



Town Council - Meeting Agenda

June 16th, 2026 @ 6:30pm
Council Chambers - 1 Portland Avenue

www.oobmaine.com/town-council

**Members of the public wishing to view the meeting from home may tune into Local Access TV (Channel 3 or 1301 - check with your provider) or by clicking the Meeting Videos link on oobmaine.com.)*

PLEDGE OF ALLEGIANCE:

ROLL CALL:

ACKNOWLEDGEMENTS:

GOOD & WELFARE:

PRESENTATION:

ACCEPTANCE OF MINUTES:

Accept the minutes from the 6/2/2026 Town Council Meeting.

Chair: Shawn O'Neill

PUBLIC HEARING – BUSINESS LICENSE & APPROVALS:

Milestone Foundation Inc, 28 Portland Avenue, 205-1-27, 1 Retail License (requesting fee to be waived).

Chris & Gail Treanor, 39 Temple Avenue, 323-10-4, 1 Seasonal Short-Term Rental (new license).

Haley Montijo, 78 East Grand Avenue #208, 304-7-1-20, 1 Year-Round Rental

Jason Field, 4 Union Avenue, 316-13-16, 1 Year-Round Short-Term Rental

Rich McMackin, 104 Wild Dunes Way, 105A-1-H51, 1 Year-Round Short-Term Rental (new license).

Jing Ou, 16 Smithwheel Road #8, 210-2-53-8, 1 Year-Round Rental

Michael A Rague, 7 Orchard Hill Terrace, 204-3-6, 1 Year-Round Rental (new license).

Chair: Shawn O'Neill

PUBLIC HEARING – SPECIAL AMUSEMENT PERMITS & APPROVALS:

Birdies Grill & Tavern LLC, Birdies Grill & Tavern, 166-168 Saco Avenue, 208-1-6, Trivia, Inside, 10:00am-9:00pm, Monday through Sunday (Last year was Live Music, 6:00pm-10:00pm).

Chair: Shawn O'Neill

TOWN MANAGER REPORT

NEW BUSINESS:

AGENDA ITEM #9031

Discussion with Action: Canvass and certify the results of the Municipal Election held June 9th, 2026.

Chair: Shawn O'Neill

June 11th, 2026

TO: MEMBERS OF THE TOWN COUNCIL
FROM: KIM M. MCLAUGHLIN, TOWN CLERK
SUBJECT: CERTIFY AND CANVASS ELECTION RESULTS AND ISSUE
CERTIFICATES

The results of the RSU #23 Budget Validation Referendum, which was held on June 9th, 2026 as declared by the Warden, David Baird, is as follows:

RSU #23 Budget Validation Referendum Question One:

Yes	1988****
No	521
Blanks	40

****Denotes the highest number of votes for the respective question and consequently the successful question.

AGENDA ITEM #9032

Discussion with Action: Cancel the regular meeting of the Old Orchard Beach Town Council on July 7th, 2026.

Chair: Shawn O'Neill

AGENDA ITEM #9033

Discussion with Action: Appoint Kyle Duffy as an alternate member of the Planning Board, term to expire 12/31/27.

Chair: Shawn O'Neill

AGENDA ITEM #9034

Discussion with Action: Award the Ambulance Billing Services RFP to COMSTAR Ambulance Billing Services at a fee of 4.0% of net revenue delivered to the Town of Old Orchard Beach.

Chair: Shawn O'Neill

COMSTAR

Ambulance Billing Service

Corporate: 8 Turcotte Memorial Drive, Rowley, MA 01969
Ph: 800-742-3001 Fx: 978-948-8480

TOWN OF OLD ORCHARD BEACH, ME PRICE PROPOSAL

The Price Proposal will be a percentage of actual receipts delivered to the Town of Old Orchard Beach, ME

4.0% (Four Point Zero Percent)

SIGNED: 

TITLE: Vice-President

NAME OF FIRM: Comstar, LLC

ADDRESS OF FIRM: 8 Turcotte Memorial Drive Rowley, MA 01969

TELEPHONE NUMBER: (800) 742-3001

EMAIL: nvessal@comstarbilling.com

COMSTAR

PROVIDING AMBULANCE BILLING & COLLECTION SERVICES SINCE 1984



TOWN OF OLD ORCHARD BEACH, ME

Ambulance Billing - RFP **Non-Price Proposal**

Due Date:
January 23, 2026

Submitted by:
Nicole Vessal, Vice President
nvessal@comstarbilling.com

Comstar, LLC.
8 Turcotte Memorial Drive, Rowley, MA 01969
(800) 488-4351

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EXHIBITS

- Exhibit A- SOC 1 Audit Report
- Exhibit B- Standard Reconciliation Package
- Exhibit C- Additional Reports
- Exhibit D- Bid Form
- Exhibit E- Certificate of Insurance Sample

COMSTAR

Ambulance Billing Service

Corporate: 8 Turcotte Memorial Drive, Rowley, MA 01969
Ph: 800-742-3001 Fx: 978-948-8480

Town Manager's Office
Old Orchard Beach Town Hall
1 Portland Ave
Old Orchard Beach, Maine 04064

To Whom It May Concern,

Comstar has been the leader of ambulance billing for municipal, volunteer and nonprofit ambulance services for *over 40 years*. We currently work with over 200 municipalities, and apply our services to over 300,000 billable ambulance transports annually.

Our flexibility and customization of approaches allows us to work with clients of all different sizes and needs. Comstar successfully partnered with numerous services in the state of Maine and has achieved great collection results on their behalf. These results have been attained while handling patients in a helpful, compassionate and respectful manner at all times.

The following is a preview of Comstar's Comprehensive Scope of Services in response to the Town's request for proposals. As you review this document, you will see that Comstar is not just a billing company. We are a billing partner for our clients who is committed to implementing the most innovative technologies available today and providing best in class customer service.

On behalf of the entire Comstar team, we are excited at the prospect of working with your service.

Best Regards,



Vice President & In-House Counsel

nvessal@comstarbilling.com

(800) 742-3001



1 ORGANIZATION OVERVIEW

We are a family-owned New England company and have the experience, expertise, staff and equipment in place to successfully serve our clients.

Comstar was founded in Massachusetts in 1984 and has been providing emergency medical transport billing and collection services to New England cities and towns for over 36 years. Comstar's longevity offers evidence of permanency and reliability. We have a corporate office and main operations center in Rowley, MA.

Comstar has strategically committed 100% of our resources to Municipal and Non-Profit Ambulance Service Billing. We currently serve over 200 municipal ambulances throughout the Northeast in 7 different states. Our clients provide BLS, ALS, and SCT services, emergency and non-emergency transportation. Annually, Comstar applies its services to over 300,000 billable ambulance transports.

Comstar occupies a secure, modern 10,800 square foot facility equipped with cutting edge information technology infrastructure, meeting and training rooms and will accommodate expansion when needed. We welcome visits to our offices as they enable current and prospective clients to see our operation in action and meet our staff.

Since its inception, Comstar has had two owners. Its original owners, Dick Saunders, a volunteer fire fighter and his wife Linda, started the business out of a need in the municipal and nonprofit service world. Its current owners, Rick and Kathy Martin have been running and growing the company since 2000. Since then, Rick has transformed Comstar from a small, local ambulance billing service to one of New England's largest and most successful ambulance billing service organizations. From day one, Rick's strategic vision mirrored that of Comstar's original owners to provide the most comprehensive scope of services at the lowest possible price point. This was, and still is, modelled after the fact that our clients are continually being asked to "do more with less".

2 COMSTAR PRIMARY CONTACTS

Richard L. “Rick” Martin

Manager & CEO

Rick acquired Comstar in May 2000. Rick is a hands-on owner who oversees all activities at Comstar. Prior to acquiring Comstar, Rick had a progressive and successful 16-year career as a cost accountant, controller and CFO working for firms in government contracting and manufacturing/service markets. His vast experience in production and compliance provides invaluable resources to Comstar.

