Medication administration
- Emergency vehicle operations
- Incident Command System (ICS)
- Documentation standards
- Communications interoperability
- Mass casualty response
- Disaster preparedness
- Scene safety and risk management



Multi-Agency Training

Spirit EMS actively supports collaborative training with area public safety and healthcare partners, including:

- Fire departments
- Law enforcement agencies
- Shelby County 9-1-1
- Shelby County Emergency Management Agency
- Healthcare systems and hospitals
- Regional EMS organizations



Joint training opportunities may include:

- Mass casualty incident exercises
- Incident command drills
- Severe weather response exercises
- Radio interoperability training
- Disaster preparedness simulations

These collaborative training efforts strengthen professional relationships, improve operational coordination, and promote a unified response to emergencies affecting the communities Spirit EMS serves.

By investing in workforce education, career advancement, continuing education, and innovative recruitment initiatives, Spirit EMS has built a strong foundation for long-term staffing stability. This commitment to developing EMTs, Advanced EMTs, and Paramedics not only addresses the challenges facing today's EMS workforce but also ensures the organization remains prepared to deliver high-quality emergency medical services for years to come.

6.4 Credentialing, Compliance & Professional Standards

Credential Verification

Spirit EMS maintains strict credentialing standards for all personnel assigned to emergency medical services operations.

Credential verification includes:

- Ohio EMS certification validation
- CPR certification verification
- ACLS certification review
- PALS certification review
- Continuing education compliance
- Driver qualification review and CEVO driver training
- Position-specific credential verification

Automated Compliance Monitoring

Spirit EMS utilizes credential-management software to monitor continuously:

- Certification expiration dates
- License renewal requirements
- Driver qualification status
- Continuing education completion
- Organizational compliance metrics

Personnel with expired credentials are automatically removed from field assignment eligibility until all requirements have been satisfied.

6.5 Advanced Quality Improvement Technology

Huly EMS Artificial Intelligence Platform

Spirit EMS utilizes the Huly EMS Artificial Intelligence Platform, an EMS-specific technology solution that enhances operational oversight and quality improvement initiatives.

The Huly platform supports:

- Patient care documentation review
- QA/QI evaluations
- Compliance monitoring
- Operational trend analysis
- Performance analytics
- Reporting and dashboard management
- Educational opportunity identification
- Continuous improvement initiatives

Huly serves as a supplemental quality-management tool and does not replace physician oversight, leadership review, or established QA/QI processes.

QA/QI Leadership

Quality Assurance and Performance Improvement activities are overseen by:

Sarah Stump

CDST Director

Key responsibilities include:

- QA/QI administration
- Dispatch operations oversight
- Revenue cycle management
- Compliance monitoring
- Operational reporting
- Performance analytics
- Continuous improvement initiatives

By combining experienced leadership with advanced EMS-focused technology, Spirit EMS maintains a proactive quality culture centered on accountability, transparency, and measurable performance improvement.

6.6 Employee Screening, Compliance & Safety Programs

Pre-Employment Screening

All Spirit EMS employees undergo comprehensive pre-employment screening, including:

- Criminal background investigations
- Employment verification
- Professional reference checks
- Motor vehicle record reviews
- Drug testing
- Professional license verification
- National Sex Offender Registry review

Ongoing Compliance Monitoring

Spirit EMS maintains continuous compliance review processes, including:

- Personnel record audits
- Driver qualification monitoring
- Certification compliance reviews
- Continuing education verification
- Professional conduct evaluations

Employee Safety Program

Spirit EMS promotes a culture in which employee safety and patient safety are shared priorities.

Workplace safety initiatives include:

- Emergency vehicle operator training
- Infection prevention and control training
- Workplace violence prevention education
- Safe lifting and ergonomics programs
- Exposure control procedures
- OSHA compliance initiatives
- Fleet safety inspections

These programs help reduce risk, improve employee wellness, and support safe patient care environments.

6.7 Community Integration & Local Workforce Commitment

Local Workforce Integration

Spirit EMS recognizes that successful EMS systems are strengthened through local involvement and workforce stability.

Whenever possible, Spirit EMS will seek opportunities to integrate qualified local EMS professionals into district operations while maintaining all staffing, certification, and performance requirements.

Community & Public Safety Partnerships

Spirit EMS values strong relationships with:

- Fire departments
- Law enforcement agencies
- Shelby County 9-1-1
- Shelby County Emergency Management Agency
- Hospitals and healthcare providers
- Elected officials
- Community organizations
- District leadership

These partnerships promote communication, collaboration, and coordinated emergency response.

Accessible Leadership

Spirit EMS maintains an open-door leadership philosophy that encourages communication and collaboration among:

- Employees
- Supervisors
- District leadership
- Public safety partners
- Healthcare organizations
- Community stakeholders

Operational support for District services will include direct involvement from:

- Brian K. Hathaway, President & Chief Executive Officer
- Aaron Guthrie, Vice President
- Brian Brown, Chief of Outreach & Engagement
- Sarah Stump, CDST Director
- Curt Garrison, Operations Manager
- Ted Bruner, Human Resources Director
- Kalen Swan, Chief Financial Officer

This accessible leadership structure ensures timely decision-making, organizational responsiveness, and accountability throughout the contract term.

6.8 Commitment to Workforce and Clinical Excellence

Spirit EMS believes that exceptional EMS systems are built by exceptional people supported by strong leadership, comprehensive training, and a culture of continuous improvement.

Through:

- Active physician medical oversight
- Experienced leadership
- Workforce recruitment and development
- Continuing education programs
- Advanced QA/QI processes
- Huly EMS AI technology
- Employee engagement initiatives
- Public safety partnerships
- Community involvement

Spirit EMS is prepared to provide the Northern Shelby County Joint Ambulance District with a highly skilled, stable, and accountable workforce capable of delivering compassionate, clinically sophisticated, and dependable emergency medical services.

Spirit EMS is committed to maintaining a culture of professionalism, accountability, patient-centered care, clinical excellence, and continuous improvement while providing reliable emergency medical services to the residents, businesses, and visitors of the Northern Shelby County Joint Ambulance District.

SECTION 7

Financial Stability & Organizational Capacity

7.1 Financial Stability & Organizational Strength

A Proven and Sustainable Organization

Spirit EMS has financial resources, operational infrastructure, workforce depth, and fleet capacity to support long-term emergency medical services operations and meet the requirements of the Northern Shelby County Joint Ambulance District.

Since its founding in 2007, Spirit EMS has grown from a small operation consisting of three ambulances and two wheelchair-accessible vehicles into one of the region's largest independent EMS providers.

Today, the organization operates:

- More than 40 ambulances
- 15 wheelchair-accessible transport vehicles
- Nearly 70 total fleet assets
- A workforce of 95 certified EMS professionals
- Multiple healthcare, governmental, and private-sector service agreements

This sustained growth reflects a disciplined approach to financial management, strategic investment, and responsible organizational development.

For more than a decade, Spirit EMS has successfully provided contracted 9-1-1 emergency medical services through competitively awarded governmental agreements. The organization's ability to secure, implement, and successfully maintain these contracts demonstrates its financial stability, operational maturity, and commitment to responsible stewardship of public resources.

Organizational Capacity

Spirit EMS maintains the infrastructure and support systems necessary to provide dependable emergency medical services while ensuring long-term operational sustainability.

Current organizational capabilities include:

- Extensive fleet replacement and reserve vehicle resources
- Internal billing and revenue cycle management operations
- In-house EMT education programs
- In-house Paramedic education programs
- Workforce recruitment and retention infrastructure
- Advanced QA/QI and compliance systems
- Communications and dispatch support capabilities
- Administrative and executive management resources
- Disaster response and continuity-of-operations support

These resources provide a strong operational foundation and ensure readiness to implement District services beginning January 1, 2027 successfully.

Commitment to Continuous Investment

Spirit EMS is committed to ongoing investment in the personnel, equipment, and technology required to maintain a modern, reliable, and sustainable EMS system.

Areas of continued investment include:

- Ambulance replacement and fleet modernization
- Medical equipment and patient care technology
- Communications and information systems
- Workforce recruitment and development
- Continuing education and training programs
- Safety and risk-management initiatives
- Quality assurance and performance improvement programs
- Administrative infrastructure and operational support systems

Spirit EMS believes that exceptional EMS systems require continuous reinvestment in people, equipment, and technology to maintain high levels of performance and service reliability.

Capacity to Support District Operations

The proposed service model is supported by an organizational structure designed to ensure operational readiness under both routine and extraordinary circumstances.

Resources dedicated to supporting District operations include:

- Continuous Advanced Life Support coverage
- Fleet readiness and replacement capability
- Workforce stability and staffing redundancy
- Medical equipment replacement programs
- Quality assurance and quality improvement oversight
- Internal billing and revenue cycle management
- Community EMS Assistance Program administration
- Disaster response and continuity-of-operations capabilities

These resources allow Spirit EMS to maintain service continuity while meeting the district's expectations for reliability, accountability, and operational performance.

Demonstrated Operational Scale

Spirit EMS currently operates at a scale that demonstrates its ability to successfully support the Northern Shelby County Joint Ambulance District's service requirements.

The organization currently:

- Operates more than 40 licensed ambulances
- Maintains nearly 70 total fleet assets
- Places approximately 10 to 12 ambulances in service daily
- Employs 95 certified EMS professionals
- Maintains active agreements with hospitals, healthcare providers, governmental entities, and public agencies

This operational scale provides significant staffing flexibility, fleet redundancy, and organizational resilience while supporting long-term contractual commitments.

Financial Documentation and Independent Verification

Spirit EMS maintains comprehensive accounting, reporting, and financial management systems that support organizational accountability, financial transparency, and responsible fiscal oversight.

As a privately held limited liability company, Spirit Medical Transport, LLC is not required by law, lending institutions, ownership structure, or regulatory authorities to obtain annual independent financial audits. Accordingly, Spirit EMS does not routinely commission audited financial statements.

Recognizing the importance of demonstrating financial stability and organizational capacity when pursuing public service contracts, Spirit EMS has included independent third-party financial verification from both its financial institution and certified public accountant, including:

- A financial verification letter from Greenville Federal confirming the organization's longstanding banking relationship, financial stability, and operational standing.
- A verification letter from Dave Snider, CPA, of Ault Henderson & Lewis, confirming Spirit EMS's financial reporting practices, tax compliance, and overall financial integrity.

These independent third-party verifications demonstrate the organization's financial stability, operational capacity, responsible fiscal management practices, and ability to sustain long-term emergency medical services operations throughout the term of the proposed agreement.

Spirit EMS respectfully requests that the district accept these independent financial verifications in lieu of audited financial statements. Additional financial information may be made available for review during the evaluation process, contract negotiations, or upon request by the district.

This approach provides independent confirmation of the organization's financial strength, tax compliance, operational viability, and ability to meet its contractual obligations while maintaining the financial flexibility necessary to continue investing in personnel, fleet resources, equipment, technology, and community-based emergency medical services.



7.2 Compliance, Risk Management & Regulatory History

Commitment to Compliance and Ethical Operations

Spirit EMS is committed to conducting all operations lawfully, ethically, and professionally, consistent with applicable federal, state, and local regulations governing emergency medical services.

The organization maintains policies and procedures designed to promote:

- Regulatory compliance
- Patient safety
- Workforce accountability
- Financial integrity
- Business ethical practices
- High-quality patient care

Compliance is a core organizational value and is integrated into all aspects of operations, administration, billing, workforce management, and patient care delivery.

Regulatory Compliance Framework

Spirit EMS continuously monitors compliance with applicable requirements, including:

- Ohio EMS regulations
- Medicare billing regulations
- Medicaid billing regulations
- HIPAA privacy and security requirements
- OSHA workplace safety standards
- Federal transportation regulations
- Employment and labor regulations
- Contractual performance requirements

Leadership regularly reviews policies, procedures, audits, and operational practices to ensure ongoing compliance and continuous improvement.

Litigation and Regulatory Disclosure

Spirit EMS has had no reportable matters, regulatory actions, or compliance violations within the past five years. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED] We maintain a 19-year deficiency-free inspection history with the Ohio Division of Fire, Emergency and Medical Transportation Services Board.

Enterprise Risk Management Program

Spirit EMS maintains a comprehensive risk-management framework designed to identify, evaluate, and mitigate operational, clinical, financial, and organizational risks.

