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13 Attorneys for Applicant
14 RBR Management, LLC
15 dba Community Ambulance

16 **IN THE OFFICE OF ADMINSTRATIVE HEARINGS**

17 In the Matter of:

18 RBR Management, LLC dba Community
19 Ambulance,

20 Applicant.

Docket No. 2017-EMS-0104-DHS
(EMS No. 0283)

**APPLICANT'S
INITIAL WITNESS AND
EXHIBIT LIST**

(Assigned to the Honorable
Tammy L. Eigenheer)

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23 RBR Management LLC, dba Community Ambulance (“Applicant” or
24 “Community Ambulance”) submits its Initial Witness and Exhibits List,
25 identifying the witnesses it may call and exhibits it may use at the Certificate of
26 Necessity (“CON”) hearing in this matter. Community Ambulance reserves the
27 right to amend, modify, supplement, and/or withdraw the information provided
28 through this disclosure.

1 **A. WITNESSES**

2 **1. Jeffrey O'Malley, Vice President, Partnership Integration in**
3 **Arizona, Dignity Health, C/O Hendricks Murphy, PLLC and/or the**
4 **Meyerson Law Firm, PLC**

5 Mr. O'Malley may testify about his educational background, work
6 experience, and current position with Dignity Health as Vice President of
7 Partnership Integration in Arizona. Mr. O'Malley may also offer testimony
8 regarding Dignity Health's Hello *humankindness* philosophy and the
9 implementation of that philosophy through its joint venture partnerships. Mr.
10 O'Malley may testify about Dignity Health's experiences with interfacility
11 ambulance transportation and the providers of ambulance services in the
12 proposed service area (Maricopa County) and surrounding areas, Dignity
13 Health's need for an additional provider of interfacility ambulance transports in
14 Maricopa County, and Dignity Health's efforts to develop an integrated
15 ambulance service to provide transports for its patients. Mr. O'Malley may testify
16 concerning Dignity Health's integrated delivery network and the use of
17 partnerships and collaboration. Mr. O'Malley may testify concerning Dignity
18 Health's 50.1% membership interest and involvement in Community Ambulance.
19 Mr. O'Malley may also offer testimony about Dignity Health's patient
20 demographics within the proposed service area, the geographic distribution of
21 Dignity Health owned and associated patients and facilities in Maricopa County,
22 and Dignity Health's approximate needs for non-emergency interfacility
23 transports within the proposed service area. Mr. O'Malley may also offer
24 testimony about Dignity Health's efforts to develop relationships with CON
25 holders in Maricopa County to provide interfacility transports for the Dignity
26 Health population, Dignity Health's negotiation of and entry into a Customer
27 Agreement with AMR of Maricopa, LLC (effective November 1, 2015), and a 2017
28 amendment to the Customer Agreement to include AMR Holdco, Inc. and its

1 subsidiaries and affiliates in the contractual service area, AMR's termination of
2 the Customer Agreement in 2017, and litigation that ensued arising out of
3 Dignity Health's assertion that AMR breached the Customer Agreement by
4 intervening in the Community Ambulance CON hearing. Mr. O'Malley may
5 testify regarding substandard interfacility transport performance Dignity Health
6 facilities have experienced by other CON holders in the proposed service area,
7 and meetings with representatives of Dignity Health hospitals, urgent care
8 centers, and other associated facilities to discuss optimization of Dignity Health
9 patient transports.

