Joel Davis’
A NEW OPPORTUNITY FOR ADDITIONAL REVENUE!

How to Leverage Your Medical Transportation company to Make Even More Money in a Booming Niche Market!
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The Changing Landscape of Our Industry

Thank you and congratulations on taking the time to read this brief. I promise not to overload you with too much information, but I do want to share a preview of just how much our industry continues to change from its original inception. In order to know where we’re heading it is important to know where we began.

NOTE: To be clear, the following information is regarding Medicaid reimbursements. This does not affect or influence the many other sources of revenue for your business such as Private-Pay, VA reimbursements, Worker’s Comp, various Service Agreements, Contracts and more. I am discussing the Medicaid system in this brief because so many new transportation providers are under the impression that they must service Medicaid recipients in order to be in business – which is NOT accurate!

As we all know, our healthcare system is experiencing HUGE change. With Obamacare increasing the size of Medicaid enrollment by 138%, Medicaid transportation remains a central focus of NEMT discussions in almost every state. Coupled with a booming elderly population, it’s easy to understand how such changes are having incredible ripple effects throughout the entire medical industry landscape and beyond.

A Quick History of Medicaid Transportation

In the 1974 class action suit Smith vs. Vowell, the first legal action regarding Medicaid transportation access, Smith, the disabled plaintiff, could not travel to a doctor because he was wheelchair-bound. With limited mobility options, the courts ruled in Smith’s favor acknowledging the direct link between participation in Medicaid programs and the ability to get to facilities to receive medical services.

In response to Smith vs. Vowell, the courts ushered in the modern era of NEMT by requiring states to provide services using a mileage-based reimbursement system.

Why Medicaid is So Different

Medicaid is vastly different as compared to other social programs because there is no direct relationship between the individual and the federal government. The federal relationship is through the states via joint funding. The federal government provides standard regulations and procedures for Medicaid, providing a framework for states to manage programs. With Medicaid, states are required to reimburse for NEMT and home care benefits. However, states enjoy wide authority in developing programs and activities to manage their Medicaid systems. This is why transportation programs vary between states.
The Brokerage Issue

Medicaid began using intermediaries, brokers, for part of the management process in the 1970s. As health care grew more complex, more complicated management issues arose and various forms of intermediary managements emerged. Intentions for brokers were to reduce costs while limiting state’s primary liability by shifting responsibility to subcontractors.

The Compounding Problem

Initially, Medicaid only covered people receiving direct nursing care where states had their biggest financial pressure. The federal government split these costs evenly with the states. This arrangement worked until the federal government began mandating more than nursing home care, adding outpatient care, prenatal care, birth and delivery, home health care, and more.

With more services mandated by the federal government, states saw their budgets exacerbated. In response, states sought to restrict growth by limiting their share of expenses by capping Medicaid contributions. However, with the increasing number of Medicaid recipients, such efforts failed. Now, with an explosion in enrollment, Medicaid has become the single biggest item in state budgets.

The Landscape of Healthcare has Changed

President Clinton was absolutely right when he said “Unless we act, someday soon health care costs will break the back of every state and local government in this country.”

As part of Obama’s economic recovery programs, major financial packages in stimulus were designed to help states resolve their Medicaid budgets. However, with Obamacare assigning a record number of people to Medicaid, states remain perplexed on how to pay for the massively expanded numbers.

In hopes of trying to slow the growth of program expenditures, the Senate Finance Committee has pushed states to adopt more of an insurance approach to Medicaid which includes the imposition of more managed-care elements which includes reimbursement for NEMT and certain home care services.

Now, a new standard path for Medicaid recipients is to be placed in either a managed care group or obtain contract management. Managed care plans typically include costs for NEMT where contract management uses a broker or some other mode of service delivery. States not following this approach essentially function as their own broker.
Medicaid transportation is becoming radically different in size and scope due to the expansion of Obamacare. Thus, brokers are becoming a preferred method to manage state’s Medicaid functions which is a dramatic evolution from the original program.

Despite such dramatic shifts and changes in the Medicaid system, states desperately need reliable transportation providers because, by law, brokers are not permitted to serve as providers. It is unacceptable for those who manage patients or their activities to assign patients to services they provide, own or manage.

**Questions to Ask Yourself in a Growing Market**

- With Health Care Reform exploding the size of Medicaid and managed care groups, how is your community addressing such expansion?
- How can you profit from such expansion and become an integral part of the transportation and home care needs of your community?
- Who are the decision makers within your community? Who will they be tomorrow?
- How do you interact with managed care groups and brokers?

**You’re Sitting On a Gold Mine**

I openly admit that I am not a fan of Obamacare for a wide variety of reasons. However, as a default, I can honestly say that in working with entrepreneurs across the country, I have witnessed more creativity and more diversification than at any other time. The reason is because creative, motivated entrepreneurs always find new solutions to problems - to include those implemented via overbearing government policy and regulation. It further reinforces and underscores how small businesses truly are the engine of America.

Over the past few years I have negotiated more contracts, helped providers secure increased broker reimbursements, assisted with more acquisitions, and helped more providers expand and diversify than I would have anticipated. Why is this so? Because the changing healthcare landscape is creating an environment of consolidation and organizational restructuring that is creating HUGE contractual possibilities for services of all kind.

In fact, if you already own a NEMT or home care business, chances are very good that you have been solicited with RFP(s) or bidding opportunities on government contracts or even large corporations in our industry. Why – because opportunities are growing everywhere! In fact, the
problem is not a lack of opportunity. Rather, the problem is most providers have no idea such opportunities exist let alone what to look for, what to ask, or what to propose!

Furthermore, Obamacare may limit your vertical growth via the employer mandate but it most certainly is not limiting your horizontal growth and diversification into other synergistic ventures and joint partnerships. When I say that many of you are sitting on a proverbial “Gold Mine,” I’m not exaggerating. I have seen some providers build a “small empire” in as short as 3-4 years! That might seem like a long time, but in the life of a business, 3-4 is very short.