The program includes:

- Clinical quality assurance reviews
- Driver safety and fleet safety programs
- Preventive vehicle maintenance programs
- Workforce training and competency initiatives
- Patient care documentation audits
- Billing compliance reviews
- Workplace safety programs
- Incident reporting and investigation procedures
- Continuous quality improvement activities

These initiatives support safe operations, financial accountability, regulatory compliance, and organizational excellence.

Commitment to Fiscal Responsibility and Long-Term Sustainability

Spirit EMS recognizes that operating a public EMS system successfully requires more than emergency response capabilities. It requires financial stability, responsible stewardship of public resources, transparent accountability, and a sustained commitment to operational excellence.

Accordingly, Spirit EMS remains committed to:

- Responsible fiscal management
- Strategic investment in personnel and fleet resources
- Long-term operational sustainability
- Transparent reporting and accountability
- Consistent service reliability
- Continuous organizational improvement
- Responsible stewardship of District resources

Spirit EMS possesses the organizational experience, financial infrastructure, workforce resources, fleet capacity, and operational expertise necessary to provide dependable emergency medical services to the Northern Shelby County Joint Ambulance District while maintaining accountability, service continuity, and long-term sustainability throughout the life of the contract.



SECTION 8

Revenue Architecture, Billing Services & Customer Access

8.1 Standardized Rate Schedule

Ambulance Transport Rate Methodology

Spirit EMS uses a transparent, compliant, industry-standard billing methodology based on applicable Medicare Ambulance Fee Schedule reimbursement principles and recognized ambulance billing practices.

Ambulance service charges within the Northern Shelby County Joint Ambulance District will be established using rates generally aligned with prevailing Medicare reimbursement methodologies and will include consideration of:

- Basic Life Support (BLS) Emergency Transport
- Advanced Life Support Level I (ALS-1) Emergency Transport
- Advanced Life Support Level II (ALS-2) Emergency Transport
- Loaded mileage reimbursement
- Applicable transport modifiers and destination factors
- Separately reimbursable services when authorized by applicable regulations and payer requirements

This approach promotes consistency, transparency, regulatory compliance, and responsible revenue management while ensuring accurate billing for services provided.

Spirit EMS will maintain billing practices that comply with:

- Medicare requirements
- Medicaid requirements
- Commercial insurance requirements
- Ohio EMS regulations
- Federal healthcare billing and compliance standards
- HIPAA privacy and security requirements

Revenue Philosophy

Spirit EMS believes emergency medical services must be both financially sustainable and community-focused. The proposed revenue model balances responsible fiscal management with compassionate treatment of residents and taxpayers.

The revenue structure supporting District operations includes:

- Medicare reimbursements
- Medicaid reimbursements
- Commercial insurance reimbursements
- Veterans Administration reimbursements
- Non-resident patient collections
- Annual District funding support
- Community EMS Assistance Program funding

This diversified revenue approach supports long-term operational stability while reducing financial burden on District residents.

8.2 Compassionate Resident Billing Program

Commitment to District Residents

The Community EMS Assistance Program is intended to operate in compliance with all applicable federal and state healthcare reimbursement requirements. Subject to final agreement with the district, program funds may be used to assist eligible district residents with insurance deductibles, copayments, coinsurance obligations, Medicare cost-sharing responsibilities, uninsured emergency ambulance transport, qualified financial hardship situations, charity care accounts, and other approved uncompensated resident balances. Assistance shall be administered through District-funded support mechanisms and/or individualized financial hardship review processes as permitted by applicable law.

Rate Schedule Reference

Spirit EMS maintains a standardized ambulance fee schedule that is reviewed periodically to ensure compliance with applicable regulatory requirements and alignment with prevailing reimbursement methodologies. For reference and transparency, the Spirit EMS 2026 Rate Schedule is attached to this proposal and outlines current rates for emergency and non-emergency ambulance services, mileage charges, and other applicable billing components. Spirit EMS reserves the right to adjust rates in accordance with applicable laws, regulations, payer requirements, and organizational policies; however, any billing conducted on behalf of the Northern Shelby County Joint Ambulance District will remain subject to the terms of the final service agreement and all applicable regulatory requirements.

Community EMS Assistance Program

To further support residents and enhance community benefits, Spirit EMS proposes establishing a Community EMS Assistance Program funded through a dedicated district allocation.

The program is designed to assist eligible residents with:

- Insurance deductibles
- Co-insurance obligations
- Medicare cost-sharing responsibilities
- Uninsured emergency ambulance transport
- Treat-and-no-transport situations
- Financial hardship cases
- Charity care accounts
- Approved uncompensated resident balances

This program creates a meaningful safeguard against ambulance-related financial hardship while supporting the district's commitment to accessible emergency medical services.

Resident Billing Guarantee

Under this proposal:

- Verified residents will not be hard billed.
- Verified residents will not be referred to collection agencies.
- Verified residents will not be subject to wage garnishment.
- Verified residents will not be reported to credit bureaus.
- Eligible resident balances may be considered for assistance through the Community EMS Assistance Program.

Billing Compliance and Resident Protection Considerations

As a private ambulance provider, Spirit EMS is required under applicable federal healthcare reimbursement regulations to make reasonable efforts to bill and collect from available insurance sources and patient responsibility balances associated with ambulance transport.

Spirit EMS believes these requirements can be successfully balanced with the district's desire to protect residents from ambulance-related financial hardship. The proposed Community EMS Assistance Program is specifically designed to address balances that remain after normal billing processes have been exhausted, including deductibles, co-insurance obligations, uninsured transport, and qualified hardship cases involving District residents.

Spirit EMS welcomes further discussion with District leadership regarding the treatment of resident deductibles and co-payments. One potential approach would allow resident accounts to receive credit or reimbursement assistance through the Community EMS Assistance Program while maintaining compliance with applicable federal billing regulations.

Under the proposed model, enhanced resident billing protections would apply exclusively to verified Northern Shelby County Joint Ambulance District residents receiving emergency 9-1-1 ambulance services originating within the district. Non-residents would continue to be billed under Spirit EMS's standard billing and collection policies.

Additionally, transports performed outside the scope of the district's emergency 9-1-1 ambulance service agreement, including interfacility transfers and other non-emergency transportation services conducted as part of Spirit EMS's routine transportation operations, would not be subject to district billing policies and would continue to be billed under Spirit EMS's standard billing practices.

Benefits to the Community

The Community EMS Assistance Program provides:

- Increased access to emergency medical services
- Reduced financial hardship for residents
- Protection for uninsured and underinsured patients
- Greater public confidence in the EMS system
- Direct taxpayer benefit
- Predictable funding for uncompensated care assistance

Spirit EMS believes emergency medical services are an essential public service and that every resident should feel confident requesting emergency care whenever it is needed.

8.3 Revenue Cycle Management & Billing Operations

Internal Billing Services

Spirit EMS operates a fully integrated, in-house billing and revenue cycle management program.

Unlike many EMS providers that outsource billing services, Spirit EMS manages:

- Medicare billing
- Medicaid billing
- Commercial insurance billing
- Veterans Administration billing
- Accounts receivable management
- Patient account services

- Coding review and validation
- Regulatory compliance monitoring
- Community EMS Assistance Program administration

Maintaining these services internally allows for greater accountability, improved customer service, and enhanced oversight of billing operations.

Revenue Cycle Leadership

Billing and revenue cycle operations are administered under the direction of:

Sarah Stump
CDST Director

Primary responsibilities include:

- Billing administration
- Revenue cycle management
- Dispatch operations oversight
- Quality assurance and quality improvement administration
- Compliance monitoring
- Operational reporting
- Performance analytics

This integrated management structure promotes coordination between billing operations, customer service, quality management, compliance oversight, and executive leadership.

Compliance and Oversight

Spirit EMS maintains comprehensive billing compliance processes that include:

- Documentation reviews
- Patient care report audits
- Coding validation
- Medicare compliance reviews
- Medicaid compliance reviews
- Revenue cycle performance monitoring
- Customer complaint investigations
- Monitoring collection activity

These safeguards help ensure billing accuracy, regulatory compliance, financial accountability, and positive customer experiences.

Contract Reporting Commitment

Spirit EMS agrees to provide all monthly, quarterly, and annual reports required by the Request for Proposal and the final service agreement, including response-time reports, fleet readiness reports, mutual aid reports, hospital destination reports, QA/QI reports, staffing reports, revenue cycle reports, and any additional operational reports reasonably requested by the district.

Spirit EMS remains committed to transparency, accountability, and data-driven performance improvement throughout the contract term.

District Reporting Support

The Spirit EMS revenue cycle management system can provide detailed reporting to support District oversight and accountability, including:

- Monthly billing summaries
- Accounts receivable reports
- Collection performance reports
- Resident and non-resident utilization reports
- Community EMS Assistance Program reports
- Financial performance summaries

All reporting will be provided in accordance with HIPAA requirements and applicable confidentiality standards.

8.4 Customer Service & Public Access

Corporate Headquarters:

Spirit Medical Transport, LLC dba Spirit EMS

5484 South State Route 49

Greenville, Ohio 45331

Phone: 937-548-2800

Website: www.spiritmedicaltransport.com

Administrative Contact:

Brian K. Hathaway

President & Chief Executive Officer

Spirit Medical Transport, LLC dba Spirit EMS

5484 South State Route 49

Greenville, Ohio 45331

Phone: 937-548-2800

Email: bhathaway@spiritmedicaltransport.com

Customer Service Commitment

Spirit EMS is committed to responsive customer service, transparent communication, and timely resolution of concerns raised by patients, residents, healthcare organizations, public agencies, and District stakeholders.

Common customer inquiries may include:

- Billing questions
- Service concerns
- Patient feedback
- Community comments and suggestions
- Operational inquiries
- Media relations
- Customer satisfaction surveys
- Follow-up patient calls
- Public reporting
- District reporting

Public Information and Media Relations

Spirit EMS believes that transparency and public communication are essential components of a successful EMS system. The organization maintains positive working relationships with regional media outlets and routinely provides operational information to keep the public informed about emergency medical services in the communities it serves.

As the current provider for the Houston Joint Ambulance District, Spirit EMS regularly provides response volume and operational information to the *Sidney Daily News* and other media organizations. This proactive approach promotes public awareness, accountability, and transparency while ensuring residents remain informed about the utilization and performance of their EMS system.

Spirit EMS is committed to maintaining open communication with the Northern Shelby County Joint Ambulance District, local elected officials, community stakeholders, and area media partners throughout the life of the contract.

Complaint Resolution Process

Spirit EMS maintains a structured complaint review process designed to ensure accountability and continuous improvement.

- Step 1: Receive and document the complaint.
- Step 2: Assign the complaint for management review.
- Step 3: Appropriate leadership personnel investigate.
- Step 4: Implement corrective action when warranted.
- Step 5: Complete follow-up communication.
- Step 6: Incorporated into QA/QI and improvement efforts

This process promotes transparency, responsiveness, and continuous service improvement.

8.5 Annual Service Fee Proposal

Proposed Annual EMS Service Fee

Spirit EMS respectfully proposes an annual EMS Service Fee of:
\$825,000 Per Year

The annual service fee is intended to supplement patient-care revenue and support:

- Continuous 24-hour ALS ambulance coverage
- Fleet readiness and maintenance
- Equipment, replacement, and capital investment
- Workforce recruitment and retention
- Quality assurance and performance improvement activities
- Administrative and management support
- Communications systems and technology
- Continuity-of-operations readiness

Community EMS Assistance Program Funding

Spirit EMS further proposes a dedicated annual allocation of:

\$75,000 Per Year to establish and maintain the Community EMS Assistance Program.

Funds may be used to assist eligible residents with:

- Insurance deductibles
- Co-insurance obligations
- Medicare cost-sharing responsibilities
- Uninsured emergency transports
- Financial hardship assistance
- Charity care assistance
- Approved uncompensated resident balances

Total 2027 District Investment

EMS Service Fee: \$825,000

Community EMS Assistance Program: \$75,000

Total 2027 District Investment: \$900,000

Annual Service Fee Adjustment

Beginning January 1, 2028, and on each subsequent anniversary of the Agreement, the Annual EMS Service Fee shall increase by three percent (3.0%) annually. The parties acknowledge that this adjustment is intended to offset increases in personnel costs, employee benefits, medical supplies, equipment, fuel, insurance, regulatory compliance obligations, and other operating expenses associated with providing emergency medical services.