10 **2. Rob Richardson, Chief Executive Officer of Applicant**
11 **Community Ambulance, C/O Hendricks Murphy, PLLC and/or the**
12 **Meyerson Law Firm, PLC**

13 Mr. Richardson may testify about his educational background and
14 work experience, including his position as President and CEO of Community
15 Ambulance. Mr. Richardson may offer testimony regarding the contents of
16 Community Ambulance's CON Application, which he signed, and the ownership
17 and management structure of Community Ambulance. Mr. Richardson may offer
18 testimony about the development of Community Ambulance's partnership with
19 Dignity Health in Arizona following its successful partnership in providing
20 interfacility transports to Dignity Health's patient population in Clark County,
21 Nevada. Mr. Richardson may testify about Community Ambulance's adherence
22 to and implementation of Dignity Health's Hello *humankindness* philosophy as
23 well as other similar practices. Mr. Richardson may also offer testimony about
24 Community Ambulance's interfacility transport services agreement with Dignity
25 Health, Community Ambulance's personnel (including the number and types of
26 personnel, hiring, compensation and benefits, qualifications, scheduling,
27 training, and working conditions), Community Ambulance's equipment and
28 ambulances (including communications equipment, onboard technology, and

1 other equipment onboard each ambulance complimentary to Dignity Health's
2 system), Community Ambulance's planned integration into Dignity Health's
3 electronic medical records system to increase efficiencies and improve patient
4 experiences, which can impact outcomes, and Community Ambulance's
5 communication and operation plans for the proposed service in Maricopa County.
6 Mr. Richardson may offer testimony regarding the reasons Community
7 Ambulance is fit and proper to provide the proposed interfacility services
8 contemplated by its application, Community Ambulance's fiscal competence,
9 resources, financial viability, and ability to expand its resources to address
10 population growth in the Dignity Health system in Maricopa County, as well as
11 Community Ambulance's plan to ensure interfacility transport service will be
12 maintained and improved for remote or rural Maricopa County communities. Mr.
13 Richardson may also testify about Community Ambulance's compliance with the
14 factors set forth in the 2017 ADHS Guidance Document, GD-099-PHS-EMS:
15 Certificates of Necessity for Ambulance Service.

16 **3. Linda Hunt, President and Dignity Health, Senior Vice**
17 **President of Operations, Arizona, C/O Hendricks Murphy, PLLC and/or**
18 **the Meyerson Law Firm**

19 Ms. Hunt may offer testimony about her educational background,
20 nursing career, and other work experience – particularly her role as President of
21 St. Joseph's Hospital and Medical Center, and as the current Dignity Health,
22 Senior Vice President of Operations, Arizona. Ms. Hunt may testify about Dignity
23 Health's culture, including the Hello *humankindness* philosophy and the effects of
24 this philosophy on patient experience and patient care. Ms. Hunt may also offer
25 testimony about Dignity Health's experiences with interfacility ambulance
26 transportation, and the providers of ambulance services in the proposed service
27 area (Maricopa County) and surrounding areas. Ms. Hunt may testify about
28 throughput issues in the Dignity Health systems, and the effects interfacility

1 transport delays can have on efficient hospital operations, as well as patient care,
2 outcomes, and satisfaction. Ms. Hunt may offer testimony about Dignity Health's
3 desire for an integrated interfacility ambulance service to better serve Dignity
4 Health's patient population.

5
6 **4. W. Michael Evans, CPA, Health Care Services Consultant,
8437 E. Mulberry Street, Scottsdale, Arizona 85251, (480) 941-0994**

7 Mr. Evans may offer testimony with respect to his educational
8 background, employment and consulting experience in the ambulance industry.
9 Mr. Evans may also offer testimony about his experience in preparing Ambulance
10 Revenue and Cost Reports ("ARCR") and assessing the financial viability of
11 companies applying for CONs in Arizona. Mr. Evans may testify about the
12 proposed operating model for the CON, the documents and assumptions used to
13 prepare Community Ambulance's ARCR, and the financial analysis completed by
14 the Arizona Department of Health Service's ("ADHS") rate analyst. Mr. Evans
15 may also offer testimony concerning the potential financial impact on other CON
16 holders in the proposed service area.

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18 **5. Ralph Vassallo, Expert in EMS Billing Services, 1029 E. Palo
Verde Drive, Phoenix, Arizona 85014, (602) 758-1513, rjvjr@aol.com.**

19 Mr. Vassallo may testify about his educational background and
20 work experience. Mr. Vassallo may also testify about the history of ambulance
21 billing services in Maricopa County, the billing collection system to be used by
22 Community Ambulance, and the historical collection rates and payor mix for the
23 proposed service area.