Essentially, your success comes down to you understanding the changing industry landscape, identifying market opportunities, knowing your points of leverage, then employing effective tactics and strategies to fulfill market needs.

Where to Go From Here

Know your worth! When negotiating a contract, seeking an increase in reimbursement, or a creating a joint venture I often witness providers accepting a scant portion – measly chicken wings when they should be dining on choice filet mignon - and doing so regularly!

Why do so many providers and entrepreneurs fail to achieve more? There is a variety of reasons – enough to write novels! But in short, an inability to achieve greater success, gain greater financial reward comes down to a few simple reasons as follows:

1. What many entrepreneurs don’t know hurts them in the form of missed opportunity. As I adamantly continue to share, there is overwhelming money-making opportunities all around us. Unfortunately, most people fail to see such opportunities because they only know outdated strategies that worked in an antiquated landscape. Again, the industry landscape has dramatically changed and so should your tactics

2. People don’t take necessary action and, as a result, are not prepared for success when it arrives. So many entrepreneurs miss great diversification and contractual opportunities because they are hiding behind their desks of complacency. Others consider education and investment as “too pricey.” Thus, bold action is nowhere in their psyche let along up for consideration

3. Because of inadequate preparation and understanding of the industry landscape, entrepreneurs become limited, creating barriers of how much they can profit. They do not know how to structure agreements and negotiate premium compensation

Invest in your education! Whether you’re in the NEMT, EMS, home care industries or all of them, learn as much about the changing industry as possible. If you take nothing else away from this brief, the most important message is the industry is changing and will continue for several more
years. If you conduct your business with antiquated strategies then you will either significantly limit your earning potential or literally become extinct.

Avoid the free “brother-in-law advice” – the “free tips” and garbage advice readily available online. Most of these ridiculous sites conjure up inaccurate “advice” offered by someone who has never made money let alone started their own business. Trust me, I understand that most of you reading this originally found me online so it’s quite hypocritical when I tell you to avoid all of the crap online. But as the saying goes, when something is “free,” it is typically equal in value. **You get what you pay for!**

Without exaggeration, probably half the people who contact my office seeking help are those who followed the free online “brother-in-law advice” - sites such as ehow.com, ask.com, etc., etc., or the many knockoff “How-To’s” from people who have never experienced success firsthand. These “experts” have no understanding of the changing industry and, thus, mislead motivated entrepreneurs.

Sadly, for most of those who followed the free brother-in-law advice it has cost them money either in the form of assets they don’t need, missed opportunity in terms of negotiating greater reimbursements, or simply wasted time chasing irrelevant endeavors.

I could probably pay off half of the national debt if I received a quarter for every time someone contacted us indicating they purchased a vehicle(s) and are seeking how to proceed further. Their “free advice” fell significantly short. They spent money yet have no plan on how or where to start! It’s “putting the cart before the horse.” **You need to invest in your education before purchasing assets or signing agreements.**

I could probably fund the remainder of the national debt if I was paid a quarter for each time I witnessed someone enter into a ridiculous contract that grossly sells themselves short. The number of entrepreneurs overpaying for a business acquisition is mind boggling while others leave so much money on the table when selling their business. And the laundry list of missteps goes on.

But my long-winded point to all of this is you need to invest in your education with regards to our industry and further enhance your entrepreneurial skills. What you don’t know can and will hurt you or, as a minimum, limit your earning potential and cost you money all along the way. If you are a profitable, reliable transportation or home care business and you become a fixture within your community, you are worth so much more than you think. You’re sitting on a potential gold mine!
For those of you attending one of my live events or enlisting my help, One-on-One, I look forward to meeting and working with you soon.

See you at the Top!

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INTRODUCTION

Thank you and congratulations on investing the time into reading this resource! This is a great opportunity for you and a pleasure for me. Since 2004 I have been helping entrepreneurs in a host of industries and ventures to grow their businesses and increase their profitability. But as the Founder of the United Medical Transportation Providers Group, I continue to work with and teach transportation providers all across the country, in Canada, and beyond on how to leverage the growing medical industry and the booming elderly population.

When people have medical appointments, they simply have to go! The weather and economic conditions have absolutely no influence. Similarly, hospitals, medical facilities, and doctor offices all need a variety of transportation services in order to accomplish their missions. They need to keep patients moving in and out. Therefore, for as long as we remain a civilized and integrated society, the demand for all types of transportation is only going to increase!

In my best-selling 320 page ebook, “How to Build a Million Dollar Medical Transportation Company,” I go into great detail discussing the licensing and registration requirements, the “nuts and bolts,” and all associated strategies for making your medical transportation company a big success. However, my goal in this particular resource is really very simple – to stimulate your creative thinking! And, I am going to do this by presenting you with just one of many strategies that allowed me to further expand and diversify my transportation company to increase market share, expand brand recognition, and ultimately, increase profitability.

Here is the absolute best part about this “New Opportunity for Additional Revenue” which I am about to discuss - it didn’t cost me anything! I didn’t have to invest in new vehicles or assets, get a new insurance policy, train new employees, or anything. Rather, by simply thinking outside the box and being in tune with local market opportunities I was able to leverage my existing assets and personnel to literally create a new source of profitable revenue.

Further great news, as I discussed in the Forward, is opportunities and possibilities are endless! Blessed with the opportunity to travel and work with transportation providers and entrepreneurs across the country, I am afforded a very unique opportunity. I am able to evaluate the growth and changes within our industry on a macro scale. I witness first hand both the similarities and variations between different
markets and business models. This also forces my provider-clients and me to develop creative strategies to meet the needs of customers.

Ultimately, as entrepreneurs, our fundamental purpose is to find a need and fill it. In so doing, we help others by meeting their needs while gaining profits. Again, in this particular resource I am introducing you to only one of many new business ideas that you can use to expand your existing transportation company. If you are starting a new transportation service, I am confident this resource will help stimulate your creative thinking while reinforcing many fundamental principles to ensure your success.