Education:

- B.S. Business Administration, University of New Hampshire, Durham, NH 1981
- MBA, Babson College, Babson Park, MA 1984

Rick.martin@comstarbilling.com (978) 771-6482 (cell)

Kathleen “Kathy” Martin

Manager & CEO

Kathy joined the operation team at Comstar in 2015 to lead a full re-training and staffing of the Customer Service Department. With over 30 years of experience in Education and Communications she transformed the CS team, with the assistance of a National Customer Service Training Company, into the best in class, customer and client focused service department that it is today. Kathy’s focus at Comstar is in Medicare compliance, developing and maintaining training and Quality Assurance programs and mentoring the leadership team.

Education:

- BA Communication Disorders, Education Minor, Salem State College, MA 1985
- MS, Boston University, Speech Language Pathology, Boston, MA 1987

Kathy.martin@comstarbilling.com (800) 742-3001

Nicole E. Vessal

In-House Counsel & Vice-President

Nicole has been a part of Comstar in various capacities for over ten (10) years. In her current role, Nicole oversees daily operations and provides legal assistance on employment and contractual matters. Nicole approaches all matters in an analytical and compliance focused manner. Her commitment to the continued growth and success of Comstar is an asset to the employees and clients she serves.

Education:

- Suffolk University Law School, Boston, MA Juris Doctor 2018
- Virginia Tech, Blacksburg, VA, BA Political Science, 2015

nvessal@comstarbilling.com (800) 742-3001

Britney M. Martin

In-House Counsel & Director of Patient and Client Services

Britney Martin serves as the Director of Patient and Client Services and In-House Counsel at Comstar. With a background in healthcare law and patient advocacy, she brings a unique legal and operational perspective to the revenue cycle space. In her dual role, Britney leads efforts to strengthen client relationships, streamline communication strategies, and ensure compliance across patient-facing services. Her blend of legal expertise and healthcare operations makes her a key asset to Comstar's leadership team.

Education:

- Wake Forest School of Law, Winston-Salem, NC Juris Doctor 2014
- American University, Washington, DC, BA Political Science, 2011

bmartin@comstarbilling.com (800) 742-3001

3 PERSONNEL/STAFF QUALIFICATIONS

Internally, Comstar operates in a work-cell structure where our staff specializes in a particular area of the billing process. Many individuals are also cross-trained in different departments. The below list details the specific departments at Comstar:

- | | |
|-------------------------------|-----------------------|
| 1. Pre-Billing | 6. Customer Service |
| 2. Coding | 7. Provider Relations |
| 3. Payment Application | 8. Client Accounting |
| 4. Insurance Claims Follow-up | 9. Data Retrieval |
| 5. Information Technology | 10. Upper Management |

Each Department is led by members of Comstar’s well-trained and highly knowledgeable leadership team. Comstar prides itself in the longevity of our staff. Our leadership team has appropriately high standards for their staff while encouraging them to have a proper work life balance. The leadership team analyzes department data and works collaboratively with their staff to ensure quality metrics are consistently maintained. They also meet with ownership on a scheduled and consistent basis to report on trends and provide recommendations to improve efficiency. Our leadership team is passionate about the work they do and clientele they serve.

Comstar offers staff extensive training to ensure staff is able to perform their job to industry best standards. Each department maintains robust training material that is reviewed on a consistent basis and updated when needed. The trainers in each department understand that staff learn and process information differently. They place a strong emphasis on understanding the unique learning style of their staff so they can tailor their training plan accordingly. Comstar’s Coders are all trained and accredited by the National Academy of Ambulance Coding (NAAC). The NAAC represents the industry’s “Gold Standard of Excellence” in compliance, ethics and integrity in all facets of ambulance billing and coding. Our Customer Service Department has also received training from a National Customer Service Training Company, who has worked with some of the most successful companies in the country.

In addition to properly training our staff, structured internal workflow programs are in place for all departments with built in overlap of function between departments to create visibility of work, efficiency and checks and balances.

4 OPERATIONAL APPROACH

Comstar's overall plan is to **maximize revenue** for our clients. The operational approach discussed here is a basic overall plan of action. However, Comstar offers a completely customizable billing approach. We do not deploy a one size fits all approach as our clients all have unique needs and challenges.

To begin, all of the transports received from clients are handled electronically. Your PCR data will be retrieved by our Data Management Department on an agreed upon, set schedule. The PCR data is processed into Comstar's billing system, RescueNet. With each download, Comstar's Data Management Department will send the client an email confirmation of the quantity and date range of data imported. This sets up an important check and balance between Comstar and the client to ensure no data is missed.

Once imported, the trips are sent to Comstar's Run Entry & Coding Department. Here, Coders are responsible for entering the patient demographic information, reading the PCRs, and coding the claims into RescueNet. As part of this process, Coders are also:

- identifying medical necessity for the emergency trips
- identifying proper billing procedures for the non-emergency trips
- insuring the correct payor/facility is billed and proper contractual allowances are added
- reviewing PCS' for compliance with CMS regulations

If there is missing information on the PCR that is needed for billing purposes, the client will be questioned for that information. The applicable hospital will be questioned if there is missing insurance information.

Once a run is coded, it is sent to Comstar's Pre-Billing Department. This is where addresses are checked and insurance information is either obtained and/or verified. Comstar verifies all claim before submitting them to the carrier. This ensures we are submitting clean claims at the outset. Each part of the pre-billing process uses industry, best in class tools.

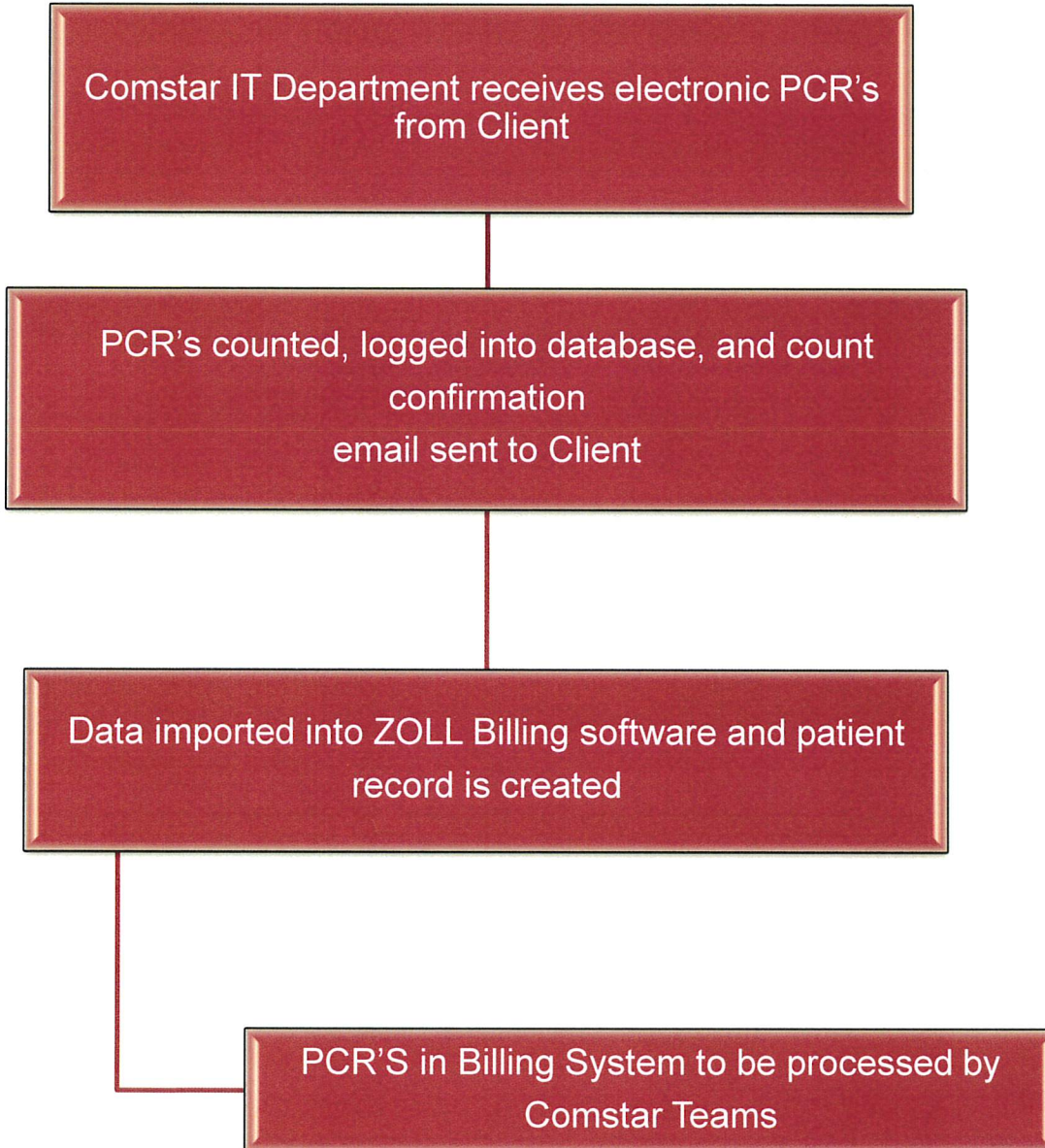
After the Coding and Pre-Billing process is complete, claims are submitted to our clearing house, TriZetto Provider Solutions (TriZetto). TriZetto scrubs the claim to ensure that a clean claim is ready to be submitted directly to the insurance carriers. Claims that have any errors are "rejected" in real time for corrections to be made prior to submitting to insurance. This is critical when considering timely filing limits. If claims are sent to carriers with errors the denial processing time can be too long to resubmit a clean claim. TriZetto Provider Solutions eliminates this scenario. In addition, claims that are not covered by insurance or do not have known insurance coverage are sent directly to the patient via an invoice. Comstar's Insurance Follow-up Department monitors each claim throughout its life in TriZetto.