24
25 **6. Robb Beery, Owner RimGIS, 3350 S. Justin St. Flagstaff,
Arizona 86005, (928) 595-0442, rbeery@ringis.com.**

26 Mr. Beery may testify about his educational background and work
27 experience, the map exhibits submitted by Applicant, the assumptions utilized in
28

1 creating those maps, and the accuracy of the distances and drive times identified
2 on the maps.

3
4 **7. Brandon Hestand, RN, BSN, Paramedic Liaison, Chandler**
5 **Regional Medical Center/Mercy Gilbert Medical Center, C/O Hendricks**
6 **Murphy, PLLC and/or the Meyerson Law Firm, PLC.**

7 Mr. Hestand may testify about his educational background, work
8 experience as a registered nurse, and his current position with Dignity Health as
9 a Paramedic Liaison for Chandler Regional Medical Center (“CRMC”) and Mercy
10 Gilbert Medical Center (“MGMC”), through which he is responsible for developing
11 and maintaining relationships with private ambulance providers, including
12 representatives of Intervenor, air ambulance providers, and various fire
13 departments on behalf of Dignity Health. Mr. Hestand may testify about his
14 participation in a monthly East Valley agency meeting that includes private
15 ambulance leadership, including representatives from Intervenor in this matter.
16 Mr. Hestand may further testify about the procedure for initiating interfacility
17 transports for Dignity Health patients from CRMC and MGMC; throughput
18 issues and negative patient experiences at CRMC and MGMC caused by
19 interfacility ambulance transport delays, and inconsistencies in compatibility of
20 equipment between Dignity Health facilities and current private ambulance
21 providers. Mr. Hestand may also offer testimony about the potential benefits to
22 patient care and welfare in having an integrated ambulance service, including
23 equipment and electronic medical record integration, and ambulance crews
24 trained in the Hello Humankindness philosophy.

25 **8. Delores Kells, RN, BSN, MBA/HCM, Director for Dignity**
26 **Health Urgent Care Centers, Gilbert, Queen Creek, Ahwatukee &**
27 **Maricopa, C/O Hendricks Murphy, PLLC and/or the Meyerson Law Firm,**
28 **PLC.**

Ms. Kells may testify about her educational background and work

1 experience, including her current role as the director for Dignity Health Urgent
2 Care Centers located in Queen Creek, Gilbert, Ahwatukee, and Maricopa (the
3 “Urgent Care Centers”). Ms. Kells may testify about her oversight and
4 involvement in interfacility ambulance transport issues for the Urgent Care
5 Centers, including delays the Urgent Care Centers experience in scheduling
6 transports and in arrivals times of ambulances. Ms. Kells may offer testimony
7 about the necessity of an additional provider of interfacility transports to
8 efficiently move patients from the Urgent Care Centers to facilities with higher
9 levels of care. Ms. Kells may also testify about her involvement in weekly
10 scheduled calls with representatives of AMR (the primary ambulance provider of
11 interfacility transports for the Urgent Care Centers) to discuss issues the Urgent
12 Care Centers experience with AMR’s interfacility transport service. Ms. Kells
13 may also offer testimony about throughput issues at the Urgent Care Centers,
14 and instances of Dignity Health patients leaving Urgent Care Centers against
15 medical advice to drive themselves to facilities with higher levels of care due to
16 delayed interfacility transports.

17 **9. Paul McHale MD, Emergency Medicine Physician,**
18 **Emergency Department Physician, Chandler Emergency Medical**
19 **Group, PLC. (DBA Premier Emergency Medical Specialists), Chandler,**
20 **Arizona, C/O Hendricks Murphy, PLLC and/or the Meyerson Law Firm,**
PLC.