I hope you enjoy this quick read and that it serves you well. Think outside the box! Our market opportunities are only going to continue to grow and expand as we move forward. With that being said, as entrepreneurs, it is up to us to be focused visionaries and creative leaders that provide real and legitimate solutions.
Before I show you a simple strategy that put “extra” cash money in my pockets let me first show you how you can make REAL money in this industry!

The goal for my NEMT drivers was to average at least 2 transports per hour. With an average of $30 per transport, that’s was a minimum of $60 per hour. Thus, for an 8 hour shift, the goal for each vehicle was $480 per day! Now, consider the numbers:

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It’s important to note that prices have long since gone up since owning my business. Therefore, averaging $30 per one-way transport is very much a conservative calculation!

Choose how BIG or how small you want to be! It’s entirely up to YOU!

- These numbers are very much REAL! Again, they may be a bit outdated since rates of reimbursement have definitely increased, but they do illustrate how quickly your profit earning potential can compound and multiply!
- Choose the type of business model that is right for you. I work with a handful of transportation providers who choose to remain small in size and focus exclusively on distance transports. One particular provider operates a single vehicle and averages between $22-25k per month – alone! (NO JOKE!) How? Because he only does LONG distance transports between multiple states.
- Countless transportation providers operate between 5-7 vehicles and average $60k per month!
- Even more have tens and dozens of vehicles bringing in over $1,000,000 plus per year!
- Many providers have grown their fleets to 30, 50, even 100 vehicles! They’re bringing in several MILLIONS of dollars in annual revenue!
Joel, thank you for offering those of us already in or preparing to enter the NEMT field an opportunity to learn first hand how to do it right! I cannot imagine ANYONE even thinking they could do this on their own – they would literally be reinventing the wheel! There seems to be a ton of information “available to help you start your NEMT business” – even giving you Step 1, Step 2, Step 3, Step 4, etc. You could change just a couple of words in those directions and you could build a Dog House or plan a baby shower! LOL! – but never a functioning NEMT business!

Your ebook is a MUST HAVE for anyone even thinking of pursuing an NEMT business: your ebook, the business plan, DVD’s and dispatching software are absolutely critical to creating the complete package. There are specific items in the ebook that saves every one of us thousands and thousands of dollars and an untold amount of time simply by following your guidance and direction. Your ebook is the most encompassing SOP manual and business model I have ever studied. I have even made my college-aged kids read it as a “how to!”

Then there is the seminar – oh my! Just when you think you’ve got it all together, the seminar is the key element that puts you in touch with reality of people doing what you do. your presentation material and coverage of the obstacles that we could potentially face absolutely will determine if a business will succeed or fail. You covered things that we don’t get ANYWHERE else except from a PRO – someone who has already done it! I am 100% sure that this past seminar will determine my next steps.

It was a pleasure meeting you and seeing for myself your genuine concern for those of us in the field and your eagerness to help each and everyone of us succeed! I can’t wait to work with you one-on-one to take my plans to the next level. I plan to see you at the Top!

Nell Thrower
North Carolina

Mr. Davis,

I have to admit one thing, I like the way you work! I asked you a question back in April of this year without purchasing your program and to my surprise you answered back and have been including me in on your emails week after week after week! I put each of these emails in a folder after reading each one because there was something about you that had me believing that this could actually work.

Well, last night I finally purchased your ebook....only because you came off as being a straight shooter and not a bull shitter like many other programs out there. I purchased your ebook around 8:30 PM and read all 315 pages until 11 PM...I just couldn't put it down!

My brother and I just started our NEMT business here in Florida as of June. We bought one van, a used 2009 Chevy Express 250 with a side Braun Lift. Unfortunately, it is not set up for stretchers (yet). We are still working to build clientele 1 facility at a time....getting our foot in the door is sometimes a challenge, but not impossible!

Hopefully, with reading more of your material and putting things to work it will help us to continue getting that foot in the door. Sometimes, you just have to see things differently through someone else’s eyes.

Thank you
Matt Fallon Sr.
Hi Joel! I first purchased your ebook and then your DVD’s. They are invaluable! I now signed up for DME and we use it faithfully every day and we couldn't run our business without it. This is going to be our first full year in the business, and because of your information, we are pacing to gross over $100,000 this year, OUR FIRST YEAR! No way in the WORLD we could have done it without you! Thank You! You don't know us from a hole in the wall but you have effectively changed our lives. We are going to grow this company to a multi million dollar company using your information as the backbone. Man, GOD has a place in heaven for you!!

Mike Mitchell C.E.O.
Going Your Way Transport L.L.C

Hope this note finds you well. I wanted to just get in touch with you and let you know how thankful we are for all of your guidance and encouragement. Kathleen and I have been blessed with so much opportunity and we felt compelled to let you know. This is truly an opportunity of a lifetime and finding the niche in the business is the key! We have focused on long distance because of our rural location and it has given us a wonderful position in the community and helping out local hospitals.

The demand is so great and we have been willing to work with them to resolve the ever-increasing transportation issues, that we are now faced with the opportunity to work directly with the insurance companies without going through all the red tape. The fact is they need to move their patients and we are here to help! We feel so blessed with the knowledge that you shared with us so openly that we are sending you a small token of our appreciation. Let me know when you get it.

We would love to have a chance to catch up if you have a moment. Look forward to talking with you soon,
Robert and Kathleen Hall
Basic Life Support, Inc.

My name is Anthony DeCaro. I am building an Ambulette business with my brother Jerry. We are incorporated in NYS as Reliant Ambulette, Inc. serving Westchester county. We plan to start with one stretcher/wheelchair van, operating out of our base station in New Rochelle, NY. Before applying to NYS DOT for passenger authority, NYS DOH for a Medicaid provider number, and Westchester county TLC for vehicle/base registration, we decided to learn as much as possible from your resources.

I purchased your ebook about a month ago and found it to be an excellent introduction into the NEMT business. I received your DVD series with business plan & contract a few days ago. Today, I registered as a VIP member to answer any questions I may have as I study. I am confident that I can provide DOT with data to show that there is a public need for NEMT services in Westchester county.