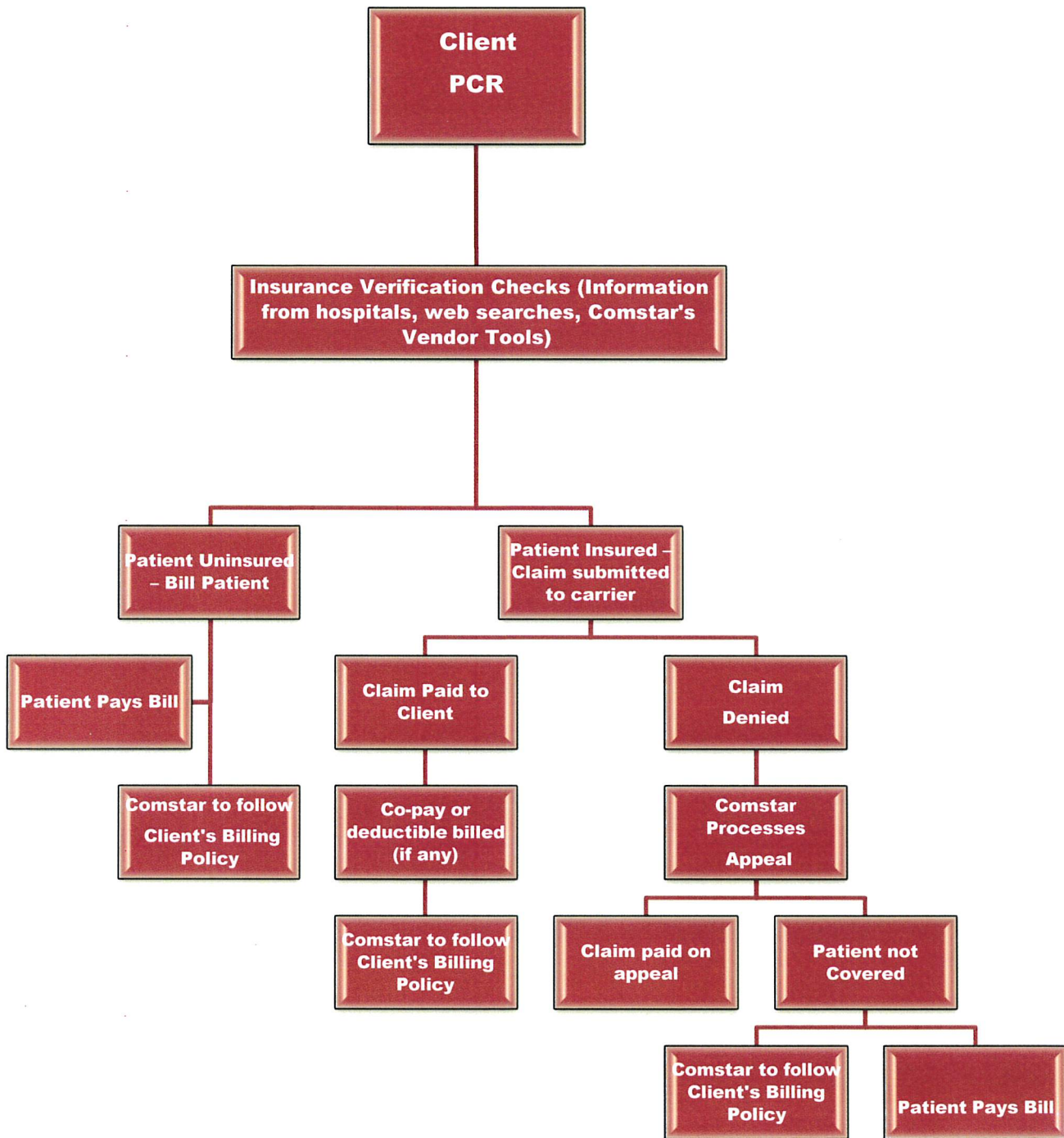
Payments received by Comstar are handled by our Payment Applications Department. These payments are always in the client's name, as we do not have negotiating rights to your funds. Many payments will be deposited via EFT directly to your specified account. Our Provider Relations Department enrolls any payor possible in EFT as it is the most efficient payment mechanism. For hard copy checks that are received, Comstar has different banking options available. All copies of the deposit and their associated payment summaries are sent to the proper person(s).

Patients have the ability to pay their bills or co-pays with a major credit card, HSA account or Paypal, via Comstar's secure online website. Payments via credit card are posted to a trust account and then dispersed to you. There is no additional fee to the patient or client to pay via credit card as Comstar pays all associated fees. In addition, credit card payments can only be made via the web, so Comstar employees are not taking sensitive financial information over the phone. If there has been an overpayment by a patient, Comstar's policy is to immediately notify our client. The notification will include the patient's name, patient's address, date of service, incident number, insurance provider, amount to be refunded, name and address of individual/company receiving a refund, and reason overpayment occurred, as well as the supporting documentation and evidence of the overpayment.

Claims that are not paid, without an identifiable/confirmed reason such as "patient responsibility due to deductible" are researched by our Insurance Follow-Up Department. This department will determine if the claim is appealable, if a phone call to the carrier is needed, or if the patient should be billed.

Please find below our diagram that provides the flow of inception of a PCR to recording revenue:





Comstar's overall operational approach strives to allow our clients to be as knowledgeable as possible on the various aspects of their account. In this regard, on a monthly basis, Comstar provides clients with a full accounting reconciliation of account activity. Our reporting structure is based on our internal controls and record keeping that is consistent with Generally Accepted Accounting Principles.