21 Dr. McHale is an emergency medicine physician who may testify
22 about his background and experience, including his work as an emergency
23 medicine physician in the CRMC and MGMC Emergency Departments as well
24 has his work as Chairman of Dignity Health’s East Valley Community Board.
25 Dr. McHale may offer testimony concerning his interactions with hospital staff to
26 initiate and oversee interfacility transports of critical care and stable patients
27 from CRMC and MGMC to other facilities and hospitals within the Dignity
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1 Health system in the proposed service area. Dr. McHale may also testify about
2 the effects that interfacility transport delays have on patient care and outcomes,
3 and throughput bottlenecking issues that cause patient holds on a regular basis
4 in the CRMC and MGMC Emergency Departments.

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6 **10. Mark Burdick, former Fire Chief of Glendale, Arizona,**
7 **currently Strategic Initiatives Director, Arizona Fire & Medical**
8 **Authority**

9 Mr. Burdick may testify about his experience and background,
10 including his time as the Fire Chief for the City of Glendale. Mr. Burdick may
11 also testify about throughput bottlenecking issues at hospital facilities and the
12 need for an additional interfacility transport provider to supplement the existing
13 EMS system.

14 **11. Aaron Sams, Rates Analyst with Arizona Department of**
15 **Health Services**

16 Mr. Sams may testify about his background and experience, the
17 rates, mileage reimbursement and financial analysis set forth in his Findings
18 Letters dated January 10, 2017 and May 3, 2017, and the relevance and accuracy
19 of the assumptions used to generate the Findings Letter.

20 **12. Dr. David Argue, Corporate Vice President and Principal,**
21 **Economists Incorporated, 2121 K. Street, NW, Suite 1100, Washington,**
22 **DC 20037, (202) 833-5265, argue.d@ei.com**

23 Dr. Argue is an economist with expertise in the areas of healthcare
24 economics and competition in the healthcare industry. Dr. Argue may testify
25 with respect to his expert opinions concerning the benefits of competition in the
26 provision of ambulance services to the patient population of Maricopa County,
27 and more specifically in terms of improvements in the quality of care for that
28 population. Dr. Argue may testify that where customers have a choice of

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ambulance providers, private providers tend to provide higher quality of care and service. Dr. Argue may testify about the benefits granting a CON to Community Ambulance could provide to Maricopa County and its residents. Those benefits include increased quality of service and a reduction in risk in having just a few available private ambulance providers.

13. Witnesses, as necessary, to lay foundation.

14. All witnesses listed by each Intervenor, and ADHS, irrespective of whether those parties call any such witness.

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B. Applicant's Exhibits

Community Ambulance may offer the following documents as exhibits at the hearing in support of its application:

1. Applicant's CON Application Part 1.
2. Applicant's CON Application Part 2.
3. DHS Administratively Complete Letter dated June 28, 2016.
4. DHS Substantive Review dated August 4, 2016.
5. Applicant's Response to Substantive Review dated September 28, 2016.
6. DHS 2nd Substantive Review Letter dated November 3, 2016.
7. Applicant's Response to 2nd Substantive Review Letter dated November 14, 2016.
8. DHS Initial Findings Letter dated January 10, 2017.
9. Applicant's Response to Initial Findings Letter dated March 27, 2017.
10. DHS Second Findings Letter dated May 3, 2017.
11. Applicant's Letter to DHS dated April 6, 2018 regarding joining uniform rate group.
12. Applicant's Certificate of Foreign Registration dated October 10, 2017.
13. Applicant's Operating Agreement dated July 27, 2010.
14. Applicant's Arizona Corporation Commission database information.
15. Applicant's Good Standing Certificate dated April 18, 2018.
16. Arizona Base Station Agreement between Applicant and Dignity Health dated September 30, 2016.
17. Ambulance Services Agreement between Applicant and Dignity Health.
18. Reserved.