The Community EMS Assistance Program shall initially be funded at \$75,000 annually. Spirit EMS recognizes that actual program utilization and District funding availability may vary from year to year based upon levy collections, delinquent tax payments, property valuation changes, and resident assistance needs. Accordingly, the parties agree to review Community EMS Assistance Program funding annually in good faith and may mutually adjust the allocation as appropriate based on prior-year utilization, projected demand, and available District revenues.

For budgeting purposes, the projected annual District investment over the initial five-year term is anticipated to increase by approximately three percent (3.0%) annually; however, actual Community EMS Assistance Program funding may fluctuate modestly based upon program utilization and District revenue collections.

Spirit EMS believes a modest annual adjustment provides budget predictability for the district while supporting the long-term financial sustainability, workforce stability, and operational readiness of the EMS system throughout the term of the Agreement.

Any material increases in insurance costs resulting from changes in District-required coverage limits, statutory requirements, or extraordinary insurance market conditions may be presented to the district for consideration as an equitable adjustment outside the annual escalation provision.

Projected Five-Year District Investment

Contract Year	EMS Service Fee	Community EMS Assistance Program*	Total Projected Investment
2027	\$825,000	\$75,000	\$900,000
2028	\$849,750	\$75,000	\$924,750
2029	\$875,243	\$75,000	\$950,243
2030	\$901,500	\$75,000	\$976,500
2031	\$928,545	\$75,000	\$1,003,545

**Community EMS Assistance Program funding shown for budgeting purposes. Actual annual funding may be adjusted by mutual agreement based upon program utilization and available District revenues.*

Value Delivered to the District

For this investment, the Northern Shelby County Joint Ambulance District receives:

- An award-winning EMS organization and 2025 Ohio EMS Agency of the Year
- More than 40 ambulances are available system-wide
- Nearly 70 total fleet assets
- A workforce of 95 EMS professionals
- Extensive reserve fleet and surge capacity
- Internal billing and revenue cycle management
- Comprehensive QA/QI oversight and reporting
- No hard billing of verified district residents
- A dedicated Community EMS Assistance Program
- Full operational readiness by January 1, 2027

Proposal Commitment

Spirit EMS proposes a sustainable public safety partnership that combines dependable emergency medical services, responsible fiscal management, and meaningful resident protections. Through an initial 2027 EMS Service Fee of \$825,000 and an initial Community EMS Assistance Program allocation of \$75,000, with future adjustments as outlined in this proposal, the district can provide reliable Advanced Life Support coverage, operational stability, and compassionate financial protections for residents while ensuring the long-term sustainability of its emergency medical services system.



SECTION 9

Certifications, Commitments & Attachments

9.1 Proposal Certifications

Spirit Medical Transport, LLC dba Spirit EMS certifies that the information contained within this proposal is accurate and complete to the best of its knowledge and belief. Spirit EMS further certifies that it has the leadership, workforce, fleet resources, operational infrastructure, financial capacity, and administrative systems necessary to perform the services described herein successfully.

Spirit EMS is committed to providing all services in accordance with applicable laws, regulations, industry standards, and contractual requirements, including:

- Applicable federal laws and regulations
- Applicable laws and regulations of the State of Ohio
- Ohio EMS standards and licensing requirements
- Medicare and Medicaid regulations
- HIPAA privacy and security requirements
- OSHA workplace safety standards
- All contractual requirements established by the Northern Shelby County Joint Ambulance District

Through experienced leadership, proven operational performance, and established compliance programs, Spirit EMS remains committed to maintaining the highest standards of accountability, professionalism, and public service.

9.2 Investigative Authorization

Spirit EMS acknowledges and authorizes the Northern Shelby County Joint Ambulance District to investigate any information contained in this proposal, including organizational qualifications, operational experience, financial stability, references, workforce resources, fleet capacity, and overall capability to perform the requested services.

A signed and notarized Investigative Authorization, as required by the Request for Proposals, is included within the attached proposal documents.

9.3 Non-Collusive Bidding Certification

Spirit EMS certifies that this proposal was prepared independently and without collusion, consultation, communication, or agreement with any other proposer to restrict competition or influence the solicitation process.

The completed and notarized Non-Collusive Bidding Certification required by the Request for Proposals is included within the attachments accompanying this final proposal package.

9.4 Insurance Coverage & Performance Bond Commitment

Commitment to Risk Management

Spirit EMS recognizes the importance of maintaining appropriate insurance coverage and risk-management protections for patients, employees, public agencies, and community stakeholders.

The organization currently maintains comprehensive insurance programs customary to professional EMS providers serving governmental entities, healthcare systems, and public agencies.

Current coverage includes:

- Commercial General Liability Insurance
- Automobile Liability Insurance
- Professional Liability Insurance
- Workers' Compensation Insurance
- Employers' Liability Insurance
- Property and Equipment Coverage
- Additional insurance protections customary to EMS operations

These coverages support patient protection, organizational stability, contractual compliance, and continued operational readiness.

Contract Insurance Compliance Commitment

Spirit EMS acknowledges the insurance requirements contained in Appendix C of the Request for Proposals. The organization has obtained written confirmation from its insurance broker that the coverage limits and insurance requirements specified by the district are commercially available and can be secured upon contract award.

Should Spirit EMS be selected as the District's emergency medical services provider, the organization agrees to obtain and maintain all insurance coverage required by the final contract, including any required additional insured endorsements, policy provisions, and coverage limits specified by the Northern Shelby County Joint Ambulance District.

Spirit EMS's current insurance coverage, policy limits, and applicable protections are detailed within the attached Certificate of Insurance and reflect insurance protections commonly maintained by professional EMS organizations serving governmental entities and public agencies.

Insurance Requirement Considerations

Spirit EMS has reviewed the insurance specifications outlined in Appendix C of the Request for Proposals. Based upon consultations with the organization's insurance carrier, broker, and risk-management professionals, Spirit EMS has confirmed that the required coverage limits can be obtained if awarded the contract.

The organization estimates that compliance with the insurance parameters outlined within the RFP would increase annual insurance costs by approximately \$217,000 beyond the coverage levels currently maintained by Spirit EMS. As a result, insurance requirements represent a significant component of the overall cost of providing emergency medical services under the proposed agreement.

Spirit EMS welcomes the opportunity to discuss insurance requirements during contract negotiations to ensure appropriate levels of risk protection are maintained while balancing fiscal responsibility and minimizing unnecessary costs to District taxpayers. Any change to insurance requirements may significantly affect the total cost of providing services under the proposed agreement.

While Spirit EMS is prepared to secure the required coverages if awarded the contract, the organization notes that the insurance requirements materially exceed those typically encountered in comparable rural EMS procurements. Spirit EMS respectfully reserves the right to discuss alternative insurance structures, coverage limits, and risk allocation provisions during contract negotiations to balance appropriate public protection with fiscal responsibility to district taxpayers.

Through its commitment to risk management, regulatory compliance, financial responsibility, and public accountability, Spirit EMS remains prepared to provide the insurance protections necessary to support a successful long-term partnership with the Northern Shelby County Joint Ambulance District.

Performance Bond Commitment

Spirit EMS acknowledges and accepts the performance bond requirement contained within the Request for Proposals.

While performance bonds of this nature are outside Spirit EMS's typical contracting practices and may result in additional costs that could affect the final contract price, Spirit EMS remains willing to work with the Northern Shelby County Joint Ambulance District to meet this requirement. It is open to negotiating mutually acceptable terms.

Upon awarding the contract and execution of the final service agreement, Spirit EMS will obtain and maintain a performance bond equal to fifty percent (50%) of the annual contract value, as specified by the Northern Shelby County Joint Ambulance District.

Spirit EMS has reviewed this requirement with its insurance and financial partners and anticipates no difficulty securing the required bonding.

Key improvements:

- Clearly expresses acceptance of the requirement.
- Notes that the bond requirement is outside normal contracting procedures.
- Advises that the requirement could increase contract costs without sounding confrontational.
- Emphasizes a collaborative, negotiable approach.

Commitment to Partnership

Spirit EMS is committed to working collaboratively with the Northern Shelby County Joint Ambulance District to establish insurance and bonding requirements that appropriately protect the district, support sound risk management practices, preserve long-term operational sustainability, and minimize unnecessary costs to taxpayers.

9.5 Proposal Attachments and Supporting Documentation

The following supporting documentation is included with and accompanies the final proposal submission package for review by the Northern Shelby County Joint Ambulance District.

RFP Required and Notarized Documents

- **Attachment A:** Investigation Authorization, Company and Affiliates (RFP Pages 29-30)
- **Attachment B:** Non-Collusive Proposal Certification (RFP Pages 31-32)

Corporate Documentation

- Ohio Secretary of State Business Registration
- Certificate of Good Standing

Financial Documentation

The following independent financial verification materials are included with this proposal submission:

- Letter of Financial Verification from Greenville Federal, one of Spirit EMS's primary banking institutions
- Letter of Financial Verification and Professional Reference from Dave Snider, CPA, Ault Henderson & Lewis, CPAs
- Additional financial information as requested by the district during the evaluation process

Insurance Verification

- Letter from Gallagher Insurance confirming Spirit EMS's ability to obtain all insurance coverages and limits required under the proposed contract
- Current Certificate of Liability Insurance demonstrating coverage levels that exceed the requirements established by the Ohio State Board of Emergency Medical, Fire, and Transportation Services
- Current Ohio Bureau of Workers' Compensation Certificate of Coverage

Mutual Aid Documentation

- Current Greater Dayton Area Fire Department Mutual Aid Agreement, of which Spirit EMS is a participating member agency

Pharmacy, DEA, CLIA, and EMS Regulatory Licensure Documentation

- Ohio Board of Pharmacy Terminal Distributor of Dangerous Drugs licenses for all six Spirit EMS station locations, executed under the authority of Medical Director Dr. Emily Kraft, MD
- Ohio Controlled Substance Licenses
- Indiana Controlled Substance Licenses
- Clinical Laboratory Improvement Amendments (CLIA) Certificate of Waiver issued through the Centers for Medicare & Medicaid Services
- Copies of Ohio State Board of Emergency Medical, Fire, and Transportation Services licenses for all six current Spirit EMS station locations

Ambulance 2026 Fee Schedule

- Spirit EMS 2026 Ambulance Rate Schedule

OIG Opinion

- OIG Advisory Opinion No. 01-12

Together, these documents verify Spirit EMS's corporate standing, financial stability, insurance coverage, regulatory compliance, operational readiness, and ability to successfully provide emergency medical services to the Northern Shelby County Joint Ambulance District.

Reference Documentation:

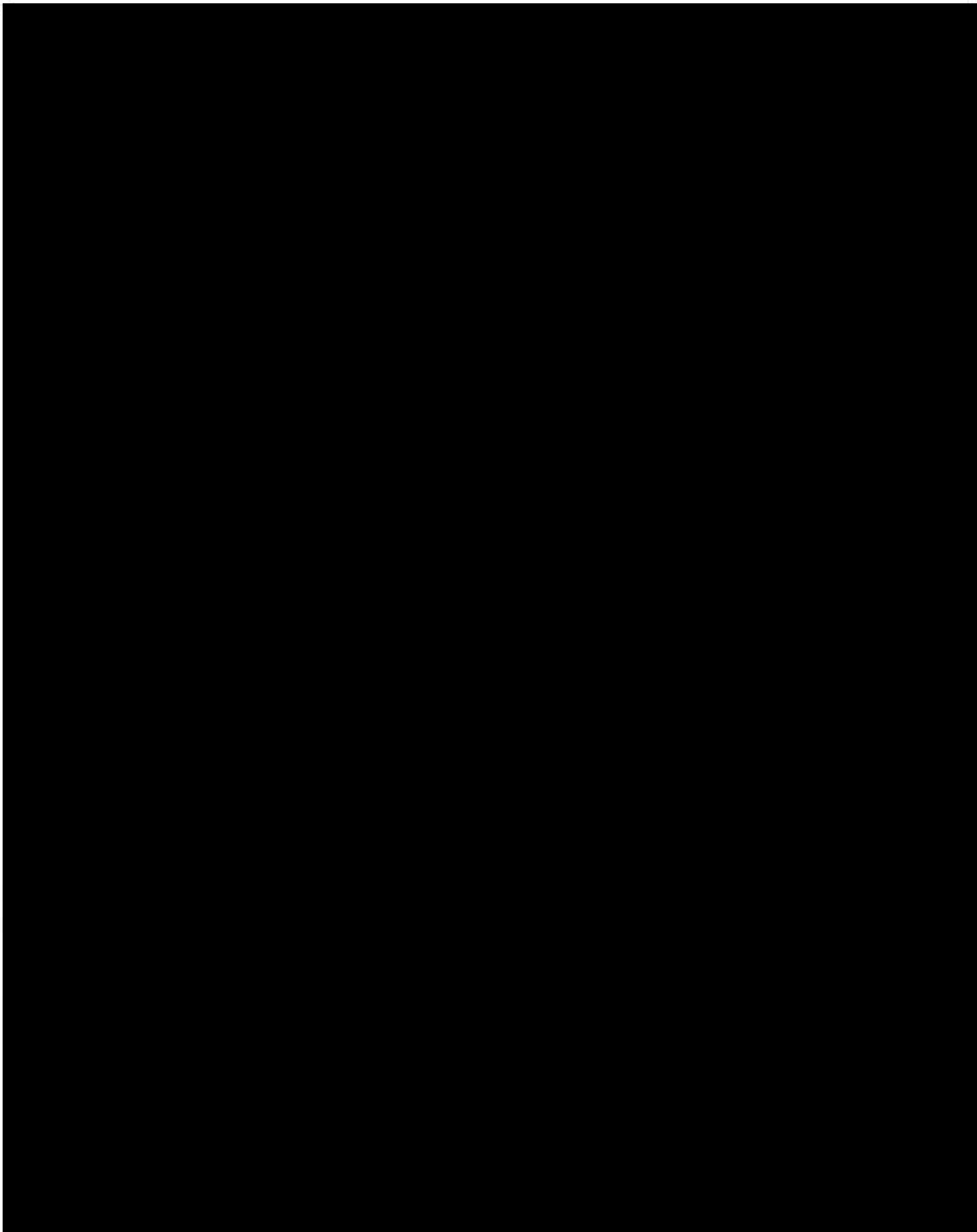
Spirit EMS encourages the Northern Shelby County Joint Ambulance District to contact the following individuals and organizations regarding the company's operational performance, community engagement, responsiveness, contractual compliance, healthcare partnerships, special event operations, and emergency medical services experience. These references include governmental agencies, healthcare systems, public safety partners, and long-standing community relationships with firsthand experience working with Spirit EMS.

Reference Matrix

Spirit EMS encourages the Northern Shelby County Joint Ambulance District to contact the following individuals regarding the organization's operational performance, contractual compliance, community engagement, healthcare partnerships, emergency management coordination, and special event operations.

Organization	Annual Call Volume	Reference Contact	Relationship
Houston Joint Ambulance District	224 to 254 annual EMS responses	Karen Stangel	Current 9-1-1 EMS Contract
Union County, Indiana	650 to 700 annual EMS responses	Dennis Spaeth	Former Countywide EMS Contract
Perry Port Salem Ambulance District	181 annual EMS responses	District Leadership	Former Ambulance District Contract
Wayne County, Indiana	More than 2,100 EMS responses during 17-month contract period	Matthew Cain	Former EMS Contract
Country Concert	Event population exceeding 30,000 attendees annually	Jim Prenger	Special Event EMS Services
Wayne HealthCare	Longstanding Healthcare Partner Since 2007	Kimberlee Freeman	Hospital Reference

Reference Contact Information:



Reference Statement

These references represent governmental agencies, healthcare organizations, public safety stakeholders, and long-term community partners with firsthand experience of Spirit EMS's service delivery, operational performance, contractual compliance, customer service, emergency preparedness, and commitment to community-focused healthcare. The Northern Shelby County Joint Ambulance District is encouraged to contact any of these individuals regarding their experience working with Spirit EMS.

9.6 Authorized Corporate Representative

The individual authorized to negotiate, execute, and legally bind Spirit Medical Transport, LLC to contractual obligations arising from this proposal is:

Brian K. Hathaway
President & Chief Executive Officer
Spirit Medical Transport, LLC dba Spirit EMS
5484 South State Route 49
Greenville, Ohio 45331
Phone: 937-548-2800
Email: bhathaway@spiritmedicaltransport.com
FEIN: [REDACTED]

9.7 Final Commitment Statement

Spirit EMS respectfully submits this proposal as a commitment to providing the Northern Shelby County Joint Ambulance District with reliable, sustainable, community-focused emergency medical services beginning January 1, 2027.

For nearly two decades, Spirit EMS has built its reputation on operational excellence, clinical quality, workforce development, fiscal responsibility, and meaningful community engagement. Since 2014, the organization has successfully provided contracted 9-1-1 emergency medical services through competitively awarded governmental agreements in Ohio and Indiana, demonstrating an ability to implement, operate, and sustain high-performing EMS systems in rural, suburban, and transportation-corridor environments.

Through its service to the Houston Joint Ambulance District, Union County, Indiana, Wayne County, Indiana, and the Perry Port Salem Ambulance District, Spirit EMS has developed a proven track record of delivering dependable emergency medical services, maintaining strong public safety partnerships, exercising responsible stewardship of public resources, and meeting the expectations of the communities it serves.

As the recipient of the 2025 Ohio EMS Agency of the Year Award, Spirit EMS combines award-winning leadership with significant operational resources, advanced technology, workforce depth, extensive fleet capacity, and a steadfast commitment to patient-centered care. The organization has invested heavily in workforce development, fleet modernization, quality improvement initiatives, community engagement, and operational readiness to ensure long-term sustainability and service excellence.

Proposal Highlights

- Founded in 2007
- Recipient of the 2025 Ohio EMS Agency of the Year Award
- First private EMS organization in the award's history to receive this distinction
- Providing contracted 9-1-1 EMS services through competitive procurement since 2014
- Current provider for the Houston Joint Ambulance District
- Former provider for the Perry Port Salem Ambulance District
- Former provider of countywide EMS services in Union County, Indiana
- Former provider of EMS coverage for approximately 185 square miles in Wayne County, Indiana, including Interstate 70 operations
- More than 40 ambulances and nearly 70 total fleet assets
- Workforce of 95 certified EMS professionals
- Extensive reserve fleet and surge-response capabilities
- Internal EMT, Advanced EMT, and Paramedic workforce development programs
- Monthly continuing education opportunities through educational partnerships
- Advanced Huly EMS artificial intelligence quality assurance platform
- Compassionate resident-focused billing philosophy
- Proposed Community EMS Assistance Program funded at \$75,000 annually
- Proven experience operating self-sustaining EMS systems with minimal reliance on outside mutual aid
- Full operational readiness and implementation by January 1, 2027

Closing Statement

Spirit EMS recognizes that emergency medical services are among the most important and visible public services in any community. The Northern Shelby County Joint Ambulance District deserves a partner that not only has the necessary ambulances, personnel, and resources but also shares its commitment to accountability, professionalism, community service, and continuous improvement.

Should Spirit EMS be selected, the district will gain a partner with nearly twenty years of experience, a demonstrated record of success in governmental EMS operations, one of the region's largest independent ambulance fleets, a strong and growing workforce, and a leadership team fully invested in the long-term success of the communities we serve.

We appreciate the opportunity to present this proposal and look forward to working alongside district leadership, employees, public safety agencies, healthcare partners, and community stakeholders. Spirit EMS is prepared to deliver a seamless transition, maintain the district's legacy of service, and provide a reliable, innovative, community-focused EMS system for the residents, businesses, visitors, and public safety partners of Northern Shelby County for years to come.

Respectfully submitted,

Spirit Emergency Medical Services



Brian K. Hathaway
President & Chief Executive Officer
5484 South State Route 49
Greenville, Ohio 45331
937-548-2800
www.spiritmedicaltransport.com

ATTACHMENT A: INVESTIGATION AUTHORIZATION – COMPANY & AFFILIATES

The undersigned organization, executing this document as a prospective ambulance service provider to the Northern Shelby County Joint Ambulance District (hereinafter "the District"), explicitly acknowledges and agrees that the protection of public health, clinical safety, and systemic reliability requires absolute assurance of a vendor's operational integrity, fiscal solvency, and ethical business practices. Consequently, the organization hereby grants the District, its legal counsel, and its designated consulting agents an unrestricted, irrevocable authorization to conduct an exhaustive background investigation, inquiry, and audit into any and all aspects of the organization's corporate operations, financial structures, and historical performance frameworks deemed relevant by the District. The organization specifically and unalterably agrees that this investigative authority encompasses, but is not limited to, the following core matters:

1. *Corporate Structure, Solvency, and Piercing the Affiliate Shield:* The comprehensive financial stability, liquidity, creditworthiness, and capitalization profiles of the bidding organization, inclusive of its ultimate parent corporations, holding companies, subsidiaries, and sister affiliates. This includes the absolute right to investigate potential conflicts of interest, corporate interlocking directorates, insider transactions, or any organizational restructuring that might influence the provider's capacity to perform the awarded services.
2. *Operational, Regulatory, and Labor Compliance History:* The organization's current and historical business and employment practices. This includes employee compensation, benefits architectures, worker's compensation claims histories, and employee disciplinary patterns. Crucially, this authorizes the District to directly contact and obtain unedited records from all applicable regulatory bodies—including the Ohio Department of Public Safety Division of EMS, the Drug Enforcement Administration (DEA), the State Board of Pharmacy, the Occupational Safety and Health Administration (OSHA), and the Department of Health and Human Services (HHS) Office of Inspector General (OIG)—regarding past or pending licensing sanctions, narcotic tracking violations, or federal healthcare billing audits.
3. *Objective Past Performance and Municipal Contract History:* The historical performance, contract compliance, and systemic reliability of the organization across all public, private, or hospital-system clients served within the past seven (7) years. This explicitly authorizes the District to obtain documented evidence of any contract defaults, formal cure notices, assessed liquidated damages, service level agreement (SLA) failures, or early contract terminations enacted by any other unit of local government or public safety joint district.
4. *Secondary Corporate Interests:* Detailed review of any concurrent commercial or non-emergency transport operations in which the organization's owners, board members, or executive officers currently hold a controlling or material financial interest, ensuring that District-allocated emergency resources will not be compromised or diverted.
5. *Data Veracity and Material Accuracy:* The absolute accuracy, truthfulness, and completeness of all written narratives, financial statements, personnel credentials, and data points submitted by the organization in response to this RFP.

The organization hereby commands and authorizes any financial institution, certified public accountant, insurance carrier, law enforcement agency, state, or federal regulatory board, and past or current municipal client to release any and all requested records, audits, or depositions to the District or its agents upon presentation of this executed form. The organization takes full responsibility for facilitating

this process and hereby waives, releases, and holds harmless the District, its agents, and any entity responding to this inquiry from any and all civil liability, claims, or damages arising from the release or utilization of the information obtained. This authorization shall remain in full force and effect for a period of one-year (1-year) from the date of execution, or until the formal conclusion of the contract onboarding and transition period, whichever is later.

AUTHORIZATION FOR SUCH INVESTIGATION IS HEREBY EXPRESSLY GIVEN BY THE COMPANY:

Name of Proposing Organization: Spirit Medical Transport, LLC dba Spirit EMS

Authorized Officer Signature: Brian K. Hathaway Date: 08/20/2026

Printed Name and Title: Brian K. Hathaway, President/CEO

State of Ohio, County of Darke ss:

Subscribed and sworn to before me this 20th day of August, 2026.

Notary Public Theodore S Bruner

My Commission Expires: 4 October 2030



THEODORE S BRUNER
Notary Public
State of Ohio
My Comm. Expires
October 4, 2030

ATTACHMENT B: NON-COLLUSIVE PROPOSAL CERTIFICATION

By submission of this proposal, the proposing organization, each person signing on behalf of the organization, and—in the case of a joint venture or multi-provider submission—each participating party certifies under penalty of perjury in accordance with the laws of the State of Ohio, that to the best of his, her, or their knowledge and belief:

1. *Independent Price Formulation:* The prices, rates, and financial pro-formas contained within this proposal have been arrived at completely independently, without any prior or concurrent collusion, consultation, communication, or side-agreements with any other proposer, competitor, or affiliated sub-entity for the purpose of restricting competition, fixing rates, or rigging the procurement outcome.
2. *Non-Disclosure of Financial Terms:* Unless otherwise strictly required by statutory provisions of Ohio public records law, the specific service rates, unit-hour fees, and commercial pricing models contained in this proposal have not been knowingly disclosed by the proposer, and will not knowingly be disclosed, either directly or indirectly, to any other competitor or proposer prior to the District's formal, public opening of submissions.
3. *Prohibition of Anti-Competitive Inducement:* No attempt, solicitation, or commercial inducement has been made or will be made by the proposer to influence any other individual, partnership, joint venture, or corporation to submit, or refrain from submitting, a proposal for the purpose of restricting competition or creating an artificial market monopoly within the District's jurisdiction.
4. *Prohibition of Inside Information and Influence:* The proposer certifies that it has not received any non-public, proprietary advance information regarding this RFP from any board member, employee, fire chief, or designated consultant of the Northern Shelby County Joint Ambulance District, and that no conflict of interest or unethical administrative alignment exists to give the proposer an unfair competitive advantage.