Comstar has robust account reconciliation report packages, as well as in-depth, virtually limitless, report writing capability. Our standard reconciliation report package includes:

- Reconciliation Summary Report
- Contractual Allowances
- Aging Detail
- Deposit Summary
- Request for Disposition
- Commitments Listing
- Payments Summary
- Write-Offs
- Retractions

Comstar has the capability to provide clients with custom forms and reports. Comstar uses SQL database and Crystal Report Write. This allows us to develop infinite variations of forms and custom reports linking any data we enter into our system on our clients' behalf. Comstar's IT Department can typically generate custom reports within hours of a request.

Additionally, Comstar offers clients 24/7 online access to their reports, by using VMware's Horizon View software to create a secure connection between your computer and Comstar's server. With this connection you can launch our reporting software as a local program. This is not meant to replace the reporting that you receive from Comstar, but to enhance the reporting experience and offer 100% visibility into our work.

Finally, Comstar offers account review meetings at no additional cost. These meetings are completely customizable and typically cover the overall health of a client account and ways to improve reimbursement and maintain compliance. These meetings can occur at a client's request or at the request of Comstar if a trend has been observed. These meetings can include but are not limited to the below topics:

- A review of a client's billing process. This includes invoicing and hardship policies that are in place.
- A review of a client's collection percentages.
- An overview of a client's reconciliation package. This includes an analysis of write-off patterns.
- An analysis of a client's billing rates. This includes providing rate comparison reports and reviewing what the client is and is not charging for.
- A review of a client's documentation practices. This includes a review of client PCRs and important compliance requirements.
- A review of inquiries we are sending to the client for missing information that is needed for billing purposes.
- A review of requests we are sending to Hospitals for insurance information and their response rates.

- A review of runs Comstar has to cancel in our system and the applicable reason. These are most often due to clients sending us runs that involve a service they do not charge for.

5 COMPLIANCE PROGRAM

Comstar always acts in an ethical and compliant manner and has many tools and processes in place in order to manage compliance. In this section, you will find the following information detailing the measures we take in order to ensure compliance with all applicable federal, state, and local laws, rules and regulations.

EMS Attorney On Retainer

Comstar manages its compliance in many ways, including its retainer Agreement with EMS Medicare Attorneys and the American Ambulance Association's Medicare Consultant, Werfel, Moore & Kelly Law Group ("WMK"). Through this agreement, WMK does an on-site audit on Comstar every year that ensures we are operating in a compliant manner. During this audit, a random sampling of client run reports is reviewed. By reviewing these documents, anything that may be deemed non-compliant can and will be highlighted. These issues will be shared with our clients, so they may take measures to correct them. This will lessen the chance of a future audit and or penalties. Also, if a client has a question regarding compliance, we can pass it on to WMK, who will give their legal opinion on the matter. The opinion is then passed on to the client for them to decide how to proceed. Finally, Comstar utilizes WMK for hosting training sessions for our clients on important compliance matters.

Consulting Agreement with Solutions Group, LLC

Comstar is able to remain current on regulatory/legislative changes affecting our clients through our consulting agreement with Solutions Group, LLC. The Managing Partners of Solutions Group, Brian Choate and Asbel Montes, have extensive experience in the EMS industry. They are not only knowledgeable on regulatory changes but are also heavily involved in nationwide lobbying for initiatives that will benefit 911 services.

SOC I Independent Audit

Annually, Comstar has a SOC I (formerly SAS 70) audit performed and opinion issued by an independent audit. A copy of this report will be made available to clients upon request. The Statement on Auditing Standards (SAS) No. 70, *Service Organizations*, (SAS 70) is a widely recognized auditing standard developed by the American Institute of Certified Public Accountants (AICPA). A service auditor's examination performed in accordance with SAS No. 70 ("SAS 70 Audit") is widely recognized, because it represents that a service organization has been through an in-depth audit of their control objectives and control activities. This audit covers all of the billing and accounts receivable management activities Comstar performs on behalf of its clients. In today's global economy, service organizations or service providers must demonstrate that they have adequate controls and safeguards when they host or process data belonging to their customers. In addition, the requirements of Section 404 of the Sarbanes-Oxley Act of 2002 make SAS 70 audit reports even more important to the process of reporting on the effectiveness of internal control over financial reporting.

This audit is an important tool in proving that Comstar has the proper controls and operational procedures in place to meet the needs of our client's.

Please review our most recent SOC 1 Audit report within Exhibit A of this document.

Medicare Beneficiary Signature Requirement, 42 C.F.R § 424.36

Comstar performs an internal audit on Medicare patient records to ensure compliance with the Medicare Beneficiary Signature Requirement. This process greatly assists our clients with maintaining compliance with Medicare. We offer a documentation course to our clients at no additional cost that covers this requirement, along with other important compliance matters.

HIPAA Compliance

Comstar has a comprehensive HIPAA compliance program in place.

All employees receive HIPAA compliance training upon hire. Employees are required to attend a HIPAA re-certification session annually. In addition to our employees, our outside cleaners are also HIPAA trained.

Comstar operates a secure facility. Entrance is attained by key card access for employees and with employee escort for visitors through two doors. Confidential client information and patients protected health information are stored in our secure facility for the duration of the required record retention period. When the record retention period expires, written records are shredded and electronic records are purged. Other arrangements, such as returning the records to the client, can be made upon request.

Comstar and our clients have a signed Business Associate Agreement (HIPAA required) in place. We maintain active relations with the American Ambulance Association, to provide our clients a ready resource for HIPAA guidance and information.

Comstar understands that your patients' PHI is very important and simply does not distribute medical records. When we receive requests from patients, Attorneys and others requesting your run reports, we direct them to a designated Town Official for distribution. The medical records belong to the Town, and Comstar uses them for billing purposes only.

When copies of bills (invoices) are requested by a patient, they are given to the patient, free of charge, upon confirmation of the patient's identity. If an Attorney requests the bill, Comstar has policies in place to make sure the attorney is actually representing the patient by obtaining a Release Form signed by the patient, before we will distribute that information. This is done through a Certified Bill Request process where a signed patient release must be received before any information is given to an attorney, or other third party. We handle the distribution of Attorney requests through our partnership with a records distribution vendor, ChartSwap.

Comstar utilizes the Zoll Data Systems RescueNet Billing Software, which is a HIPAA compliant billing system. The developer has delivered excellent support with system updates in response to Medicare's publication of its "Final Rule" for the new national fee schedule and HIPAA compliance.

Finally, Comstar utilizes several methods to prevent unauthorized access of patient information. All outgoing and incoming email and internet access is restricted to authorized, HIPAA trained individuals. Any data transfers are done with one or more of the following protocols: secure FTP, VPN, peer-to-peer, encrypted data files or recognized websites utilizing HTTPS connectivity. Access to our internal network is severely limited and allowed only via VPN and secured with a Cisco ASA 5505.

6 OTHER IMPORTANT INFORMATION

Comstar has invested in providing our clients with Total Customer Satisfaction. Clients have a dedicated (800) phone line for their convenience and immediate attention. If a representative is not available, the call will automatically be directed to Comstar's Vice Presidents cell phone for immediate attention. Patients have a separate toll-free number that they can use to discuss a bill or any other question they may have. All calls are answered by a live representative. Comstar does not use automated phone systems and all calls are recorded for quality assurance purposes. Comstar also assigns a 1:1 client representative to all clients for their account. The representative is thoughtfully assigned taking multiple factors into consideration. The Town's Representative is Julie Chesnutt (Insurance Follow-up Department Manager). Site visits, conference calls, newsletters and webinars are offered to all clients for account review and to share relevant industry wide updates.