- 1 19. Reserved.
- 2 20. Reserved.
- 3 21. DHS Guidance Document.
- 4 22. DHS Ground Ambulance Service Rate Schedule as of March 1, 2018.
- 5 23. Hearing Notice dated June 1, 2017.
- 6 24. Customer Agreement between AMR and Dignity Health.
- 7 25. Amendment to Customer Agreement between AMR and Dignity
- 8 Health, effective February 21, 2017.
- 9 26. DHS Approval of Amendment to Customer Agreement between
- 10 AMR and Dignity Health dated February 21, 2017.
- 11 27. AMR Motion for Intervening Party Status dated June 14, 2017.
- 12 28. Dignity Letter to AMR dated June 26, 2017.
- 13 29. AMR response to Dignity letter dated July 18, 2017.
- 14 30. Dignity response to AMR response dated July 19, 2017.
- 15 31. AMR response to July 19, 2017 Dignity letter dated July 20, 2017.
- 16 32. Transcript of Arizona Superior Court Proceedings from September
- 17 28, 2017.
- 18 33. Arizona Superior Court Minute Entry dated October 11, 2017.
- 19 34. AMR Consolidation Request dated December 5, 2016.
- 20 35. AMR Consolidation Decision dated October 31, 2017.
- 21 36. PMT Consolidation Request dated December 5, 2016.
- 22 37. PMT Consolidation Decision dated October 31, 2017.
- 23 38. AMR Consolidated CON.
- 24 39. PMT Consolidated CON.
- 25 40. Rural Metro Maricopa CON.
- 26 41. Canyon State CON.
- 27 42. ABC Ambulance CON.

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- 1 43. Maricopa Ambulance CON.
- 2 44. ABC Ambulance 2015 ARCR.
- 3 45. ABC Ambulance 2016 ARCR.
- 4 46. ABC Ambulance 2017 ARCR (to be provided when filed).
- 5 47. Maricopa Ambulance 2016 ARCR.
- 6 48. Maricopa Ambulance 2017 ARCR (to be provided when filed).
- 7 49. PMT 2015 ARCR.
- 8 50. PMT 2016 ARCR.
- 9 51. PMT 2017 ARCR (to be provided when filed).
- 10 52. Rural Metro (Maricopa) 2015 ARCR.
- 11 53. Rural Metro (Maricopa) 2016 ARCR.
- 12 54. Rural Metro (Maricopa) 2017 ARCR (to be provided when filed).
- 13 55. AMR of Maricopa 2015 ARCR.
- 14 56. AMR of Maricopa 2016 ARCR.
- 15 57. AMR of Maricopa 2017 ARCR (to be provided when filed).
- 16 58. American Comtrans 2015 ARCR.
- 17 59. American Comtrans 2016 ARCR.
- 18 60. American Comtrans 2017 ARCR (to be provided when filed).
- 19 61. American Ambulance 2015 ARCR.
- 20 62. American Ambulance 2016 ARCR.
- 21 63. American Ambulance 2017 ARCR (to be provided when filed).
- 22 64. Southwest Ambulance (Maricopa) 2015 ARCR.
- 23 65. Southwest Ambulance (Maricopa) 2016 ARCR.
- 24 66. Southwest Ambulance (Maricopa) 2017 ARCR (to be provided when
- 25 filed).
- 26 67. Southwest Ambulance and Rescue 2015 ARCR.
- 27 68. Southwest Ambulance and Rescue 2016 ARCR.
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- 1 69. Southwest Ambulance and Rescue 2017 ARCR (to be provided when
2 filed).
- 3 70. R/M Holdings 2015 ARCR.
- 4 71. R/M Holdings 2016 ARCR.
- 5 72. AMR of Maricopa ALJ Decision.
- 6 73. AMR of Maricopa CON Hearing Transcripts Vol. 1.
- 7 74. AMR of Maricopa CON Hearing Transcripts Vol. 2.
- 8 75. AMR of Maricopa CON Hearing Transcripts Vol. 3.
- 9 76. AMR of Maricopa CON Hearing Transcripts Vol. 4.
- 10 77. AMR of Maricopa CON Hearing Transcripts Vol. 5.
- 11 78. AMR of Maricopa CON Hearing Transcripts Vol. 6.
- 12 79. AMR of Maricopa CON Hearing Transcripts Vol. 7.
- 13 80. AMR of Maricopa CON Hearing Transcripts Vol. 8.
- 14 81. AMR of Maricopa CON Hearing Transcripts Vol. 9.
- 15 82. Maricopa Ambulance ALJ Decision.
- 16 83. Maricopa Ambulance CON Hearing Transcripts Vol. 1.
- 17 84. Maricopa Ambulance CON Hearing Transcripts Vol. 2.
- 18 85. Maricopa Ambulance CON Hearing Transcripts Vol. 3.
- 19 86. Maricopa Ambulance CON Hearing Transcripts Vol. 4.
- 20 87. Maricopa Ambulance CON Hearing Transcripts Vol. 5.
- 21 88. Maricopa Ambulance CON Hearing Transcripts Vol. 6.
- 22 89. Maricopa Ambulance CON Hearing Transcripts Vol. 7.
- 23 90. Maricopa Ambulance CON Hearing Transcripts Vol. 8.
- 24 91. Maricopa Ambulance CON Hearing Transcripts Vol. 9.
- 25 92. Maricopa Ambulance CON Hearing Transcripts Vol. 10.
- 26 93. Maricopa Ambulance CON Hearing Transcripts Vol. 11.
- 27 94. Maricopa Ambulance CON Hearing Transcripts Vol. 12.