Thank you for your time,
Anthony

Hi Joel! While researching how to start my own NEMT business I stumbled across your website. Buying this book was a great decision. It captured my thought process. You outlined many of the same thoughts I had prior to watching your videos and reading this book. I am slowly putting my company together and have used this book as an inspiration because the book puts my thoughts and so much more on paper.

The overall model you described is a great platform. I thoroughly enjoyed how easy to read but incredibly informative your book was. It took me awhile to get through the book because I am admittedly a slow reader but also because of time constraints with my current job. I am worried I have such little time to focus my full attention to building this business from scratch because this book has me so motivated in making my thoughts a reality. I am burning the midnight oil. While reading your book I am also getting my legal paperwork in line so I can get a head start on my business. Now that I am done reading it I plan on using it as a bench mark and will continue to use the wealth of knowledge you provide. I look forward to reading through the business plan you have put together. Thank you!

Will Victoria
Dear Friend and Fellow Entrepreneur,

Congratulations and thank you for taking the time to read this information. In this resource I’m going to share with you just one of the many great opportunities that helped to literally put thousands of additional cash dollars in my pockets each and every week! I say “additional” because this money was in addition to the revenue I was generating regularly while operating my Medical Transportation Company.

As you learn about the opportunity, all the while, I encourage you to be “thinking outside the box.” Think how you can establish similar types of opportunities in your community. How can you use your existing assets (vehicles, equipment, people, etc.) to generate “additional” revenue during your off-peak hours? How can you squeeze out “additional” revenue when your assets would otherwise be sitting idle?

The great thing about this new opportunity is that I never had to change anything in my existing business to generate this “additional” and much welcomed revenue. I didn’t have to purchase new equipment, vehicles, perform special training, or even hire new employees. This new opportunity was simply an extension of what we were already doing with assets we already had.

So what exactly is this new opportunity that was literally generating thousands of “additional” dollars each week? Well, before I get crazy with detail and reveal everything, let me first start by orienting you to what motivated me to “thinking outside of the box.”
My Inspiration: A Great Example of Productivity & Efficiency

A very good friend of mine was working for a very large international company. Not only do they manufacture a ton of product but they also ship product to huge distribution centers around the world. My friend manages and oversees a great deal of their continental shipping and distribution operations. We talked periodically and discussed a wide variety of business related issues as he knew one day he would be venturing off to start his own business.

A long time ago, during one of our many great conversations, he explained how one of his company’s strategies of productivity and efficiency involves using their trucking system to maximize every single mile on the road. Their trucks literally travel coast to coast and up and down North America to deliver product. But their job isn’t done once they complete their deliveries. What becomes of the empty trailers? This is where my friend explained how his company has mastered the art of “dead heading.”

“Dead heading” is when a truck drops off cargo and is in the process of the return transport with an empty trailer. The problem is that with an empty trailer is “dead heading” the company is not generating any revenue. They’re paid to deliver product/cargo, but again, what becomes of the vehicle once the transport is complete? A “dead heading” truck with an empty trailer generates no revenue. Further, that vehicle on the road, whether loaded or “dead heading,” costs the company revenue in terms of labor (driver), fuel costs, insurance, and other overhead expenses. As you can imagine, companies obviously prefer to have their vehicles generating revenue on both legs of their trips versus losing money “dead heading.”

So how does my friend’s company avoid “dead heading” – IE: losing money on a return trip with an empty truck? The answer their trucks unload their cargo when reaching their final destination and they then sublease their empty trucks and transport someone else’s cargo coming back to the same region or location along their return route. Thus, the company is generating “additional” revenue by using its

**Market Awareness Quick Facts:**

- Boomers are expected to live longer than any previous generation of Americans.
- Of the 3.4 million born in 1946 2.8 million are still alive.
- The men can expect to live another 22 years, the women another 25.
- By 2030, when the first baby boomers reach 84, the number of Americans over 65 will have grown by 75% to 69 million.
- That means more than 20% of the population will be over 65, compared with only 13% today.
- More than 35% will be over 50.
- One big question looms over these developments: Will those years be vigorous and healthy, or will baby boomers sink into the pain and disability of chronic disease?
- A lot hangs on the answer.
existing resources. Thus, when they do this, transporting someone else’s cargo, they’re really not “dead heading.” Rather, they are always in a “transportation mode.” To the best of their ability, they are always operating delivery routes.

My friend explained how this is common practice so much so that every time a vehicle is scheduled for transport they work to schedule regionally-based return trips carrying another company’s cargo. Now, instead of wasting money in overhead expenses by traveling with an empty truck, the company’s vehicles are continuing to generate money. According to my friend, they have “mastered this strategy.” They have been employing this strategy for so long the company literally has a huge delivery infrastructure in place that services other companies. In short, they don’t only manufacture a ton of product and beverages, but they also delivery service for other large corporations and businesses.

My friend admits that his company doesn’t always get “top dollar” when transporting cargo during when “dead heading.” To the contrary, he said that many times they have no problem giving sizeable discounts just to help ensue that they secure the deal. For them, they would rather generate a discounted fare and generate some revenue to cover their expenses rather than lose money altogether. After all, any money is better than no money when you are “dead heading.” As he said, “when dead heading you have to be on the road regardless so if you can generate revenue doing it, do it!”

What’s My Point?

Why is this dead heading scenario important and how does it relate to the NEMT industry?

Well, my friends company is a great example of productivity through creativity and resourcefulness. Just as this company maximizes the use of their assets, with your NEMT service you too can find creative and profitable ways to maximize your assets to increase productivity. If you do what we did in my company, you can keep your vehicles moving and generating money during down time, off-peak hours, holidays, and weekends rather than sitting idle or “dead heading.”