In addition to customer satisfaction, Comstar invests in industry initiatives, value added services, and infrastructure resources which set us apart from other billing agents and enhances the overall value Comstar provides to our clients. Listed below are some highlights of these services:

1. **Community ParaMedicine/Hospital at Home/Mobile Integrated Health Initiatives-** Comstar works with clients who seek to engage in new care delivery models for EMS. We provided reporting and support for our clients who applied to participate in Medicare's ET3 program. We successfully obtained revenue for vaccine clinics, transports to alternative destination and offered billing for treatment in place reimbursement during COVID. Comstar is partnering with one client to secure a contract with an area hospital for a community paramedicine program. At no cost to the client, Comstar has participated in regular negotiations between the client and hospital. Comstar has engaged in a separate contract with one of the managing partners at Solutions Group, LLC for consultation services related to designing and implementing a community paramedicine program. Comstar's owners are passionate in the belief that there is a substantial need for these new care delivery models and that patients will greatly benefit from their development.
2. **Real-time Deductible Management-** Comstar engages in this break-through technology proven to reduce patient responsibility for unmet deductibles for EMS providers. Rather than being hit with unmet deductibles, wouldn't you rather recoup directly from the patient's insurance? Together with Solutions Group, we're making that happen for our clients.
3. **Black Ink Self-Pay Recovery-** Comstar utilizes this pre-billing scrubbing solution made available through Solutions Group. It offers a comprehensive search to uncover billable insurance for accounts with no-known payer source. Black Ink helps to uncover insurance upfront, keeping patients out of collection queues, maximizing revenue for Comstar's clients.
4. **Advanced Demographic Scrubbing Tool-** Solutions Group leverages multiple data sources to aggressively search for the correct patient address and demographic information such as spelling of the name, Date of Birth, Address, and Social Security Number. Then, Solutions Groups custom rules utilize the updated demographic information in our coverage discovery search campaigns. When using the combined solutions, clients see an average of 6-7% increased results compared to Solutions Groups already best-in-class self-pay scrubbing solution.

5. **Automated Batch Insurance Verification Process:** To continue adding efficiencies to our internal processes and submit clean claims, Comstar also partnered with Solutions Group to create a **custom, fully automated batch insurance verification process**. Here, patient insurance is extracted, verified at the payer level, and moved into live queues for billing, without ever needing a manual touch. This process provides critical information regarding the patient's coverage including primary payor. This technology significantly reduces human error, claim rejections and delays in payments for our clients.

6. **Advanced Address Searches through TransUnion-** In addition to utilizing the Quick Address Pro & Diamond/Pitney Bows through USPS, Comstar supplements those resources with the use of TLO by TransUnion's Database for advance address searches. TLO by TransUnion is the data base used by law enforcement.

7. **Focus Technology Solutions, Inc.-** Comstar partners with this managed service provider who provides 24 X7 X 365 monitoring and systems maintenance, software upgrades/customization, repairs, and data backup via Focus Cloud Support.

8. **Cisco Next-Gen Firewall-** In early 2016, Comstar invested in the CISCO Next-Gen Firewall platform with Advanced Malware Protection and IPS services. We included equipment redundancy into this upgrade to ensure 24 X7 X 365 protection. Comstar's data is backed up every night by technology this is used by the Fortune 500. If any files get locked as part of a ransom virus, our system will quarantine the virus, purge the infected files and then we restore clean data from our backups.

9. **Onsite Generator**

10. **TriZetto Provider Solutions (TPS) ClearingHouse-** Comstar processes and works claims in **real time** through TriZetto Provider Solutions Powered by Cognizant. With over 20 year experience, TPS maintains more than 6,000 payer connections and processes 2.7 billion billing transactions annually.

7 PROJECT OVERVIEW

1.) SCOPE OF WORK

COMSTAR'S RESPONSE: Comstar complies with all the requests outlined in the Town's scope of work section. Regarding monthly reporting, please reference Exhibit B for a sample of our standard reconciliation package. Please also reference Exhibit C for additional reports that, depending on the client, may be included in the reconciliation package or provided separately. Comstar has virtually limitless report writing capabilities. Not only can we provide the Town with the requested reports, but we can also create custom reports upon request. Custom reports are produced in a timely and efficient manner.

Comstar provides clients with real-time feedback on PCR submissions. We proactively assess the frequency of PCR submission and the content of the PCR reports. These measures are designed to ensure runs are received and subsequently billed in a timely manner. They are also designed to ensure the PCR reports are compliant and include all necessary information for billing. Comstar offers a documentation course at no additional cost. The course is structured to educate our clients on what information needs to be included in the PCR for billing purposes and why.

Comstar's Insurance Follow-up Department handles audits and appeals on behalf of our clients. If necessary, they will work directly with our clients to obtain information/documentation in order to properly respond to an audit or submit an appeal.

2.) SERVICES TO BE PROVIDED- SUCCESSFUL BIDDERS SHALL PROVIDE THE FOLLOWING SERVICES

COMSTAR'S RESPONSE: Comstar provides comprehensive and thorough billing services to our clients. Please reference pages 2-15 which encompasses our scope of services. Please also specifically reference our Operational Approach section, starting on page 6, for an overview of our billing process. However, please note that Comstar offers a completely customizable billing process. We can adjust a clients process as we do not follow a one size fits all approach.

Comstar submits claims to insurance carriers once all prebilling steps have been completed. This includes submitting all necessary forms/documents to obtain payment. If we are unable to submit a claim to an insurance carrier, we follow our clients agreed upon next billing step. That can include mailing an invoice to the patient at the established rates. Our clients determine their billing rates. However, we can provide data to help our clients make an informed decision on whether to adjust their rates. Once claims are submitted, we mail follow-up correspondences to patients at an interval defined by our clients. Standardly, clients elect to send follow-up correspondences 30 days apart. Claims are thoroughly reviewed for medical necessity prior to submission. Claims that do not meet medical necessity are reviewed by our leadership team who then conduct outreach to our clients as necessary.

Once claims are submitted, attorneys will contact Comstar or our clients at times requesting information. Comstar has a process in place for promptly fulfilling requests for invoices as we are the keeper of those records. Comstar does not provide attorneys with any documents where we are not the keeper of that record. Refunds are also something that occur at times for clients. The need to refund a patient/insurance carrier can arise from a variety of

reasons. Comstar provides clients with all information needed to issue the refund. The refund must come directly from our client as Comstar does not have access to our clients' funds.

Once the billing process is complete and payment is received, our Payment Application Team posts the payment that is then reflected in the monthly reconciliation package. As previously stated, Comstar can provide the Town with all the requested financial reporting as well as custom reports. Throughout the term of our contract, we work with clients to ensure their credentialing is up to date. We also always follow all federal and state laws regarding collection services.

3.) REPORTING CAPABILITIES

COMSTAR'S RESPONSE: Please reference Exhibit B for a sample of our standard reconciliation package. Please also reference Exhibit C for additional reports that, depending on the client, may be included in the reconciliation package or provided separately. As mentioned through-out our proposal, additional reports can be provided to the Town if needed.

8 PROFESSIONAL REFERENCES

CLIENT	OVERVIEW
<p><i>Town of South Kingstown, RI</i> Craig Stanley, Director of EMS 1790 Kingstown Rd Wakefield, RI (401) 783-3166 Ext 519</p>	<p><i>Comstar has been providing ambulance billing services from 1-1-20 to current.</i></p>
<p><i>Town of Southbridge, MA</i> Paul Normandin, Chief 24 Elm Street Southbridge, MA 01550 (508) 764-5430</p>	<p><i>Comstar has been providing ambulance billing services from 11-1-13 to current.</i></p>
<p><i>Town of Newport, ME</i> Jeffrey Chretien, Chief 21 Water Street Newport, ME 04953 (207) 355-3955</p>	<p><i>Comstar has been providing ambulance billing services from 8-14-22 to current.</i></p>
<p><i>City of New Bedford, MA</i> Michael Thomas, Deputy Director 181 Hillman Street Building 4 New Bedford, MA 02740-4346 (508) 991-6392</p>	<p><i>Comstar has been providing ambulance billing services from 8-18-02 to current.</i></p>
<p><i>Town of Waldoboro, ME</i> Derek Booker, Chief 1600 Atlantic Highway Waldoboro, ME 04572-0911 (207) 832-2160</p>	<p><i>Comstar has been providing ambulance billing services from 7-1-12 to current.</i></p>

9 COMSTAR TESTIMONIAL VIDEO

Cut/Copy the following link into your internet browser to view this testimonial video:

https://drive.google.com/open?id=1i8pNg1-6ygzECxLYld6_2Oe2iPSOpohv



EXHIBIT A:
SOC 1 Report

Comstar, LLC

Ambulance Billing Service

System and Organization Controls Report

Report on Controls Placed in Operation

As of August 31, 2025

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I. Independent Service Auditor's Report

Management of Comstar, LLC:

Scope

We have examined Comstar, LLC's description of its Ambulance Billing Service system entitled, "Comstar, LLC's Description of Its Ambulance Billing Service System", for providing ambulance billing services to local towns and communities as of August 31, 2025, (the "description") and the suitability of the design of controls included in the description to achieve the related control objectives stated in the description, based on the criteria identified in "Comstar, LLC's Assertion" (the "assertion"). The controls and control objectives included in the description are those that management of Comstar, LLC believes are likely to be relevant to user entities' internal control over financial reporting, and the description does not include those aspects of the Ambulance Billing Service system that are not likely to be relevant to user entities' internal control over financial reporting.