- 1 95. Maricopa Ambulance CON Hearing Transcripts Vol. 13.
- 2 96. Maricopa Ambulance CON Hearing Transcripts Vol. 14.
- 3 97. ABC Ambulance ALJ Decision.
- 4 98. ABC Ambulance CON Hearing Transcripts Vol. 1.
- 5 99. ABC Ambulance CON Hearing Transcripts Vol. 2.
- 6 100. ABC Ambulance CON Hearing Transcripts Vol. 3.
- 7 101. ABC Ambulance CON Hearing Transcripts Vol. 4.
- 8 102. ABC Ambulance CON Hearing Transcripts Vol. 5.
- 9 103. ABC Ambulance CON Hearing Transcripts Vol. 6.
- 10 104. ABC Ambulance CON Hearing Transcripts Vol. 7.
- 11 105. ABC Ambulance CON Hearing Transcripts Vol. 8.
- 12 106. ABC Ambulance CON Hearing Transcripts Vol. 9.
- 13 107. ABC Ambulance CON Hearing Transcripts Vol. 10.
- 14 108. ABC Ambulance CON Hearing Transcripts Vol. 11.
- 15 109. ABC Ambulance CON Hearing Transcripts Vol. 12.
- 16 110. ABC Ambulance CON Hearing Transcripts Vol. 13.
- 17 111. March 5, 2018 Letter of Support sent to ADHS from Kara
- 18 Kalkbrenner, Fire Chief, Phoenix Fire Department.
- 19 112. July 27, 2017 Letter of Support sent to ADHS from Fire Chief Paul
- 20 Adams of the Avondale Fire & Medical Department..
- 21 113. July 5, 2017 Letter of Support sent to ADHS from Thomas Dwiggin,
- 22 Fire Chief, City of Chandler Fire, Health & Medical Department.
- 23 114. July 24, 2017 Letter of Support sent to ADHS from the Honorable
- 24 Mayor of Gilbert, Arizona Jenn Daniels.
- 25 115. July 18, 2017 Letter of Support sent to ADHS from Mary Cameli,
- 26 Fire Chief, Mesa Fire and Medical Department.
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1 116. July 17, 2017 Letter of Support sent to ADHS from Greg Ruiz, Fire
2 Medical Rescue Chief, City of Tempe.