In the NEMT industry, many of your assets (vehicles, personnel, etc.) won’t be utilized in the evening hours and/or early morning hours. After regular business hours you’ll be using some of your assets to transport dialysis patients and emergency room discharges. But within the NEMT industry, the bulk of your work will typically be performed during normal business hours as that is when doctor offices and most medical facilities are in operation.
So, what if you could find new, creative ways to use more of your assets and existing resources to generate revenue during your off-peak hours? How would multiple streams of revenue help you and your business? Well guess what, that’s just what I found – a great way to generate “additional” sources of revenue using my existing assets that turned into its own niche market.

**A New Opportunity**

So what’s this great opportunity? Well, it wasn’t some earth shattering idea to transport someone else’s cargo while “dead heading.” But inspired by my friend’s story of success, I started thinking outside the box and looking to see how I could generate additional sources of revenue – how I could leverage my existing assets.

Most of you have probably heard of Lockheed Martin, a well-known defense contractor. Well, Lockheed has a good size facility located approximately twenty minutes outside of our immediate area. Many from our community are employed at this facility.

Lockheed Martin was awarded a very lucrative presidential helicopter contract. As a result of being awarded this contract, morale began to skyrocket within their organization and as well within our community.

Our local newspapers frequently published articles relating to this contract and the jobs and revenue it would bring to the community. These articles continued with how more contracts were expected to follow which would further stimulate our local economy. Local businesses would benefit from this growth and economic stimulus, etc.

So being an entrepreneur, I asked myself how my business could benefit from this great news. How can I “jump on the band wagon” and benefit from this opportunity?

**Market Awareness Quick Facts:**

- The Baby Boomers represent the largest birth cohort in the United States.
- The first of the Boomers turned 60 in 2006. By 2030 all surviving Baby Boomers will be between the age of 66 and 84.
- Within the older adult population, it is important to distinguish between the “young-old” (those less than 75 years of age), the “old” (75 to 84 years of age), and the “old-old” (85 years of age and older) for a more diverse older population.
- The average life expectancy will be 81 years of age by 2020.
- In 1980 the mortality rate was 73 years. Therefore, the greatest growth will be among the “old-old” seniors.
It wasn’t hard to figure out. I was in the transportation business and had some very nice mini-vans and mini-buses. Because Lockheed Martin was bringing in a number of professionals, contractors and the like, I thought maybe there was a way I could assist with some of their local transportation needs from the airport, local hotels, and even their industrial campus.

**How I Jumped On the Band Wagon**

We had a handful of very nice Chrysler Town Car minivans in my fleet that were used primarily for transporting elderly ambulatory clients. Ambulatory customers loved these vehicles because they were well maintained and looked much more upscale as compared to an average taxi. Using these vehicles, I thought why not offer our professional services to Lockheed Martin? After all, what’s the worst that could happen – they say “No?” And if that were the case, who cares? We had nothing to lose!

I also knew that our drivers would be great “ambassadors” for our business. My drivers were always in uniform, courteous, helpful, and respectful. I always received excellent feedback on my drivers’ performance with our NEMT clients so I had every expectation they would provide further professional service to Lockheed clients. Taking all of my existing assets into consideration, my vehicles, drivers, systems and procedures, I thought that Lockheed might welcome the opportunity to give our service a try. And again, if the worst thing is they don’t use us, hey, at least we tried!

As I mention in “*How to Build a Million Dollar Medical Transportation Company,*” your ambulette business is not a regular taxi service. So needless to say, my company wasn’t a regular taxi service nor did I intend for it to become one. Although we did transport a lot of ambulatory clients, our drivers never leased vehicles on a day-rate. Further, our drivers were always in uniform and we focused on greater customer service. We prided ourselves on being a very professional service with a very selective
niche market. All of my drivers were professionally trained employees for which we always maintained quality command and control.

So being as confident as I was with our service, I proceeded to offer our professional services to Lockheed Martin. I contacted the human resource department and had a brief conversation with the person responsible for scheduling travel arrangements.

I introduced myself and began explaining that we were a professional transportation service that started in the medical transportation industry. Ironically enough, the funny thing was this manager was already familiar with our service! He said “Oh yeah, I see your vehicles racing around all the time!” Needless to say, our conversation couldn’t have started out more perfectly! Here I am working to make a brief introduction over the phone and he was already familiar with who we were. Our visibility was already helping us to get our foot in the door. It was an awesome start!

I went on to explain some of our capabilities and how we welcome the opportunity to assist with their transportation needs to and from the airport and local hotels. Being appreciative of my offer, this manager went on to explain some of their needs, which hotels they predominantly use, and the typical schedules for those flying in.

Over the coming week I put together some simple yet very professional brochures and business cards describing our professional services. Some were forwarded to Lockheed Martin, others to specific hotels, and others remained in our vehicles to be given to our passengers for easy reference.
Why This Opportunity?

You may be asking why I would be using my assets as a taxi type service. Is there really any money in this? Was I losing focus of my niche market – the elderly and disabled population?

Well, there are a few reasons why I decided to give this new opportunity a chance:

1. When we started, we were not using our assets during “prime time” hours. Rather, we were predominately transporting these professionals in the early morning and evening hours. At least as was the case with Lockheed Martin’s clientele, most of their professionals were arriving later in the day to prepare for next day morning meetings. In the mornings, we would pick them up from hotels and transport them to Lockheed Martin’s Corporate Park. Later in the afternoon, after their meetings and interviews, we would return to pick them up and shuttle them to the airport. Regardless, the actual timing of this new opportunity in our daily schedule worked out very well. On the occasions when their schedules required us to pick them up during regular business hours, we simply scheduled their transports with those of other transports and ensured they were picked up in one of our nicest vehicles.

2. Because the high majority of these transports were performed in the evening and early morning hours, we were using more of our existing vehicles to generate revenue that would otherwise be sitting idle generating no money. This proved to be an outstanding opportunity. I already had drivers working on-call and it kept them busy making more money via commission.