ADMINISTRATIVE MANDATE FOR AWARD COMPLIANCE

A proposal shall not be considered for evaluation or contract award, nor shall any conditional award be executed, where Items (1), (2), (3), and (4) above have not been fully and unreservedly complied with. If a proposer cannot truthfully execute the foregoing non-collusive certification, the proposer is contractually mandated to check the exception box below and attach a comprehensive, signed, and notarized addendum setting forth in exhaustive detail the exact reasons and anti-competitive conditions preventing certification.

☐ EXCEPTION: Proposer cannot execute the Non-Collusive Certification.

Detailed, signed, and notarized statement is attached as Addendum B-1.

Subscribed and executed under penalty of perjury under the laws of the State of Ohio, this 20th day of August 2026, as the true, binding, and official act and deed of said corporation, partnership, or joint venture.

Full Legal Name of Proposing Organization: Spirit Medical Transport, LLC dba Spirit EMS

Corporate Headquarters Address: 5484 State Route 49 South, Greenville, Ohio 45331

Authorized Executive Signature: Brian K. Hathaway Date: 08/20/2026

Printed Name of Signatory: Brian K. Hathaway

Official Corporate Title: President/CEO

[AFFIX CORPORATE SEAL HERE]

State of Ohio, County of Darke ss:

Subscribed and sworn to before me this 20th day of August, 2026.



Notary Public in and for the State of Ohio

My Commission Expires: 4 October 2026
AB



THEODORE B. BRUNER
Notary Public
State of Ohio
My Comm. Expires
October 4, 2026



116

DATE: 10/03/2006	DOCUMENT ID: 200627600280	DESCRIPTION: ARTICLES OF ORGANIZATION/DOM LI (LCA)	FILING: 125.00	EXPED: 100.00	PENALTY: .00	CERT: .00	COPY: 01
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Receipt

This is not a bill. Please do not remit payment.

HANES SCHIPFER COOPER GRABER GUILLOZET & DETLING
JAMES S DETLING
507 S BROADWAY
GREENVILLE, OH 45331

STATE OF OHIO CERTIFICATE

Ohio Secretary of State, J. Kenneth Blackwell

1651444

It is hereby certified that the Secretary of State of Ohio has custody of the business records for

SPIRIT MEDICAL TRANSPORT, L.L.C.

and, that said business records show the filing and recording of:

Document(s)

ARTICLES OF ORGANIZATION/DOM. LLC

Document No(s):

200627600280



United States of America
State of Ohio
Office of the Secretary of State

Witness my hand and the seal of the
Secretary of State at Columbus, Ohio
this 2nd day of October, A.D. 2006.

J. Kenneth Blackwell
Ohio Secretary of State

UNITED STATES OF AMERICA
STATE OF OHIO
OFFICE OF THE SECRETARY OF STATE

I, Frank LaRose, do hereby certify that I am the duly elected, qualified and present acting Secretary of State for the State of Ohio, and as such have custody of the records of Ohio and Foreign business entities; that said records show SPIRIT MEDICAL TRANSPORT, L.L.C., an Ohio Limited Liability Company, Registration Number 1651444, was organized in the State of Ohio on October 2, 2006, is currently in FULL FORCE AND EFFECT upon the records of this office.



*Witness my hand and the seal of the
Secretary of State at Columbus, Ohio
this 23rd day of August, A.D. 2026.*

Frank LaRose

Ohio Secretary of State

Validation Number: 202623500018



Greenville Federal

The Smart Way to Bank

August 24, 2026

Spirit Medical Transport, LLC
5484 St Rt 49 S
Greenville, OH 45331

To Whom It May Concern:

Spirit Medical Transport LLC has been a valued customer of Greenville Federal since 2011. We have had the opportunity to work with Spirit over many years and have developed a strong understanding of its financial performance, management, and commitment to the communities it serves.

Our bank has financial statements for Medical Transport LLC dating back 14 years to showcase the history of the company's performance. During this time, under the leadership of Brian Hathaway and Aaro Guthrie, the company has more than doubled its annual gross revenue. This growth has been accomplished while maintaining a strong EBITDA margin, with recent years averaging approximately 20% of gross revenue.

The company also maintains a satisfactory current ratio and working capital position, conservative leverage ratios, and EBITDA-to-annual-debt-service ratios that remain within our guidelines. These financial results, combined with the company's consistent repayment history, demonstrate sound financial management and a strong ability to meet its obligations.

Equally impressive is the commitment Brian and Aaron have demonstrated to their employees, the communities they serve, and the healthcare industry. Spirit Medical Transport LLC has taken an active role in addressing the shortage of qualified EMT professionals by developing an academy-style training program. Through this program, individuals can complete an accelerated 7.5-week course, receive a stipend, obtain EMT certification, and have an opportunity for employment following completion; while also outsourcing employees from Australia.

The company also supports an EMT Bootcamp for high school juniors and seniors, allowing students to gain hands-on exposure to EMT skills and explore careers in healthcare. Additionally, Medical Transport LLC participates in Miami University's Work+ Program, providing university students with the opportunity to obtain EMT certification, work while attending school, receive tuition assistance, and earn college credit.

Brian has expressed that even if students who complete the program eventually move on to other ambulance services, the program is still a success because it provides those individuals with valuable skills, benefits community members who depend on emergency medical services, and helps other EMS organizations address the shortage of qualified personnel. This philosophy speaks volumes about Brian and Aaron's commitment to the healthcare industry and to improving the communities in which they operate.

Since 1883



Greenville Federal

The Smart Way to Bank

Based on our long-standing relationship, their demonstrated financial strength, consistent performance, and commitment to their employees and communities, we are pleased to recommend Spirit Medical Transport LLC and its ownership. We believe they are a reputable, well-managed organization with experienced leadership and a strong history of success.

Sincerely,

Lindsay Huffman
AVP, Loan Officer
NMLS #663090



Ault, Henderson & Lewis CPAs

Doing Beyond the Numbers

1400 NORTH BROADWAY
GREENVILLE, OHIO 45331
PH: (937) 548-5745
FAX: (937) 548-5415

Edward R. Ault, CPA
Jeffery R. Lewis, CPA
Brian E. Knapke, CPA
Dave F. Snider, CPA

221 WEST LOGAN STREET
CELINA, OHIO 45822
PH: (419) 586-7748
FAX: (419) 586-2434

www.ahcpas.com

1440 W. MAIN STREET
TIPP CITY, OH 45371
PH: (937) 836-2163
FAX: (937) 836-6660

Luke D. Kahlig, CPA
Robert J. Rindler, CPA
Elise J. Kuntig, CPA
Lucie L. Pohl, Admin

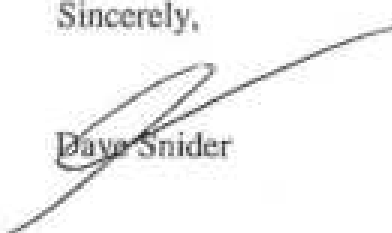
August 24, 2026

RE Spirit Medical Transport LLC

Gentlemen:

Please be advised that we have been working with Spirit Medical Transport LLC for the past year or so. Spirit Medical Transport is current with its federal and state tax filings.

Sincerely,



Dave Snider

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Insurance | Risk Management | Consulting

August 21, 2026

To Whom It May Concern,

Spirit Medical Transport will be able to comply with the insurance requirements and obtain the necessary coverages should they be awarded the contract. Please feel free to contact me with any questions.

Sincerely,

Patrick Workman
Senior Vice President of Sales
859.608.0395
patrick.workman@assuredpartners.com

Gallagher
1792 Alysheba Way, Suite 300
Lexington, KY 40509



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

1/13/2026

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 have ADDITIONAL INSURED provisions or 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 AssuredPartners of Ohio, LLC (Columbus) 1349 W. Lane Ave Suite 900 Columbus OH 43221	CONTACT NAME: Tara O'Donnell PHONE: _____ FAX: _____ JAC No. Ext.: 614-382-6792 JAC No.: _____ E-MAIL: _____ ADDRESS: tara.odonnell@assuredpartners.com INSURER(S) AFFORDING COVERAGE: _____ NAIC # _____ INSURER A: National Interstate Insurance Company 32620 INSURER B: _____ INSURER C: _____ INSURER D: _____ INSURER E: _____ INSURER F: _____
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INSURED
 Spirit Medical Transport, LLC
 5484 State Route 49
 Greenville OH 45331

COVERAGES
CERTIFICATE NUMBER: 2136551242
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.

INSR LTR	TYPE OF INSURANCE	ADDITIONAL INSURED	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR ☐ _____ ☐ _____ GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO. ADJCT ☐ LOC ☒ OTHER: CH. 1506.05		LPK000147802	1/12/2026	1/12/2027	EACH OCCURRENCE \$1,000,000 DAMAGE TO RENTED PREMISES (Per occurrence) \$0 MED EXP (Any one person) \$5,000 PERSONAL & ADV INJURY \$1,000,000 GENERAL AGGREGATE \$3,000,000 PRODUCTS - COMPOF AGG \$3,000,000 Limits \$1,000,000
A	AUTOMOBILE LIABILITY ☒ ANY AUTO ☒ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☒ HIRED AUTOS ONLY ☒ NON-OWNED AUTOS ONLY ☒ AUTOS ONLY ☒ Physical Dam		AAL000021802	1/12/2026	1/12/2027	COMBINED SINGLE LIMIT (Per accident) \$1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ Comp/Collision \$5,000 EACH OCCURRENCE \$ AGGREGATE \$ \$
	UMBRELLA LIAB ☐ OCCUR EXCESS LIAB ☐ CLAIMS-MADE COED ☐ RETENTION \$					PER STATUTE ☐ OTHER ☐ E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? ☐ Y/N ☐ N/A If yes, describe under DESCRIPTION OF OPERATIONS below					
A	SALES/REPRESENTATIVE PROFESSIONAL LIABILITY		LFK000147802 LPL000022802	1/12/2026 1/12/2026	1/12/2027 1/12/2027	Each Occurrence/Agg Limit 1,000,000 100,000/300,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

RE: LIBERTY, IN LOCATION

CERTIFICATE HOLDER
CANCELLATION

PROOF OF COVERAGE

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

© 1988-2015 ACORD CORPORATION. All rights reserved.



Bureau of Workers'
Compensation

30 W. Spring St.
Columbus, OH 43215

Certificate of Ohio Workers' Compensation

This certifies that the employer listed below participates in the Ohio State Insurance Fund as required by law. Therefore, the employer is entitled to the rights and benefits of the fund for the period specified. This certificate is only valid if premiums and assessments, including installments, are paid by the applicable due date. To verify coverage, visit www.bwc.ohio.gov, or call 1-800-644-6292.

This certificate must be displayed at your workplace or posted online where your employees can access it.

Policy number and employer

Period Specified Below
07/01/2026 to 07/01/2027

██████████
SPIRIT MEDICAL TRANSPORT LLC
5484 ST RT 49 SOUTH
GREENVILLE OH 45331



www.bwc.ohio.gov
Issued by: BWC

Stephanie McCloud

Administrator/CEO

You can reproduce this certificate as needed.

Ohio Bureau of Workers' Compensation

Required Posting

Section 4123.54 of the Ohio Revised Code requires notice of rebuttable presumption. Rebuttable presumption means an employee may dispute or prove untrue the presumption (or belief) that alcohol, marijuana or a controlled substance not prescribed by the employee's physician is the proximate cause (main reason) of the work-related injury.

The burden of proof is on the employee to prove the presence of alcohol, marijuana or a controlled substance was not the proximate cause of the work-related injury. An employee who tests positive or refuses to submit to chemical testing may be disqualified for compensation and benefits under the Workers' Compensation Act.



Bureau of Workers'
Compensation

You must post this language with the Certificate of Ohio Workers' Compensation.