3 117. September 14, 2017 Letter of Support sent to ADHS from Bob
4 Honeycutt, former President and Chief Executive Officer Arizona General
5 Hospital (Laveen).

6 118. Letter of Support sent to ADHS from Mark Nichols, Fire Chief,
7 Daisy Mountain Fire District.

8 119. Rural Metro (Maricopa) service map.

9 120. PMT service map.

10 121. Maricopa Ambulance service map.

11 122. Canyon State service map.

12 123. ABC Ambulance service map.

13 124. Drive time mapping during rush hour traffic.

14 125. CV of Robert Richardson.

15 126. Resume and Bio of Jeffrey T. O'Malley.

16 127. CV of Robb Beery.

17 128. Resume of Brandon Hestand.

18 129. CV of David Argue.

19 130. CV of John Shufeldt.

20 131. Resume of Ralph Vassallo Jr.

21 132. Resume of Michael Evans, CPA.

22 133. CV of Paul McHale.

23 134. Resume of Mark Burdick.

24 135. Resume of Linda Hunt.

25 136. CV of Delores Kells.

26 137. October 16, 2014 Arizona Republic article, "Ambulance company
27 sues state, seeks to offer cheaper services."
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138. January 6, 2015 Phoenix Business Journal article, “American Medical Response to hire 80 for Maricopa County Service.”

139. August 2, 2016 Phoenix Business Journal article, “Former Rural/Metro exec wins ambulance contract in Maricopa County.”

140. May 24, 2017 The Daily Courier article, “Fire Departments concerned with recent long ambulance response times.”

141. December 5, 2017 Scottsdale Independent article, “Maricopa Ambulance awarded city of Scottsdale Contract.”

142. August 10, 2017 Arizona Republic article, “Ambulance wars: Rival companies seek to bar hospital from offering medical transportation.”

143. March 22, 2018 Arizona Republic article, “Maricopa County is fastest-growing in nation, according to U.S. Census data.”

144. March 24, 2014 Arizona Republic article, “Phoenix Ambulance-ride cost: \$860.”

145. Reserved.

146. Reserved.

147. Reserved.

148. Reserved.

149. Reserved.

150. U.S. Census Bureau Quick Fact Maricopa County.

RESPECTFULLY SUBMITTED this 23rd day of April, 2018

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By /s/ Brendan Murphy
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ORIGINAL filed this 23rd day of April, 2018 via the OAH electronic document filing system <https://portal.azoah.com/oedf>, with copies provided to all parties on the approved mailing list by posting through the designated OAH website at <https://portal.azoah.com/oedf/documents/2017-EMS-0104-DHS/index.html>, in accordance with Case Management Order No. 1.

COPY of the foregoing, with flash drive of Exhibits, hand-delivered this 23rd day of April, 2018 to:

Office of Administrative Hearings
1400 W. Washington, #101
Phoenix, Arizona 85007

Kevin Ray
Molly Bonsall
Assistant Attorneys General
Office of the Attorney General
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1 Paul McGoldrick
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3 1232 E. Missouri Avenue
4 Phoenix, Arizona 85014
5 *Attorney for Intervenor AMR CON Holders*

6 James Belanger
7 J. Belanger Law PLLC
8 340 E. Palm Lane, Suite 255
9 Phoenix, 85004
10 *Attorney for Intervenor Maricopa Ambulance, LLC*

11 **COPY** of the foregoing, with flash drive of Exhibits,
12 sent via FedEx this 23rd day of April, 2018 to:

13 Ronna L Fickbohm, Esq.
14 Fletcher Struse Fickbohm & Wagner PLC
15 6750 N. Oracle Road
16 Tucson, Arizona 85704
17 *Attorney for Intervenor AMR CON Holders*

18 Adriane J. Hofmeyr
19 Quarles & Brady LLP
20 One South Church Avenue
21 Suite 1700
22 Tucson, Arizona 85701-1621
23 *Attorney for Intervenor ABC Ambulance, LLC*

24 By: /s/ Brendan Murphy
25
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28