3. By offering this expanded service, we were continuing to increase our exposure and our reputation.

As I mention in “How to Build a Million Dollar Medical Transportation Company,” many people are unfamiliar with exactly what an ambulette service is until they are in actual need of assisted transportation for either themselves or a loved one. But by transporting these professionals to and from the airport, more and more people were learning of our quality service. Surprisingly, we were actually generating new ambulette business because of our increased exposure and recommendations from satisfied customers.
Furthermore, as our visibility at the airport began to grow, we began to take on other upscale transports on behalf of our local State University, SUNY Binghamton, as well as other business professionals. You couldn’t have asked for a better situation. It was a classic example of “success breeds success!” Honestly, without much anticipation, this new niche business began to snowball into its own unique service. **We weren’t a high-priced limo service nor were we a common smoke-filled taxi service.** We were like a hybrid!

4. **We were all making more money – CASH money.** I was literally making thousands of additional dollars per week with this new opportunity, and again, I mean CASH money – the best kind of money!

Not only were my drivers making more money in commissions, but they were also making a lot more money in tips. They loved it! This new clientele, the professionals we were transporting for Lockheed, SUNY, and local businesses, proved to be very good tippers.

(Drivers were compensated via the same commission structure I outline in “How to Build a Million Dollar Medical Transportation Company.” I would suggest using a similar strategy as it is more convenient and easy to implement.)

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**Market Awareness Quick Facts:**

Boomers expect to live longer and healthier than their parents. However, they don’t take things for granted.

This generation wants fitness activities and information about preventative health care and healthy living.

However, Boomers are not planning for – the reality that in their latter years they may well experience disability.

An increasing number of the “old-old” will need supportive services such as in-home care, adult day care, and assisted transportation to remain mobile and in their homes.

The needs and expectations of Boomers will be diverse, and they will demand choices.

This is not likely to be a generation that seeks out – at least in the short run - the institutions and services that have served their parents so well.
It’s Contagious

I have to be honest with you. As I started to mention before, I did make a mistake when planning and preparing for this opportunity. You shouldn’t be too proud to admit when you’re wrong or you made a mistake so I have to admit that I made a mistake that I should have known better.

Truthfully, my mistake was that my vision was very limited when I was thinking and preparing for this opportunity. My mistake was that I had a very limited vision of exactly what we could achieve and the high degree of success we could experience by being this type of “hybrid” service.

What started out as focusing on Lockheed Martin, I honestly didn’t anticipate how our success would spread like wildfire into other businesses and clientele. I failed to anticipate just how powerful word-of-mouth advertising would be and lead to getting other professional clientele. Again, I should have known better. Word-of-mouth advertising is what literally helped me explode the size of my medical transportation service. Word-of-mouth advertising is what helped “put us on the map.”

Much like the growing success that we experienced in the first two years of my business, we were now receiving more and more airport reservations on a daily basis. Our professional service had proved to be contagious. Further, it was driving my competitors and local cab companies crazy!

Here’s a classic example proving what an impact we made: A few years ago I hosted one of my Million Dollar Seminar in my hometown in New York. A good friend and fellow attendee, Carlos Banks, owner of The Wheelchair Taxi in North Carolina, missed the shuttle bus from our local airport to the Hampton Inn. As a result, he had to take a local cab to the hotel. In so doing, the cab driver asked why he was in town. When told that he was here to attend my Seminar, the cab driver said to Carlos “Joel Davis? We’re glad that he sold his business. His vehicles were all over the place” and “He [Joel] put a lot of taxi services out of business!”

I don’t tell you this quick story to brag or to insinuate that I was some kind of a cut-throat entrepreneur. Rather, I share this story of Carlos and the cab driver to demonstrate how contagious good service is and the opportunities you can have by leveraging your existing medical transportation business.
Why We Were Successful

Why is it that in a matter of a few short months we were able to achieve such great success? Why was our success continuing to grow and compound? Why was our reputation of quality service continuing to spread? Why were a number of hotels referring us to their guests and using us exclusively?

The answer to such questions is really very simple. We simply implemented the same professional tactics we were using in my ambulette business which included the following:

1. Our Vehicles Sold Themselves

I don’t know how reputable the cab services are in your area, but in our area they certainly don’t look like much. We have plenty of cabs. But honestly, some of them look quite sketchy and their drivers are even worse!

Unlike many of our local cabs, my vehicles were professional in appearance. They were black with professionally lettered gold lettering. In my biased opinion, they looked very upscale without being a high priced limo – especially when you saw multiple vehicles parked together. When they were parked together they looked so good it was intimidating (OK, OK. I’ll stop bragging. 😊)

Seriously though, our vehicles really did look much more professional than an average taxi cab and people appreciated it. I can’t tell you how many people commented on how much safer they felt riding in one of our vehicles as opposed to a local cab. Also, many clients commented on how much they appreciated riding in one of our vehicles because they “don’t feel like they have to take a shower when they get out!”

All of our vehicles were non-smoking vehicles and people appreciated it. Surprisingly, even smokers appreciated our vehicles being smoke-free.

One thing that was actually pretty funny about our presence at the airport is that when we were first starting to transport clients, if they didn’t have a reservation with us, as prospective clients exited the airport they were unsure of exactly what and who we were. Our vehicles actually looked more upscale as compared to the taxis that people didn’t know if we were for hire. Sitting next to regular cabs our black vehicles instantly stood out in the crowd!
Purposely, our vehicles didn’t say “taxi” anywhere on them nor did we have a “taxi” sign on top of the vehicle. Why – because I wanted to avoid the appearance of “commonality.” I wanted to preserve our upscale image. So until we started to achieve “brand recognition” at the airport, as they exited, prospective clients would see our vehicles parked next to a regular taxi and approach us to ask “are you available for hire?” Needless to say, ALL of the local cab companies were very upset with our presence because their vehicles were being bypassed in favor of ours!

2. Our Drivers Were Professional in Appearance and Attitude

As I mention in “How to Build a Million Dollar Medical Transportation Company,” one of the first things I did that instantly separated us from my competition was establishing a dress code. I know its common sense to you and me, but guess what - it’s not common sense to everyone! When I was first starting, I was the only company to have a legitimate dress code. It wasn’t until after I instituted a dress code that my competitors tried to do the same. But in my biased opinion, it was still a poor and half-hearted effort because their drivers were never consistent in complying with such policies.