MATHIAS H. HECK, JR.
Prosecuting Attorney

DEBRA B. ARMANI
First Assistant
Prosecuting Attorney

APPELLATE DIVISION
Andrew T. French, Chief

CIVIL DIVISION
Ward C. Benentine, Chief

CRIMINAL DIVISION
Leon J. Daldone, Chief

Mathias H. Heck, Jr.
Montgomery County Prosecuting Attorney

DIVERSION DIVISION
Steven A. Eady, Director

FRAUD AND ECONOMIC
CRIMES UNIT
Anthony D. Schoen,
Supervising Attorney

JUVENILE DIVISION
Ann K. Gramza, Chief

VICTIM/WITNESS DIVISION
Sandra M. Hunt, Director

March 29, 2022

**TO ALL PARTICIPANTS IN
THE GREATER DAYTON AREA
FIRE DEPARTMENTS MUTUAL
AID AGREEMENT:**

CERTIFICATION

This is to certify that as of this date, this office has on file Mutual Aid Agreements from the following greater Dayton area fire departments. Said Agreements became effective July 1, 1989 and have no expiration date. **Spirit Medical Transport added to Agreement.**

BUTLER COUNTY:

City of Fairfield F.D.
Fairfield Township F.D.
Liberty Township F.D.
City of Middletown F.D.
Milford Township F.D.
Ross Township F.D.
Village of Seven Mile F.D.
Wayne Township F.D.

CHAMPAIGN COUNTY:

Mechanicsburg Fire Department

CLARK COUNTY:

Bethel Township F.D.
Harmony Township Volunteer F.D.
City of New Carlisle F.D.
City of Springfield Fire Rescue Division
Pike Township F.D.
Springfield Township F.D.
Pitchin F.D., Green Township
Pleasant Township F.D.

Mathias H. Heck, Jr.

Montgomery County Prosecuting Attorney

March 29, 2022

Page Two

DARKE COUNTY:

Ansonia F.D.
Ansonia Area Emer. Serv. Inc.
Arcanum F.D.
Arcanum Rescue Services
Greenville F.D.
Greenville Emer. Rescue Serv.
Hollansburg Volunteer F.D., Inc.
Liberty Township F.D.
New Madison Volunteer F.D.
Village of Pittsburg F.D.
Rossburg Fire Assoc.
Union City Fire & Rescue
Village of Versailles F.D.
Spirit Medical Transport

HAMILTON COUNTY:

Loveland-Symmes F.D.

MONTGOMERY COUNTY:

Municipality of Brookville F.D.
Butler Township F.D.
City of Clayton F.D.
City of Dayton F.D.
City of Englewood F.D. & EMS
Farmersville Fire Assoc. Inc.
City of Germantown F.D.
Germantown Rescue Squad, Inc.
Harrison Township F.D.
City of Huber Heights F.D.
Jefferson Township F.D.
City of Kettering F.D.

MIAMI COUNTY:

Bradford Fire & Rescue Svcs., Inc.
Casstown Volunteer F.D.
Laura Fire Co., Inc.
Ludlow Falls F.D., Inc.
City of Piqua F.D.
City of Tipp City F.D.
City of Troy F.D.
Bethel Twp. Fire Co., Inc.
West Milton Fire Co., Inc.

GREENE COUNTY:

City of Bellbrook F.D.
City of Fairborn F.D.
City of Xenia F.D.
Beavercreek Twp. F.D.
Cedarville Twp. F.D.
Jefferson Twp. F.D.
Miami Twp. F.D.
New Jasper Twp. F.D.
Silver Creek Twp. F.D.
Spring Valley Twp. F.D.
Sugarcreek Twp. F.D.
Xenia Twp. F.D.

MONTGOMERY COUNTY (CON'TD):

Miami Valley Fire District
City of Moraine F.D.
Village of New Lebanon F.D.
City of Oakwood F.D.
Village of Phillipsburg F.D.
City of Riverside F.D.
City of Trotwood Fire & Rescue
City of Union F.D. & EMS
City of Vandalia F.D.
Washington Township F.D.
City of West Carrollton F.D.
Box 21 Rescue Squad, Inc.

PREBLE COUNTY:

City of Eaton F.D.
Village of Eldorado F.D.
Village of Gratis F.D.
Village of Lewisburg F.D.
Northwest Fire & Ambulance Dist.
Village of Verona F.D.
Village of West Alexandria F.D.
West Manchester F.D.
Camden-Somers Twp. F.D.

Mathias H. Heck, Jr.
Montgomery County Prosecuting Attorney

March 29, 2022
Page Three

SHELBY COUNTY:

City of Sidney Dept. of Fire &
Emergency Services

WARREN COUNTY:

Village of Carlisle F.D.
Clearcreek Fire District
City of Franklin F.D.
Joint Emergency Medical Svc.
City of Lebanon F.D.
Salem-Morrow F.D.
Deerfield Township F.D.
City of Mason F.D.
Franklin Township F.D.
Hamilton Township F.D.
Harlan Township F.D.
Massie Township F.D.
Turtle Creek Township F.D.
Union Township F.D.
Wayne Township F.D.

**WRIGHT PATTERSON AIR FORCE
BASE FIRE DEPARTMENT**

Very truly yours,

MATHIAS H. HECK, JR.
PROSECUTING ATTORNEY

By: 
Ward C. Barrentine
Chief, Civil Division
(937) 496-7797
barrentinw@mcqhio.org

WCB:tar

MUTUAL AID AGREEMENT

WHEREAS, the political subdivisions in Montgomery County and counties adjoining said Montgomery County, to-wit Preble County, Butler County, Warren County, Greene County, Clark County, Miami County and Darke County, collectively referred to as the Greater Dayton Area Fire Departments, and Wright-Patterson Air Force Base Fire Department (WPAFB Fire Department), which are parties to this Agreement, are desirous of obtaining additional fire protection for the citizens of the various political subdivisions and WPAFB Fire Department in time of emergency, pursuant to Sections 505.44 and 9.60, Ohio Revised Code.

It is hereby mutually agreed by the parties hereto as follows:

(1) Definitions:

- a. Fire service agencies shall include, in addition to general fire departments, emergency operations, hazardous materials units, environmental protection units and other related organizations dedicated to protecting life, property and the environment (excluding police services).
- b. The term "fire protection" includes personal services and equipment required for the protection of life and property from fire, firefighting and/or emergency medical services.
- c. The term "emergency response" includes necessary services to respond to a fire, health, safety (not including law enforcement) or environmental incident that threatens life, property or environment.

(2) All Mutual Aid Agreements previously entered into for the purpose of obtaining additional fire protection are hereby superseded by this Agreement.

(3) In the event of emergency, and upon request of another fire department by the highest ranking officer of that department on duty at the time of the emergency, each party which is a signatory to this Agreement will furnish fire department personnel and equipment, if the highest ranking officer on duty of the requested fire service agency is of the opinion that such personnel and equipment is available. Such personnel and equipment may be recalled at the sole discretion of the highest ranking officer on duty of the fire service agency furnishing such personnel and equipment.

(4) The execution of this Agreement shall not give rise to any liability or responsibility, including but not limited to failure to respond to any request for assistance, lack of speed in answering such a request, inadequacy of equipment, negligent operation of equipment, failure to extinguish any fire, or any cause whatsoever growing out of such use of fire or other equipment and personnel, nor shall the party which issued the call be liable in any manner for damages or

loss of equipment or personnel suffered by the party answering the call. This Agreement shall not be construed as or deemed to be an Agreement for the benefit of any third party or parties, and no third party or parties shall have any right of action whatsoever hereunder for any cause whatsoever.

- (5) No charge shall be made to any party (parties) to this Agreement for services rendered by any other contracting party (parties) under the provision of this Agreement.
- (6) There shall be no reimbursement for loss or damage to equipment while engaged in an activity in accordance with this Agreement, nor shall there be any reimbursement for any indemnity award or premium contribution assessed against the employing party for workmen's compensation benefits arising by reason of injury or death to a member of the defined agency of said party while engaged in rendering services under this Agreement.
- (7) This Agreement shall become effective on January 1, 1989, and shall continue as a non-expiring Agreement; provided, however, that any party to this Agreement may withdraw at any time upon thirty (30) days written notice, addressed to the Chief of the defined agency or other officer in charge of each of the other parties to this Agreement, and thereafter such withdrawing party shall no longer be a party to this Agreement, but this Agreement shall continue to exist among or between the remaining parties.
- (8) This agreement may be executed in any number of counterparts, all of which together shall be a single instrument. It shall not be necessary for any counterparts to be signed by more than one party. All counterparts shall be filed with the office of the County Prosecutor of Montgomery County, Ohio, which shall be the official depository for this Agreement. The County Prosecutor of Montgomery County, Ohio, shall send to each party to this Agreement a certificate showing the names of the signatories which have executed this Agreement, and any additions or deletions of participating parties as they occur.



LICENSE TO DISTRIBUTE DANGEROUS DRUGS

The entity named below is duly licensed, and is entitled to conduct business in the state of Ohio until March 31, 2027.

SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

316 PORTLAND STREET

CELINA, OH 45822

License Number: 021666807

License Type: Terminal - EMS - LIMITED - Category 3

Sub-Category: EMSS - EMS Satellite

Expiration Date: March 31, 2027

Responsible Person – Print, sign, and keep license in a readily retrievable location at the address listed on this license.

Responsible Person Name (Print) Dr. Emily M. Kraft, MD	Signature of Responsible Person 
---	--

Any change of responsible person must be reported within ten days of the effective date of the appointment of the new responsible person via Service Request in eLicense Ohio - elicense.ohio.gov.

Ohio Board of Pharmacy

77 South High Street, 17th Floor, Columbus, Ohio 43215

T: 614/466-4143 | F: 614/752-4836 | licensing@pharmacy.ohio.gov



LICENSE TO DISTRIBUTE DANGEROUS DRUGS

The entity named below is duly licensed, and is entitled to conduct business in the state of Ohio until March 31, 2027.

SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

25288 Elliott Rd

Defiance, OH 43512-9003

License Number: 0292000328

License Type: Terminal - EMS - LIMITED - Category 3

Sub-Category: EMSS - EMS Satellite

Expiration Date: March 31, 2027

Responsible Person – Print, sign, and keep license in a readily retrievable location at the address listed on this license.

Responsible Person Name (Print) Dr. Emily M. Kraft, MD	Signature of Responsible Person 
---	--

Any change of responsible person must be reported within ten days of the effective date of the appointment of the new responsible person via Service Request in eLicense Ohio - elicense.ohio.gov.

Ohio Board of Pharmacy
77 South High Street, 17th Floor, Columbus, Ohio 43215
T: 614/466-4143 | F: 614/752-4836 | licensing@pharmacy.ohio.gov



LICENSE TO DISTRIBUTE DANGEROUS DRUGS

The entity named below is duly licensed, and is entitled to conduct business in the state of Ohio until March 31, 2027.

SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

5484 ST RT 49 S

GREENVILLE, OH 45331

License Number: 021666800

License Type: Terminal - EMS - LIMITED - Category 3

Sub-Category: EM - EMS Headquarters

Expiration Date: March 31, 2027

Responsible Person – Print, sign, and keep license in a readily retrievable location at the address listed on this license.

Responsible Person Name (Print) Dr. Emily M. Kraft, MD	Signature of Responsible Person 
--	---

Any change of responsible person must be reported within ten days of the effective date of the appointment of the new responsible person via Service Request in eLicense Ohio - elicense.ohio.gov.

Ohio Board of Pharmacy

77 South High Street, 17th Floor, Columbus, Ohio 43215

T: 614/466-4143 | F: 614/752-4836 | licensing@pharmacy.ohio.gov



LICENSE TO DISTRIBUTE DANGEROUS DRUGS

The entity named below is duly licensed, and is entitled to conduct business in the state of Ohio until March 31, 2027.

SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

5125 Russia Houston Rd

Houston, OH 45333-9802

License Number: 0292000203

License Type: Terminal - EMS - LIMITED - Category 3

Sub-Category: EMSS - EMS Satellite

Expiration Date: March 31, 2027

Responsible Person – Print, sign, and keep license in a readily retrievable location at the address listed on this license.

Responsible Person Name (Print) Dr. Emily M. Kraft, MD	Signature of Responsible Person 
--	---

Any change of responsible person must be reported within ten days of the effective date of the appointment of the new responsible person via Service Request in eLicense Ohio - elicense.ohio.gov.