The information included in Section V, "Other Information Provided by Comstar, LLC," is presented by management of Comstar, LLC to provide additional information and is not a part of Comstar, LLC's description of its Ambulance Billing Service system made available to user entities as of August 31, 2025. Information about Comstar, LLC's physical access, physical protection and cybersecurity controls has not been subjected to the procedures applied in the examination of the description of the Ambulance Billing Service system and of the suitability of the design of controls to achieve the related control objectives stated in the description of the Ambulance Billing Service system, and accordingly we express no opinion on it.

Comstar, LLC uses subservice organizations for computer administration functions including network administration and backups, as well as certain claim processing functions. The description includes only the control objectives and related controls of Comstar, LLC and excludes the control objectives and related controls of the subservice organizations. The description also indicates that certain control objectives specified by Comstar, LLC can be achieved only if complementary subservice organization controls assumed in the design of Comstar, LLC's controls are suitably designed and operating effectively, along with the related controls at Comstar, LLC. Our examination did not extend to controls of the subservice organizations, and we have not evaluated the suitability of design or operating effectiveness of such complementary subservice organization controls.

The description indicates that certain control objectives specified in the description can be achieved only if complementary user entity controls assumed in the design of Comstar, LLC's controls are suitably designed and operating effectively, along with related controls at the service organizations. Our examination did not extend to such complementary user entity controls, and we have not evaluated the suitability of the design or operating effectiveness of such complementary user entity controls.

Service Organization's Responsibilities

In Section II of this report, Comstar, LLC has provided an assertion about the fairness of the presentation of the description and suitability of the design of the controls to achieve the related control objectives stated in the description.

Comstar, LLC is responsible for preparing the description and for its assertion, including the completeness, accuracy and method of presentation of the description and assertion, providing the services covered by the description, specifying the control objectives and stating them in the description, identifying the risks that threaten the achievement of the control objectives, selecting the criteria stated in the assertion, and designing, implementing and documenting controls that are suitably designed and operating effectively to achieve the related control objectives stated in the description.

Service Auditor's Responsibilities

Our responsibility is to express an opinion on the fairness of the presentation of the description and on the suitability of the design of the controls to achieve the related control objectives stated in the description, based on our examination.

Our examination was conducted in accordance with attestation standards established by the AICPA. Those standards require that we plan and perform the examination to obtain reasonable assurance about whether, in all material respects, based on the criteria in management's assertion, the description is fairly presented and the controls were suitably designed to achieve the related control objectives stated in the description as of August 31, 2025. We believe that the evidence we obtained is sufficient and appropriate to provide a reasonable basis for our opinion.

An examination of a description of a service organization's system and the suitability of the design of the service organization's controls to achieve the related control objectives stated in the description involves:

- Performing procedures to obtain evidence about the fairness of the presentation of the description and the suitability of the design of the controls to achieve the related control objectives stated in the description, based on the criteria in management's assertion
- Assessing the risks that the description is not fairly presented and that the controls were not suitably designed to achieve the related control objectives stated in the description
- Evaluating the overall presentation of the description, the suitability of the control objectives stated in the description, and the suitability of the criteria specified by the service organization in its assertion

We are required to be independent and to meet our other ethical responsibilities in accordance with relevant ethical requirements relating to the engagement.

Inherent Limitations

The description is prepared to meet the common needs of a broad range of user entities and their auditors who audit and report on user entities' financial statements and may not; therefore, include every aspect of the system that each individual user entity may consider important in its own particular environment. Because of their nature, controls at a service organization may not prevent, or detect and correct, all misstatements in providing Ambulance Billing Services to local towns and communities. Also, the projection to the future of any evaluation of the fairness of the presentation of the description, or conclusions about the suitability of the design of the controls to achieve the related control objectives, is subject to the risk that controls at a service organization may become ineffective.

Other Matter

We did not perform any procedures regarding the operating effectiveness of controls stated in the description and, accordingly, do not express an opinion thereon.

Opinion

In our opinion, in all material respects, based on the criteria described in Comstar, LLC's assertion:

- The description fairly presents the Ambulance Billing Service system that was designed and implemented as of August 31, 2025.
- The controls related to the control objectives stated in the description were suitably designed to provide reasonable assurance that the control objectives would be achieved if the controls operated effectively as of August 31, 2025, and subservice organizations and user entities applied the complementary controls assumed in the design of Comstar, LLC's controls as of August 31, 2025.

Restricted Use

This report is intended solely for the information and use of management of Comstar, LLC, user entities of Comstar, LLC's Ambulance Billing Service system as of August 31, 2025, and their auditors who audit and report on such user entities' financial statements or internal control over financial reporting and have a sufficient understanding to consider it, along with other information, including information about controls implemented by user entities themselves, when assessing the risks of material misstatement of user entities' financial statements. This report is not intended to be, and should not be, used by anyone other than these specified parties.

RSM US LLP

Boston, Massachusetts
December 18, 2025

II. Comstar, LLC's Assertion

We have prepared the description of Comstar, LLC's Ambulance Billing Service system entitled, "Comstar, LLC's Description of Its Ambulance Billing Service System," for providing ambulance billing services to local towns and communities as of August 31, 2025, (the description) for user entities of the system as of August 31, 2025, and their auditors who audit and report on such user entities' financial statements or internal control over financial reporting and have a sufficient understanding to consider it, along with other information, including information about controls implemented by subservice organizations and user entities themselves, when obtaining an understanding of user entities' information and communication systems relevant to financial reporting.

Comstar, LLC uses subservice organizations for computer administration functions including network administration and backup, as well as certain claim processing functions. The description includes only the control objectives and related controls of Comstar, LLC and excludes the control objectives and related controls of the subservice organizations. The description also indicates that certain control objectives specified in the description can be achieved only if complementary subservice organization controls assumed in the design of Comstar, LLC's controls are suitably designed and operating effectively, along with the related controls. The description does not extend to controls of the subservice organizations.

The description indicates that certain control objectives specified in the description can be achieved only if complementary user entity controls assumed in the design of Comstar, LLC's controls are suitably designed and operating effectively, along with related controls at the service organization. The description does not extend to controls of the user entities.

