

MICHAEL FIORI

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OBJECTIVE: PRESIDENT/CEO

Mergers & Acquisitions ▪ Multi-site Operations ▪ Leadership Development

PROFILE

Energetic leader with proven business development acumen and 20+ years of progressive responsibility in EMS industry. Able to turn around under-performing markets and win new business by leveraging long-term relationships. Ethics beyond reproach; known internally and externally as personable, down-to-earth industry expert. Large scale, geographically dispersed operations management for corporate stability and bottom-line results. Open and committed communication style and role model for staff. Bachelor's degree and Executive Certificate from competitive Yale program for leadership development. Willing to relocate.

Core Skills Include:

Leadership: Positive long term relationships with investors, Board of Directors, employees, and labor unions; lead analyst meetings with commercial bankers; support Individual Development Plans (IDP) at all levels of company; act as role model and develop talent ("bench strength"), coach and mentor; exceptionally low turnover rate; well-known by industry as external ambassador; international business experience; industry knowledge second to none; University-level teaching, advising, and curriculum design experience.

Oversight and Management: Strong financial background with expertise in medical billing and collections; adept at geographically dispersed, large scale multi-site operations (currently 10 states and \$200 million); able to turn around markets; financial strategy and operations; conduct due diligence; quality improvement and control methods; high percentage contract compliance; public education and safety; continued training in finance, mergers/acquisition, executive development, and corporate governance from Yale.

Business Development: Assess opportunities and win new business; develop marketing strategies; build sound relationships between stakeholders; deliver persuasive and informative presentations; negotiate mergers and acquisitions to expand territory and oversee integration; leverage national network of long-term relationships; sell and service accounts resulting in consistent same-store and external growth.

PROFESSIONAL EXPERIENCE

STRONG CORPORATION, Atlanta, GA

1998 – present

Serves 400 communities with high performance emergency and non emergency services; \$500 million revenue.

President, Southern Emergency Services Group, June 1998 – present

Recruited to turn-around and integrate acquisition of Shannon Ambulance; relocated to Seattle in 1999. Directly oversee 9 states and \$220 million revenue from municipal, private, and public hospital-based services. Manage 3 major billing centers, 400+ ambulances, 15 direct reports and 3,800 employees. Represent company in ongoing bond rating agency interviews. Oversaw start up of Las Vegas Medical Services Enterprise (SDMSE).

- Presented and negotiated company refinancing of Rural/Metro Corporation as key member of successful three-person Refinance-Road Show Team, Citi Group- JP Morgan in 2009.
- Renewed SDMSE Master Contract, the company's single largest account of over \$42 million in 2009.
- Won contract for County Service Area 17, San Diego, in competitive bid award against national competitor resulting in new business of 5 communities and \$12 million revenue in 2008.
- Won contract for Washington DC through successful negotiation against national competitor in 2005.
- Directed accounts receivable as key member of Bank Workout team, increasing the stakeholder confidence in company at a pivotal time in 2000.

COO for the State of Florida, Jan. 1998 – June 1998

Directed all municipal, private, and hospital-based services in state of Florida including fleet of 400 ambulances.

- Recruited to oversee 3 state operations in GA, LA, and FL with approximate \$70 million in revenue.

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NATIONAL MEDICAL RESPONSE, Dallas, TX

1996 – 1997

Leader in EMS sector. Became largest ambulance service provider in US after merging with MedTrans in 1997.

CEO, Mid-Texas Division, 1997 – 1998

Oversaw the merger and integration of MedTrans and AMR. Responsible for national mergers and acquisitions.

- Led multi-site operations, and oversaw revenue of \$74 million and employee base of 1400+.

Managing Director, 1996 – 1997

Oversaw AMR's only international operation with approximate \$52 million annual revenue.

- Relocated to Houston to integrate 5 newly acquired AmeriStat companies located in Texas and Mexico.

KORE – ST. JUDE AMBULANCE, Santa Fe, NM

1993 – 1996

Benchmark for high performance public utility contracting with inter-local municipalities and allied fire services.

Director of Operations, 1993 – 1996

Oversaw financial, personnel, and operations for area with population of 260,000 and approximately \$12 million annual revenue. Implemented in-house and public education / safety programs. Developed new business ventures, ensured quality control, and directed field paramedic operations.

- Maintained contract compliance at 90% or more.

SOUTHWEST LABORATORIES, Albuquerque, NM

1993 – 1995

Previously one of largest pharmaceuticals in the world with \$3 billion US annual sales. Merged with Pfizer in 2009.

Senior Account Manager / Pharmaceutical Division Regional Trainer

Delivered sales presentations, trained new employees, and managed national HMO and PPO accounts.

- Completed intensive Wyeth-Ayerst Management Career Track Program for up-and-coming execs, 1995.

— *Additional experience in operations, training, and management prior to 1993. Details available upon request.* —

HONORS & COMMUNITY ENGAGEMENT

- Honored at Powell Airforce Base with US Military Civic Leadership Award for business experts, 2009
- Testified as industry expert for Centers for Emergency Response Services in Washington DC, 2009
- President's Building Block Award for outstanding Performance, SW Labs, 1994
- Governor's Commendation Award, State of New Mexico, 1994

Volunteering:

Board for San Diego Medical Services Enterprise, 10 years, Chair for 2 years; Greater American Heart Association Board Member, 5 years; National Ambulance Association Ethics Committee, 1994 – 1996

Teaching:

Adjunct Faculty Graduate Advisor for Emergency Services Management, University of Maryland-Baltimore, Adjunct Faculty, New Mexico State University, 1990 – 1993; Advanced Cardiac Life Support Instructor

Public Speaking Highlights:

Int'l Assoc. of Fire Chiefs Annual Meeting, Jan. 2005
Int'l. Assoc. of Fire Fighters Annual Meeting, Aug. 2006

EDUCATION & TRAINING

Yale Business School Executive Management Program, Yale University, June 2006

Emphasis on Finance for Senior Executives / Mergers & Acquisitions / Executive Development / Board Governance

B.S. in Physical Therapy – Pre-Med Program with full scholarship, Boise State University, 1988

Licensed Paramedic (Intensive Care Paramedic Program Graduate, St. John's Hospital) 1985 – Current