Ohio Board of Pharmacy

77 South High Street, 17th Floor, Columbus, Ohio 43215

T: 614/466-4143 | F: 614/752-4836 | licensing@pharmacy.ohio.gov



LICENSE TO DISTRIBUTE DANGEROUS DRUGS

The entity named below is duly licensed, and is entitled to conduct business in the state of Ohio until March 31, 2027.

HOUSTON RESCUE SERVICE, INC.
Spirit Emergency Medical Services

5125 RUSSIA-HOUSTON road P.O. BOX 399
HOUSTON, OH 45333

License Number: 020350010

License Type: Terminal - EMS - LIMITED - Category 3

Sub-Category: EMSS - EMS Satellite

Expiration Date: March 31, 2027

Responsible Person – Print, sign, and keep license in a readily retrievable location at the address listed on this license.

Responsible Person Name (Print) Dr. Emily M. Kraft, MD	Signature of Responsible Person 
---	--

Any change of responsible person must be reported within ten days of the effective date of the appointment of the new responsible person via Service Request in eLicense Ohio - elicense.ohio.gov.

Ohio Board of Pharmacy
77 South High Street, 17th Floor, Columbus, Ohio 43215
T: 614/466-4143 | F: 614/752-4836 | licensing@pharmacy.ohio.gov



LICENSE TO DISTRIBUTE DANGEROUS DRUGS

The entity named below is duly licensed, and is entitled to conduct business in the state of Ohio until March 31, 2027.

SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

10852 US HWY 127 SOUTH

VAN WERT, OH 45891

License Number: 021666805

License Type: Terminal - EMS - LIMITED - Category 3

Sub-Category: EMSS - EMS Satellite

Expiration Date: March 31, 2027

Responsible Person - Print, sign, and keep license in a readily retrievable location at the address listed on this license.

Responsible Person Name (Print) Dr. Emily M. Kraft, MD	Signature of Responsible Person 
---	--

Any change of responsible person must be reported within ten days of the effective date of the appointment of the new responsible person via Service Request in eLicense Ohio - elicense.ohio.gov.

Ohio Board of Pharmacy

77 South High Street, 17th Floor, Columbus, Ohio 43215

T: 614/466-4143 | F: 614/752-4836 | licensing@pharmacy.ohio.gov



LICENSE TO DISTRIBUTE DANGEROUS DRUGS

The entity named below is duly licensed, and is entitled to conduct business in the state of Ohio until March 31, 2027.

SPIRIT MEDICAL TRANSPORT, LLC
Spirit Emergency Medical Services

2281 W. STATE ROAD 44
LIBERTY, IN 47353

License Number: 021666808

License Type: Terminal - EMS - LIMITED - Category 3

Sub-Category: EMSS - EMS Satellite

Expiration Date: March 31, 2027

Responsible Person – Print, sign, and keep license in a readily retrievable location at the address listed on this license.

Responsible Person Name (Print) Dr. Emily M. Kraft, MD	Signature of Responsible Person 
---	--

Any change of responsible person must be reported within ten days of the effective date of the appointment of the new responsible person via Service Request in eLicense Ohio - elicense.ohio.gov.

Ohio Board of Pharmacy
77 South High Street, 17th Floor, Columbus, Ohio 43215
T: 614/466-4143 | F: 614/752-4836 | licensing@pharmacy.ohio.gov

Ohio

DEA REGISTRATION NUMBER	THIS REGISTRATION EXPIRES	FEE PAID
[REDACTED]	02-29-2026	\$888

SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N,3,3N,4,5	MLP-AMBULANCE SERVICE	01-07-2025

SPIRIT MEDICAL TRANSPORT, LLC
D.B.A. SPIRIT EMERGENCY MEDICAL SERVICES
5484 S STATE ROUTE 48
GREENVILLE, OH 453311032

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE
UNITED STATES DEPARTMENT OF JUSTICE
DRUG ENFORCEMENT ADMINISTRATION
WASHINGTON D.C. 20537

REGISTERED ACTIVITY WITHIN SCHEDULE IS RESTRICTED BY YOUR STATE.

Sections 304 and 1008 (21 USC 824 and 958) of the Controlled Substances Act of 1970, as amended, provide that the Attorney General may revoke or suspend a registration to manufacture, distribute, dispense, import or export a controlled substance.

THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY, AND IT IS NOT VALID AFTER THE EXPIRATION DATE.

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE
UNITED STATES DEPARTMENT OF JUSTICE
DRUG ENFORCEMENT ADMINISTRATION
WASHINGTON D.C. 20537

DEA REGISTRATION NUMBER	THIS REGISTRATION EXPIRES	FEE PAID
[REDACTED]	02-29-2026	\$888

SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N,3,3N,4,5	MLP-AMBULANCE SERVICE	01-07-2025

SPIRIT MEDICAL TRANSPORT, LLC
D.B.A. SPIRIT EMERGENCY MEDICAL SERVICES
5484 S STATE ROUTE 48
GREENVILLE, OH 453311032

REGISTERED ACTIVITY WITHIN SCHEDULE IS RESTRICTED BY YOUR STATE.

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THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY, AND IT IS NOT VALID AFTER THE EXPIRATION DATE.

DEA REGISTRATION NUMBER	THIS REGISTRATION EXPIRES	FEE PAID
[REDACTED]	07-29-2026	\$855
SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N,3, 3N,4,5	MLP-AMBULANCE SERVICE	01-07-2025
SPIRIT MEDICAL TRANSPORT, LLC D.B.A. SPIRIT EMERGENCY MEDICAL SERVICES 5484 S STATE ROUTE 49 GREENVILLE, OH 45331-1032		

**CONTROLLED-SUBSTANCE/REGULATED CHEMICAL
REGISTRATION CERTIFICATE**
 UNITED STATES DEPARTMENT OF JUSTICE
 DRUG ENFORCEMENT ADMINISTRATION
 WASHINGTON D.C. 20537

REGISTERED ACTIVITY WITHIN SCHEDULE IS RESTRICTED BY YOUR
STATE.

Sections 304 and 1008 (21 USC 824 and 958) of the
Controlled Substances Act of 1970, as amended, provide
that the Attorney General may revoke or suspend a
registration to manufacture, distribute, dispense, import or
export a controlled substance.

**THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF
OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY,
AND IT IS NOT VALID AFTER THE EXPIRATION DATE.**

Form DEA-223/511 (9/2016)

**REPORT
CHANGES
PROMPTLY**

**REQUESTING MODIFICATIONS TO YOUR
REGISTRATION CERTIFICATE**

To request a change to your registered name, address, the drug
schedule or the drug codes you handle, please

1. visit our web site at deaddiversion.usdoj.gov - or
2. call our customer Service Center at 1-(800) 883-8639 - or
3. submit your change(s) in writing to:
 Drug Enforcement Administration
 P.O. Box 2639
 Springfield, VA 22152-2639

See Title 21 Code of Federal Regulations, Section 1301.21
for complete instructions.

You have been registered to handle the following chemical/drug codes:

Indiana

DEA REGISTRATION NUMBER	THIS REGISTRATION EXPIRES	FEE PAID
[REDACTED]	02-28-2027	\$888
SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N,3,3N,4,5	MLP-AMBULANCE SERVICE	03-18-2024
SPIRIT MEDICAL TRANSPORT, LLC / BRIAN BROWN SPIRIT MEDICAL TRANSPORT, LLC / BRIAN BROWN 2281 W STATE ROAD 44 LIBERTY, IN 473538453		

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE
UNITED STATES DEPARTMENT OF JUSTICE
DRUG ENFORCEMENT ADMINISTRATION
WASHINGTON D.C. 20537

Registered Activity within schedule is restricted by your State.

Sections 304 and 1008 (21 USC 824 and 858) of the Controlled Substances Act of 1970, as amended, provide that the Attorney General may revoke or suspend a registration to manufacture, distribute, dispense, import or export a controlled substance.

THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY, AND IT IS NOT VALID AFTER THE EXPIRATION DATE.

CONTROLLED SUBSTANCE REGISTRATION CERTIFICATE
UNITED STATES DEPARTMENT OF JUSTICE
DRUG ENFORCEMENT ADMINISTRATION
WASHINGTON D.C. 20537

DEA REGISTRATION NUMBER	THIS REGISTRATION EXPIRES	FEE PAID
[REDACTED]	02-28-2027	\$888
SCHEDULES	BUSINESS ACTIVITY	ISSUE DATE
2,2N,3,3N,4,5	MLP-AMBULANCE SERVICE	03-18-2024
SPIRIT MEDICAL TRANSPORT, LLC / BRIAN BROWN SPIRIT MEDICAL TRANSPORT, LLC / BRIAN BROWN 2281 W STATE ROAD 44 LIBERTY, IN 473538453		

Registered Activity within schedule is restricted by your State.

Sections 304 and 1008 (21 USC 824 and 858) of the Controlled Substances Act of 1970, as amended, provide that the Attorney General may revoke or suspend a registration to manufacture, distribute, dispense, import or export a controlled substance.

THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY, AND IT IS NOT VALID AFTER THE EXPIRATION DATE.

DEA REGISTRATION NUMBER [REDACTED]	THIS REGISTRATION EXPIRES 03-28-2027	FEE PAID \$855
SCHEDULES 2,2N,3, 3N,4,5	BUSINESS ACTIVITY MLP-AMBULANCE SERVICE	ISSUE DATE 03-18-2024
SPIRIT MEDICAL TRANSPORT, LLC / BRIAN BROWN SPIRIT MEDICAL TRANSPORT, LLC / BRIAN BROWN 2281 W STATE ROAD 44 LIBERTY, IN 473538453		

**CONTROLLED SUBSTANCE/REGULATED CHEMICAL
REGISTRATION CERTIFICATE**
UNITED STATES DEPARTMENT OF JUSTICE
DRUG ENFORCEMENT ADMINISTRATION
WASHINGTON D.C. 20537

Registered Activity within schedule is restricted by your State.

Sections 304 and 1009 (21 USC 824 and 858) of the
Controlled Substances Act of 1970, as amended, provide
that the Attorney General may revoke or suspend a
registration to manufacture, distribute, dispense, import or
export a controlled substance.

**THIS CERTIFICATE IS NOT TRANSFERABLE ON CHANGE OF
OWNERSHIP, CONTROL, LOCATION, OR BUSINESS ACTIVITY,
AND IT IS NOT VALID AFTER THE EXPIRATION DATE.**

Form DEA-223a/511 (9/2016)

**REPORT
CHANGES
PROMPTLY**

**REQUESTING MODIFICATIONS TO YOUR
REGISTRATION CERTIFICATE**

To request a change to your registered name, address, the drug
schedule or the drug codes you handle, please:

1. visit our web site at deafirstversion.usdoj.gov - or
2. call our customer Service Center at 1-(800) 882-9938 - or
3. submit your change(s) in writing to:
Drug Enforcement Administration
P.O. Box 2038
Springfield, VA 22162-2038

See Title 21 Code of Federal Regulations, Section 1301.51
for complete instructions.

----- You have been registered to handle the following chemical/drug codes: -----

CENTERS FOR MEDICARE & MEDICAID SERVICES
CLINICAL LABORATORY IMPROVEMENT AMENDMENTS

CERTIFICATE OF WAIVER

LABORATORY NAME AND ADDRESS

SPIRIT MEDICAL TRANSPORT, LLC
5484 STATE ROUTE 49 SOUTH
GREENVILLE, OH 45331

CLIA ID NUMBER

[REDACTED]

EFFECTIVE DATE

04/04/2025

LABORATORY DIRECTOR

EMILY M. KRAFT

EXPIRATION DATE

04/03/2027

Pursuant to Section 353 of the Public Health Services Act (42 U.S.C. 263a) as revised by the Clinical Laboratory Improvement Amendments (CLIA), the above named laboratory located at the address shown herein (and other approved locations) may accept human specimens for the purposes of performing laboratory examinations or procedures.

This certificate shall be valid until the expiration date above, but is subject to revocation, suspension, limitation, or other sanctions for violation of the Act or the regulations promulgated thereunder.



Gregg Brandebach, Director
Division of Clinical Laboratory Improvement & Quality
Quality & Safety Oversight Group
Centers for Clinical Standards and Quality

If this is a Certificate of Waiver, it certifies the laboratory to perform only examinations or procedures that have been approved as waived tests by the Department of Health and Human Services.