We confirm, to the best of our knowledge and belief, that:

- The description fairly presents the Ambulance Billing Service system made available to user entities of the system as of August 31, 2025, for processing their transactions as it relates to controls that are likely to be relevant to user entities' internal control over financial reporting. The criteria we used in making this assertion were that the description:
 - Presents how the system made available to user entities of the system was designed and implemented to process relevant transactions, including, if applicable:
 - The types of services provided, including, as appropriate, the classes of transactions processed
 - The procedures, within both automated and manual systems, by which those services are provided, including, as appropriate, procedures by which transactions are initiated, authorized, recorded, processed, corrected as necessary and transferred to the reports and other information prepared for user entities of the system
 - The information used in the performance of the procedures including, if applicable, related accounting records, whether electronic or manual, and supporting information involved in initiating, authorizing, recording, processing, and reporting transactions; this includes the correction of incorrect information and how information is transferred to the reports and other information prepared for user entities.
 - How the system captures and addresses significant events and conditions, other than transactions
 - The process used to prepare reports and other information for user entities
 - Services performed by a subservice organization, if any, including whether the carve-out method or the inclusive method has been used in relation to them

- The specified control objectives and controls designed to achieve those objectives, including, as applicable, complementary user entity controls and complementary subservice organization controls assumed in the design of the service organization's controls
- Other aspects of our control environment, risk assessment process, information and communication systems (including the related business processes), control activities and monitoring activities that are relevant to the services provided
- Does not omit or distort information relevant to the service organization's system, while acknowledging that the description is prepared to meet the common needs of a broad range of user entities of the system and their user auditors, and may not, therefore, include every aspect of the Ambulance Billing Service system that each individual user entity of the system and its auditor may consider important in its own particular environment
- The controls related to the control objectives stated in the description were suitably designed as of August 31, 2025, to achieve those control objectives if subservice organizations and user entities applied the complementary controls assumed in the design of Comstar, LLC's controls as of August 31, 2025. The criteria we used in making this assertion were that:
 - The risks that threaten the achievement of the control objectives stated in the description have been identified by management of the service organization.
 - The controls identified in the description would, if operating effectively, provide reasonable assurance that those risks would not prevent the control objectives stated in the description from being achieved.

III. Description of Comstar, LLC's Ambulance Billing Service System

Overview of Operations

Company Background

Comstar, LLC is a Massachusetts corporation that processes medical claims, sends bills and provides collection of ambulance services. The company has been in business since 1984. Comstar's objectives are to maximize revenues to ambulance services for services provided while taking into consideration patients without insurance and/or fixed/low incomes. The company realizes that clients often have differing needs when it comes to ambulance billing. Comstar has the ability to "customize" processing to meet the exact wishes and needs of its clients.

Description of Services Provided

Billing and Revenue Recovery

Comstar receives information from clients about ambulance runs, records and codes that information and invoices the appropriate payees, including the patient, parents of a minor, insurance companies or third-party payers. Comstar tracks the receivable and records payments and ensures that write-offs and refunds are tracked and recorded for a complete financial compilation of each transaction that pertains to an account.

Reporting

Comstar's ambulance billing services include a comprehensive set of reports that allow clients to view information in the specific date ranges requested. Clients can look at a summary of run activity, retractions, offsets or reimbursements, as well as any corresponding incidents and amounts, and all aged incidents and unresolved aged receivables with various sorting options.

Scope of Report

The scope of this description includes ambulance billing services provided by Comstar to its clients. These services include receiving ambulance run information from clients, entering and coding the runs in ZOLL Data Management's RescueNet system, invoicing appropriate payers, collecting and recording receipts on behalf of clients, tracking receivables, processing write-offs and refunds, and reporting to clients.

Comstar uses third-party subservice organizations, Focus Technology, to perform certain computer administration functions, including network administration and backup, as well as Cognizant's Trizetto Provider Solutions (Trizetto), to perform certain claim processing functions. This description includes only the control objectives and related controls of Comstar and excludes control objectives and related controls of Focus Technology and Trizetto.

Relevant Aspects of the Control Environment, Risk Assessment Process, Information and Communication, and Monitoring Controls

Control Environment

The control environment reflects the overall attitude and awareness of management and personnel concerning the importance of controls and the emphasis given to controls in the company's policies and procedures and actions.

The organizational structure, separation of job responsibilities by work cell/team and business functions and documentation of policies and procedures are the methods used to define and implement operational controls. Importance is placed on maintaining sound internal controls and the integrity and ethical values of all the company's personnel. Organizational values and behavioral standards are communicated to all personnel through policy statements.

Information and Communication

The following table lists the system software and infrastructure used to support the services covered within the scope of this report for Comstar's ambulance billing services:

Application Name	Business Process	Developed or Vendor-Provided	Platform and Operating System	Data Environment
RescueNet	ZOLL Data Management system where ambulance run information is entered and coded, payers are invoiced, receipts on behalf of clients are collected and recorded, receivables are tracked, write-offs and refunds are processed and reporting is provided to clients	Purchased	Microsoft/Windows	SQL
RescueNet Reporting	Reporting tool that is used by employees to generate standard and custom reports off the RescueNet SQL databases	Purchased	Microsoft/Windows	SQL
Active Directory	Network that RescueNet and other relevant applications sit on	Purchased	Microsoft/Windows	SQL
Trizetto	Integrated health care technology solution used for managing claims, enrollment, billing, provider engagement and compliance	Purchased	NA—vendor managed	NA—vendor managed

Management Processes

The business is controlled and policies are set through management processes that include periodic meetings of the Management Team. There is a standing weekly management meeting that includes the owner and manager, director of HR, director of operations, director of business development, all billing team leads, team lead staff and senior billers. These meetings are held to discuss and prioritize current issues and provide ongoing focus and direction towards company goals.

Communication

Comstar has implemented various methods of communication to ensure that employees understand their roles and responsibilities. These include open communication channels, published policies and procedures, written job descriptions and annual reviews discussing performance and expectations. All information is under revision control, stored in SharePoint, accessible to all staff on their computer desktops in a read-only format.

Organizational Structure

The company's organizational structure provides the overall framework for planning, directing and controlling operations. Personnel and business functions are separated into teams and subteams according to job responsibilities/process flow that lends itself to comparative performance measurement and quality assurance over time. The structure provides defined responsibilities and defined lines of authority for reporting and communication.

Risk Assessment Process

To identify the potential impact of changes to the operating effectiveness of the existing controls and environment, Comstar has a risk management process in place that consists of the following elements:

- Identifying sources of potential risk, such as competitors, technology, new services and regulatory changes
- Monitoring the effects of changes within the company, such as rapid growth, new or innovated information systems and new personnel
- Developing and implementing initiatives to mitigate potential sources of risk
- Constantly monitoring strategic plan with prioritized tasks and requirements tracking
- Comprehensive third-party compliance assessments

Monitoring Controls

Management is responsible for directing and controlling operations and for establishing, communicating and monitoring control policies and procedures. Importance is placed on maintaining sound internal controls and the integrity and ethical values of all Comstar personnel.

Organizational values and behavioral standards are communicated to all personnel through policy statements and management leadership. In addition, Comstar's management reviews and approves all process and procedure documentation. Management has a proactive philosophy and a hands-on operating style that emphasizes the responsibility and ownership of work projects and areas by individuals.

Management monitors the performance of all vendors and subservice organizations on an ongoing basis. Comstar routinely monitors the activities of their subservice organization through ongoing discussions with the provider, due diligence and contract negotiations. Their service agreement includes roles and responsibilities for each identified party to set requirements for performance and reporting standards. The subservice organization is monitored as appropriate to the nature and timing of their services and any discrepancies identified are followed up on by Comstar.

Description of Related Controls and Control Objectives

System Access

Access Requests/Changes/Terminations

Access for existing and new hires to RescueNet and Trizetto is initiated by a team lead by completing a Payroll Hire Setup/IT Project Form. The form is approved by the system owner and is then submitted to IT for processing. IT staff will create the user account and assign the appropriate access rights based on the roles and responsibilities of the new employee.

Changes to existing user access are documented in email or a Payroll Hire Setup/IT Project Form similar to the new-hire process. Remote access is restricted to authorized personnel and is approved by the user's manager.

In the event of an employee termination, the Employee Termination/IT Project Form is completed by the employee's team lead. The owner and manager will approve the removal of access and the team lead will review the form to ensure completeness and that proper approvals are documented. The IT Team deactivates the employee's access to all systems upon the employee's departure from the company. If email needs to be forwarded to another individual, the network password is changed. In the event of an emergency termination, an email is immediately sent, notifying management throughout the organization.