Needless to say, I took our dress code seriously. Rarely did I have a driver arrive to work not in proper uniform. However, if/when a driver was out of uniform he/she was sent home without pay to make the appropriate corrections.

In my opinion and experience, uniforms are important. First, it makes you look more professional and look like you are part of something special – a team. Secondly, uniforms give your people no room for error. They know what to wear and that’s it – there is no ambiguity of what is and is not appropriate attire for work. If you have nice uniforms, your employees will appreciate it as will your customers. They will identify your uniforms.

While we were performing airport transports I had the opportunity to meet with the Commissioner of the Binghamton Airport to discuss our growing demand. During our meeting, he told me just how impressed he was with our service. He commented on the professional appearance of our vehicles and drivers. In fact, as he said “It’s obvious to identify one of your drivers because they’re the professional looking ones!”

Now seriously, think of how proud I was to hear that compliment coming directly from the Commissioner. But it gets even better. The Commissioner went on to say that “I knew you guys were major players because of the response of your competition.” While I was laughing with pleasure on the
inside at his compliment, I asked him what he meant. He said “Because as soon as you guys came up here I had every transportation company in the area calling my office protesting your presence. They all said that you guys shouldn’t be up here and that you’re unreliable. So, I knew you guys had to be reliable. That’s why we’re glad that you guys are here!”

Needless to say, it doesn’t get any better than that! I loved and appreciated the Commissioner’s honesty and kind words. I even shared his words with our drivers who welcomed and appreciated it as well as it was a direct testament to their efforts.

The other critical variable that set my drivers apart from drivers of other companies was their attitude. Obviously, an attitude isn’t as initially visible as a uniform. But a good, positive, and helpful attitude can be quickly identified when you engage a person and is far and away the most important quality of customer service.

There are many things that you can teach your people. You can train them on how to perform certain tasks, to comply with your policies and procedures, and to follow specific directions. But it’s far more difficult trying to “teach” a positive attitude. That’s why it’s so important that, as I mention in “How to Build a Million Dollar Medical Transportation Company,” you hire the “right” people - that you surround your business with people who will become assets versus liabilities.

I can’t tell you how fortunate I was to have the staff I did for almost ten years. Now don’t get me wrong. It hasn’t always been “peaches and crème.” There were definitely times when I hired people who I thought would become an asset only to determine just the opposite and, thus, we had to part ways. Some employees would depart for new, higher paying jobs and that’s great. Unfortunately, others had their employment terminated for some type of misconduct.

Everyone I hired I worked to ensure that they were customer oriented. I needed employees who cold greet passengers and clients with a pleasant smile. Whether it was transferring someone onto a stretcher, holding a door, answering a phone or whatever the interaction, with customers, it was critical that my employees worked to be as polite and helpful as possible. As I always insisted, be part of the solution and not the problem!

If your people are assets they’re going to help you keep your existing business as well as bring you new business. I can’t tell you how many people either called me to express how much they appreciated the
helpfulness and courteousness of my staff. Again, it’s a direct testament to the character of my people – they were great!

3. We Showed Up On Time
We had nice vehicles and our uniform drivers were courteous. But do you think we would have satisfied customers if we were late? Would our airport/hotel business have grown exponentially if we weren’t on time for reservations? Heck NO!

Ultimately, the primary reason why we were cultivating more and more satisfied customers is because we showed up on time. When a hotel made a reservation for their guests we arrived on time, in uniform, with a comfortable vehicle ready for transport. When a person called us with their flight arrangements we had a vehicle ready for their arrival sitting outside the airport. If it was cold outside, the heat was on. If it was hot outside, the air conditioning was on. We always put forth our best effort to make the “little things” regular policy because the little things add up to big things!

Think of how much you would appreciate it when you’re tired after a long day of traveling, connections, maybe layovers, you’re able to exit the airport without delay, exit the terminal and enter into a welcoming vehicle. It makes a big difference in convenience and customer appreciation.

How We Were Successful
I suspect you have a good idea of this great opportunity that generated thousands of “additional” dollars each week. What started out as an “off peak hour” type of opportunity turned into a full-time expansion of our existing transportation service.

But how were we actually accomplishing this mission logistically? How were we accomplishing this mission so that it didn’t conflict with our core mission – our medical transportation business? I say “core” mission because ultimately, there was no comparison. The profit margins on wheelchair and stretcher transports are significantly higher as compared to ambulatory transports. Thus, I was never going to jump over or sacrifice a dollar for a quarter. Whether it was expanding my service into this professional sector or our courier service, I always ensured that our diversification never sacrificed the success of our core ambulette work. I always ensured that I kept “the main thing the main thing!”
Receiving Reservations

- During regular business hours, Monday – Friday, requests for reservations were received directly through our office via our dispatchers

- Using Dispatching Made Easy (www.dispatchingmadeeasy.com), if it was a new client they were added to our “Customer” database and their trip was scheduled and included with general transports

- Most of these clients were P.O.T. (Pay-on-Transport) so drivers would know how much money to collect

- If it was Lockheed Martin or SUNY Binghamton directly reimbursing us the client was logged under the appropriate affiliation and we would bill the company or university

- As I explain in “How to Build a Million Dollar Medical Transportation Company,” after 5:00 PM, on weekends and holidays our office phone line was forwarded to the cell phone of our Evening Manager. He/she would then be responsible for answering the phone, documenting reservations, and coordinating after hour calls

Dispatching Drivers

- The high majority of our reservations from Lockheed Martin and SUNY Binghamton were scheduled days in advance. We asked people both in our promotional literature and verbally to schedule their reservations as far in advance as possible so that we can ensure that a vehicle is ready and waiting.