State Board of Emergency Medical, Fire, and Transportation Services



*Pursuant to Sections 4766.01 through 4766.99 of the Ohio Revised
Code and having fulfilled all requirements set forth,*

SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

316 PORTLAND STREET CELINA OH 45822

190062	Satellite	MolCU	03/15/2027
Service Number	Location	Level of Service	Expiration Date

Is issued this license to provide medical transportation in the State of Ohio.

*In testimony, whereof, the seal of the State Board of Emergency Medical, Fire, and Transportation Services
and signature as authorized by the Board are hereto affixed this 16th day of March, 2026.*

Robert L. Hayden

Executive Director



State Board of Emergency Medical, Fire, and Transportation Services



*Pursuant to Sections 4766.01 through 4766.99 of the Ohio Revised
Code and having fulfilled all requirements set forth,*

SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

25288 Elliot Rd Defiance OH 45312

190062	Satellite	MolCU	03/15/2027
Service Number	Location	Level of Service	Expiration Date

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Robert L. Hagman

Executive Director



State Board of Emergency Medical, Fire, and Transportation Services



*Pursuant to Sections 4766.01 through 4766.99 of the Ohio Revised
Code and having fulfilled all requirements set forth,*

SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

5484 OHIO ROUTE 49 SOUTH GREENVILLE OH 45331

190062	Headquarters	MolCU	03/15/2027
<i>Service Number</i>	<i>Location</i>	<i>Level of Service</i>	<i>Expiration Date</i>

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Executive Director



State Board of Emergency Medical, Fire, and Transportation Services



*Pursuant to Sections 4766.01 through 4766.99 of the Ohio Revised
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SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

5125 Russia-Houston Road Houston OH 45331

190062	Satellite	MolCU	03/15/2027
<i>Service Number</i>	<i>Location</i>	<i>Level of Service</i>	<i>Expiration Date</i>

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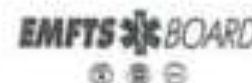
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Spit L. Nguyen

Executive Director



State Board of Emergency Medical, Fire, and Transportation Services



*Pursuant to Sections 4766.01 through 4766.99 of the Ohio Revised
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SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

2281 W STATE ROUTE 44 LIBERTY IN 47353

190062	Satellite	MolCU	03/15/2027
<i>Service Number</i>	<i>Location</i>	<i>Level of Service</i>	<i>Expiration Date</i>

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Executive Director



State Board of Emergency Medical, Fire, and Transportation Services



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SPIRIT MEDICAL TRANSPORT, LLC

Spirit Emergency Medical Services

10852 US HWY 127 S. VAN WERT OH 45891

190062	Satellite	MolCU	03/15/2027
<i>Service Number</i>	<i>Location</i>	<i>Level of Service</i>	<i>Expiration Date</i>

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Robert L. Hagan

Executive Director



2026 Ohio Ambulance/Wheelchair/Ambulatory Fee Schedule

Billing Code	Service Description	Insurance Base Rate	Medicare Allowable Rate	Ohio Medicaid Allowable Rate	Indiana Medicaid Allowable Rate
A0426	ALS Non-Emergency	\$1,100.00	\$330.30	\$244.50	\$333.74
A0427	ALS 1 Emergency	\$1,200.00	\$522.97	\$289.75	\$528.43
A0433	ALS 2 Emergency	\$1,300.00	\$756.93	\$349.50	\$764.83
A0434	Specialty Care Transport	\$2,000.00	\$894.55	\$413.00	\$903.89
A0428	BLS Non-Emergency	\$900.00	\$275.25	\$203.75	\$278.12
A0429	BLS Emergency	\$1,000.00	\$440.39	\$244.00	\$444.99
A0498	Treat, No Transport	\$500.00	\$0.00	\$0.00	\$0.00
A0425	Ambulance Mileage 1-17 Miles	\$22.00	\$14.13	\$5.05	\$14.13
A0425	Ambulance Mileage 17 > Miles	\$22.00	\$9.42	\$5.05	\$9.42
Billing Code	Service Description	Insurance Base Rate	Ohio Medicaid Allowable Rate	Indiana Medicaid Allowable Rate	
A0130	Ambulette Transport (Wheelchair Van) Ambulatory Pick-up Fee	\$60.00	\$31.00	All Wheelchair/ambulatory trips out of nursing homes are now paid by the nursing home at a contracted rate set by the transportation provider rendering service.	
S0209	Ambulette/Ambulatory Mileage	\$4.00	\$1.30	Please note that ambulatory transports, unless under a Medicaid advantage plan, are typically a non-covered service and due from the patient at the time of transport.	

Effective 1/1/2026



[We redact certain identifying information and certain potentially privileged, confidential, or proprietary information associated with the individual or entity, unless otherwise approved by the requestor.]

Issued: July 20, 2001

Posted: July 26, 2001

[Name and address redacted]

Re: OIG Advisory Opinion No. 01-12

Dear [Name redacted]:

We are writing in response to your request for an advisory opinion, in which you ask whether an exclusive contract between a city and an ambulance company for the provision of emergency medical services for city residents that includes a requirement that the contracting ambulance company waive any out-of-pocket Medicare copayments for city residents (the "Arrangement") would constitute grounds for the imposition of sanctions under the exclusion authority at section 1128(b)(7) of the Social Security Act (the "Act") or the civil monetary penalty provision at section 1128A(a)(7) of the Act, as those sections relate to the commission of acts described in section 1128B(b) of the Act.

You have certified that all of the information you provided in your request, including all supplementary letters, is true and correct, and constitutes a complete description of the material facts regarding the Arrangement. In issuing this opinion, we have relied solely on the facts and information presented to us. We have not undertaken an independent investigation of such information. This opinion is limited to the facts presented. If material facts have not been disclosed or have been misrepresented, this opinion is without force and effect.

Based on the facts certified in your request for an advisory opinion and supplemental submissions, we conclude that the Arrangement potentially generates prohibited remuneration under the anti-kickback statute and that the Office of Inspector General

("OIG") could subject [Name redacted] to administrative sanctions under sections 1128(b)(7) or 1128A(a)(7) of the Act (as those sections relate to the commission of acts described in section 1128B(b) of the Act) in connection with the Arrangement.

This advisory opinion may not be relied on by any person other than [Name redacted] and is further qualified as set out in Part IV below and in 42 C.F.R. Part 1008.

I. FACTUAL BACKGROUND

[Name redacted] ("Company A") is a non-profit corporation that has a membership of ten hospitals and medical centers located throughout State X. Among other things, Company A provides "911" emergency basic life support ("BLS") ambulance services on behalf of its members.

The [Name redacted] (the "City") is an urban municipality in State X. In 1998, the City issued a request for proposals (the "RFP") for the provision of all 911 emergency BLS ambulance services within the City.¹ Under the RFP, the successful bidder would provide these services under an exclusive, three-year contract (the "Contract"). Company A offered to provide the services at no cost to the City and was awarded the Contract.

The Contract provides that Company A will bill and collect from patients and their health care insurers, including the Federal health care programs, for services provided under the Contract. The Contract prohibits Company A from billing any out-of-pocket copayments and deductibles to *bona fide* residents of the City.

Company A began providing 911 emergency BLS ambulance services under the Contract in October 1998 and continues to provide such services today.

II. LEGAL ANALYSIS

The anti-kickback statute makes it a criminal offense knowingly and wilfully to offer, pay, solicit, or receive any remuneration to induce or reward referrals of items or services reimbursable by Federal health care programs. See section 1128B(b) of the Act. Where

¹We assume for purposes of this advisory opinion that the City has authority pursuant to state law to provide, or arrange for, emergency medical services within the municipality and followed the applicable state and local laws.

remuneration is paid purposefully to induce referrals of items or services paid for by a Federal health care program, the anti-kickback statute is violated. By its terms, the statute ascribes criminal liability to parties on both sides of an impermissible "kickback" transaction. For purposes of the anti-kickback statute, "remuneration" includes the transfer of anything of value, in cash or in-kind, directly or indirectly, covertly or overtly.

The statute has been interpreted to cover any arrangement where one purpose of the remuneration was to obtain money for the referral of services or to induce further referrals. United States v. Kats, 871 F.2d 105 (9th Cir. 1989); United States v. Greber, 760 F.2d 68 (3d Cir.), cert. denied, 474 U.S. 988 (1985). Violation of the statute constitutes a felony punishable by a maximum fine of \$25,000, imprisonment up to five years, or both. Conviction will also lead to automatic exclusion from Federal health care programs, including Medicare and Medicaid. Where a party commits an act described in section 1128B(b) of the Act, the OIG may initiate administrative proceedings to impose civil monetary penalties on such party under section 1128A(a)(7) of the Act. The OIG may also initiate administrative proceedings to exclude such party from the Federal health care programs under section 1128(b)(7) of the Act.

The contractual provision barring Company A from billing patients for out-of-pocket Medicare copayments raises the question whether the City's failure to reimburse Company A for those copayments will result in waivers of copayments that would implicate the anti-kickback statute.²

In this case, the City has effectuated the routine waiver of out-of-pocket copayments by requiring Company A to bill residents "insurance only" and then by not paying the Medicare copayments on the residents' behalf. In short, if the City wishes to assume the copayment obligation owed to an independent ambulance provider or supplier for City residents, it must pay the owed amounts. Failure to make the payments – or to permit City residents to be billed for them – implicates the anti-kickback statute, as well as the False Claims Act, 31 U.S.C. §§ 3729-3733.³ We note that insurance only billing by

²Our concerns regarding routine waivers of copayment are longstanding. See, e.g., Special Fraud Alert: Routine Waiver of Copayments or Deductibles Under Medicare Part B, 59 Fed. Reg. 65,372, 65,374 (1994).

³Section 1128A(a)(5) of the Act provides for the imposition of civil monetary penalties against any person who offers remuneration to a Federal health care program beneficiary that such person knows or should know is likely to influence such individual to order or receive from a particular provider, practitioner, or supplier any item or service for which payment may be made under a Federal health care program. For purposes of

municipalities that operate their own emergency ambulance services raises different questions not addressed here.⁴ There is an important difference between a municipally owned ambulance company voluntarily waiving copayments for its own residents and a municipality requiring a private company to bill “insurance only” as a condition of getting the municipality’s EMS business, including Medicare business.

III. CONCLUSION

Based on the facts certified in your request for an advisory opinion and supplemental submissions, we conclude that the Arrangement potentially generates prohibited remuneration under the anti-kickback statute and that the OIG could subject Company A to administrative sanctions under sections 1128(b)(7) or 1128A(a)(7) of the Act (as those sections relate to the commission of acts described in section 1128B(b) of the Act) in connection with the Arrangement.⁵

IV. LIMITATIONS

The limitations applicable to this opinion include the following:

- This advisory opinion is issued only to Company A, the requestor of this opinion. This advisory opinion has no application to, and cannot be relied upon by, any other individual or entity.
- This advisory opinion may not be introduced into evidence in any matter involving an entity or individual that is not a requestor to this opinion.

section 1128A(a)(5) of the Act, “remuneration” includes, inter alia, the waiver of copayment and deductible amounts. See section 1128A(i)(6) of the Act. However, under the Arrangement, City residents have no choice of “911” service provider or supplier. Thus, the OIG would not impose administrative sanctions on Company A under section 1128A(a)(5) in connection with the Arrangement.

⁴See CMS Carrier Manual section 2309.4; CMS Intermediary Manual section 3153.3A; see also OIG Advisory Opinion No. 01-10 (July 20, 2001); OIG Advisory Opinion No. 01-11 (July 20, 2001).

⁵We express no opinion with respect to any aspect of the Arrangement other than the insurance only billing requirement.

- This advisory opinion is applicable only to the statutory provisions specifically noted above. No opinion is herein expressed or implied with respect to the application of any other Federal, state, or local statute, rule, regulation, ordinance, or other law that may be applicable to the Arrangement.
- This advisory opinion will not bind or obligate any agency other than the U.S. Department of Health and Human Services.
- This advisory opinion is limited in scope to the specific arrangement described in this letter and has no applicability to other arrangements, even those which appear similar in nature or scope.
- No opinion is expressed herein regarding the liability of any party under the False Claims Act or other legal authorities for any improper billing, claims submission, cost reporting, or related conduct.

This opinion is also subject to any additional limitations set forth at 42 C.F.R. Part 1008. The OIG reserves the right to reconsider the questions and issues raised in this advisory opinion and, where the public interest requires, modify or terminate this opinion.

Sincerely,

/s/

D. McCarty Thornton
Chief Counsel to the Inspector General