- Especially with hotels, reservations were periodically received on short notice for which we always did our best to accommodate. Because we had a good size fleet, in most instances we were able to successfully cover these calls. However, periodically there were times when a short-notice call came and we were unable to accommodate. Why? Because remember, my ambulette business was my core business. You don’t jump over a dollar to get to a quarter. **Always protect your core business.**
- We transported an untold number of “cold call” clients arriving to the airport. Eventually, we had enough steady business that we could schedule at least one driver to be at the airport during regularly scheduled flights. This proved to be a very successful and significantly contributed to building our word-of-mouth business.

**What’s the Morale of the Story?**

How does this “New Opportunity,” one that generated a LOT of “additional” dollars in cash for me, help you? Well, as I mentioned in the very beginning you need to be thinking “outside the box.”

Can you establish your own “additional” service? How can you leverage your existing vehicles for other revenue generating transports? In an effort to not risk becoming more long winded than I already have, I have totally skipped over discussing how we operated a very successful courier service. I secured our areas largest NEMT contract with local hospitals that, in time, expanded into courier services. Again, this was only feasible because of the existing resources and opportunities we had in the NEMT industry.

By all means, if you would like to learn more about starting or expanding into the courier business, please feel free to me at [www.startcourierservice.com](http://www.startcourierservice.com). Likewise, if you would like a FREE copy of my biggest contract that I shared with two area sister-hospitals, I include a FREE copy with my Million Dollar Seminar DVD Series ([www.mdtseminar.com](http://www.mdtseminar.com)).

Obviously, I have no idea of the dynamics of your local market. You may not be in close proximity of an airport but maybe you do have a number of businesses or universities with whom you can provide professional services. Regardless, with a medical transportation business as your foundation, there are always ways to leverage your assets and resources to create multiple streams of income.

We had a number of businesses that used us exclusively for their airport transportation and associated transports. In fact, one company, “Source Corp,” contracted with us to pick up their buckets of mail from the US Post Office six days a week. Why - because they appreciated our reliability of service!

What I hope you take away from this information is the need to be creative and look for efficient and effective ways to solve problems. **When you can solve problems, you can always generate revenue.** And let me tell you, with a booming elderly population, the industry changes I discussed in the Forward, the need for a wide variety of services are continue to grow in demand. **Consider subcontracting.**

[www.MillionDollarTransportation.com](http://www.MillionDollarTransportation.com)
companies are often looking to subcontract much of their work to keep up with demand. This can open great opportunities for you, especially if you are just starting your service. Like the international company that my friend works for, you want to find ways to be productive generating money rather than “dead heading” and costing you money.

Always remember to keep your eye on your core business. As you find new opportunities to utilize your assets, don’t ever neglect your core business. Your wheelchair and stretcher transports will always yield higher profit margins as compared to most other forms of transportation.

I hope you have enjoyed this resource and that it has brought value to you; that you have some thoughts to take away. Obviously, my drivers and I enjoyed this “additional” transportation opportunity discussed in this resource. We made money, cash money, relatively fast and easy. All the while, we were increasing our company visibility and promoting our brand recognition.

But again, the best part about this opportunity is that we didn’t have to change anything. We didn’t have to buy new vehicles, change uniforms, train new employees, or do anything different. The infrastructure was already in place. All we had to do was be ourselves and do what we did best – provide reliable, professional, and punctual transportation. As the opportunity grew, we simply expanded our services.

I can’t tell you enough how the medical transportation industry has changed my life and countless others who I have the pleasure to work with. Not only did I learn and make a lot of money, but I also built incredible friendships and strategic partnership that continue to this day. Needless to say, I hope you do the same – that you even meet and exceed my level of success!

If you haven’t yet read my best-selling 320 page ebook, “How to Build a Million Dollar Medical Transportation Company,” then visit me at www.milliondollartransportation.com and get started. I know, I know, 320 pages is a lot. But trust me. It is all purposeful and relevant content that I am sure you will enjoy, appreciate, and learn from. When you do, you’re going to start learning how to build the infrastructure, systems, processes, and procedures for your medical transportation business.

I will also take the liberty to share two other websites that I am confident will bring you great value. If you’re serious about moving forward and would like to get a FREE copy of my ebook, I encourage you to study my seven DVD Series. They are literal taping of my live events where some attendees have paid as
much as $2,000 per seat. When you invest in my DVD Series, you will also receive a FREE copy of my biggest hospital contract that I mentioned previously. This contract alone is going to give you insider perspective into what hospitals and facilities are looking for in you, the transportation provider. Visit me at www.mdtseminar.com to learn a lot more. And don’t forget, you will receive my ebook for FREE and can be downloaded ASAP! You can start studying while you await delivery of my DVD Series.

For those of you who value personal mentorship and want to rush to the front of the line, then I welcome the opportunity to work with you One-on-One. When you take advantage of this exclusive opportunity I’m going to rush deliver to you almost $1,000 worth of FREE stuff to include my DVD Series, Business Plan and ebooks. Visit me at www.milliondollartransportation.com/exclusive_opportunity.html to learn more. I know the URL is long. But it’s worth it. When you’re there, take the time to read the testimonials at the bottom. Trust me, they’re a tiny fraction of the wonderful feedback I continue to receive from great people who I have the pleasure to serve.

I am often asked why I share this opportunity and extend myself to help. The reason is simple - because we are literally building something incredibly special. We are building a powerful community that is going to provide you with greater opportunities while saving you a lot of money! With the contributions of many of the providers I have had the pleasure of working with we are literally coming together and creating new opportunities through the United Medical Transportation Providers Group (UMTPG).

The UMTPG is literally revolutionizing our industry while unifying providers and creating shifts in reimbursement, insurance premiums, vehicle financing and so much more. When you’re ready, I definitely encourage you to visit and learn more about the UMTPG at www.umtpg.org. We are literally a “Group of Providers for Providers!”

Although we haven’t even scratched the surface of all possible opportunities and strategies, I hope that you have enjoyed this material as much as I have in sharing it. Unlike many other industries that are suffering in a struggling economy, we definitely have a long and prosperous future. Without transportation, everything and every aspect of our economy comes to a screeching halt. Bottom line, it’s simply essential!