Passwords

Active Directory account passwords for administrators are configured to require a minimum of 15 characters in length, expire every 30 days, duplication is prohibited and must be complex. The Active Directory account password configuration for employees requires a minimum of eight characters in length, expire every 60 days, duplication is prohibited and must be complex. Access to RescueNet is authenticated via Active Directory. To access the network, users are required to successfully authenticate through DUO multifactor authentication. To access Microsoft 365, users are required to successfully authenticate through Microsoft authenticator. Access to Trizetto is authenticated directly through the Trizetto web portal. Password settings are configured by the vendor.

User Accounts

User accounts are issued at the network level through Active Directory. Users are provided with unique accounts. Generic accounts are allowed only for system-related accounts.

There are 12 security profiles: Insurance Follow-Up, Run Entry Coding (REC), Client Services, Payment Application, Client Accounting, Support Services, Supervisors (Lead MBS), System Administrator, Manager, Payment Application/REC, RNB Admin and Reporting Only. Batch processor is a nonuser account required for the system to create electronic loads to put clients on hold.

System administrator access to the network and RescueNet is restricted to IT personnel and Focus Technology. Access to change RescueNet master files is restricted to system administrators. Access is reviewed at least annually to verify that access is restricted to appropriate personnel.

User Access Reviews

On an annual basis, a detailed review of each user's access rights for the network and RescueNet is performed to verify that access is restricted to appropriate personnel and is appropriate based on their role and job responsibilities.

System Development and Change Management

Change Management Process

Changes to the network and RescueNet software are documented in Information Change/IT Project Forms and are initially approved by a lead. These changes include:

- Client requested change
- Nonstandard major change
- Script change
- Upgrades

Additional approval is required by the authorized client contact for customer requested changes. Client-requested, nonstandard major and script changes are performed by a member of the IT Team in a nonproduction environment. Upgrades are performed by third-party managed service providers. Testing is then performed by the quality assurance group and documented in the Information Change/IT Project Form. A final review is also performed by an independent member of the IT Team. The manager then provides final approval for all changes before they are deployed to the production environment. Only members of Comstar's IT Team have access to migrate changes into production. Access is reviewed annually for appropriateness.

Operational Controls

Run Receiving—New/Modified Client Setup

New client accounts are set up by the IT Team per the new client information sheet, agreed upon with each client. A new client questionnaire is completed by the client, with help from a member of the Business Development Team, for each new contract. The questionnaire provides Comstar with the essential detailed information necessary to set up processing procedures, parameters and allowances in the RescueNet system for each new client. A statement of work is signed by both the customer and an authorized Comstar representative prior to providing services. The IT Team completes an Information Change/IT Project Form to document client setup or changes to existing client master files. Changes are reviewed and approved by a client services team lead via the Information Change/IT Project Form before any changes are made by IT. Changes are approved by a Comstar representative to verify the completeness and accuracy of the update. All batches processed for new clients undergo a 100% quality control review by the training team lead to ensure that each new client is provided accurate and complete information.

Manual Ambulance Run Logging

Run detail documentation submitted manually through the mail is received and batched by client in the mailroom. The batch of runs is manually logged into the Run Receiving database. Data fields recorded for each batch in the Run Receiving database include the town name, date received, date range of the runs in the batch, number of runs in each batch, date assigned for coding and the Comstar employee to whom the coding is assigned. Batches for each client are assigned to a coding employee for processing and unprocessed batches are tracked multiple times per day by the REC team leads through the Active Runs in the Queue Report. Aged or incomplete batches are identified, researched and followed up to ensure consistent timely progress on all aged items.

Electronic Ambulance Run Logging

Runs received or retrieved electronically by the IT Team are logged and tracked using the same information as the manual process noted above. Batches for each client are assigned to a coding employee for processing. Unprocessed batches are reviewed daily through the Active Runs in the Queue Report. Aged or incomplete batches are identified, researched and followed up to ensure consistent timely progress on all aged items.

Electronic Run Receiving

A majority of the claims processed at Comstar are received electronically. There are four electronic methods of receiving incident reports: email, Secure File Transfer Protocol (SFTP), TEMSIS/NEMSIS and MEMRS/SIRENS/MATRIS. The most common method used is email. Clients send run data in a zipped file to the Comstar IT Team for processing. SFTP is available to clients whose IP address is preregistered with Comstar via a username and password. The last method is where Comstar IT would retrieve run data files from the client via TEMSIS/NEMSI and MEMRS/SIRENS/MATRIS.

The IT Team runs an import count sheet from RescueNet every afternoon for the runs processed that day. The import count sheet is then compared to the daily master control sheet, which is manually completed as runs are processed during the day. Clients receive an automatic email notification containing the date, date of service range and quantity of incident reports downloaded when the available runs have been imported by Comstar for a specific period.

Load Failure Reviews

On a daily basis, the IT Team imports electronic run batches to be processed. Once the files are loaded, the files go into one of two folders: "0 Import Problems" if a load failure occurs or the client assigned folder if there are no import issues. IT communicates load failures that cannot be solved internally to the Customer Service Team to work with the client to resolve. Once the issue is resolved, Comstar imports a new file for reprocessing.

Monthly Commitment Reports

Comstar generates Commitment Reports for each client that summarize the run dates, incident numbers, patient name, a description of the charges and an amount for the charges for all runs received during the month. The reports are provided to each client to review and agree to the client's internal records of runs processed to ensure accuracy and completeness. In the event that variations are identified and reported by a client, the REC Team reworks the run as needed.

REC and Training of Billing Specialist Employees

New billing specialist employees undergo a training program. The program is designed to adequately train and monitor both the quality and quantity of the employees' work. As a result of the training, the employee is able to perform all aspects of work within the work cell for all clients and all complexities of the different runs and communities. The employee will also be trained in all current regulations, Health Insurance Portability and Accountability Act (HIPAA) requirements and company policies and procedures.

The training program is broken down into modules, which vary on time completion. The online class is broken down into six classes with multiple modules for each class.

For the final phase of training, the employee is put into the production environment for hands-on training. This is the most extensive part of the training that encompasses months of hands-on work. The focus of this part of the training is to concentrate on the complexities of each community serviced and the types of runs the biller will be required to work with. The complexities are divided into Tiers 1 to 4, with Tier 1 being the simplest and Tier 4 being the most complex. Benchmarks for quantity and quality have been established for the timeline during the training. Once each tier of training is complete, the employee is required to be able to meet production quotas.

Upon completion of the overall training program, all batches coded by each new employee will receive ongoing quality reviews by the REC leads. These reviews continue until the employee's error rate is less than 10% for two consecutive weeks. In addition to completing the training program, all coding employees will also become a Certified Ambulance Coder by attending a week-long online course sponsored by the National Academy of Ambulance Coding (NAAC).

Coding Quality Reviews

Quality reviews are performed at least monthly by the training lead. A haphazard sample selection of batches is reviewed for each employee to ensure that error rates are less than 10%. If error rates exceed 10% for the batches selected, the sample is expanded to further identify any trends and confirm the rate of error. The training lead follows up on error rates exceeding 10% to ensure that each employee understands the errors made and how to best address remediation. If the quality review discovers an employee with error rates exceeding 10% for two months in a row, the employee is placed on probation, during which time 100% of their batches will be reviewed until error rates of less than 10% are consistently achieved.

Monitoring Active Runs in the Queue

Run batches for each client are tracked daily through review of the Active Runs in Queue Report. The report details the client name, the date range of the runs received in queue, number of runs in queue, the number of runs for which coding is complete, the coding employee the batch is assigned to, and the date the batch was assigned. The REC leads review the report to ensure consistent progress is maintained for all batches. Aged batches that have not been completed are researched and resolved to ensure timely coding of batches received.

Annual Independent Reviews

Comstar receives an annual independent review from an Emergency Medical Services (EMS) attorney. The EMS attorney's report is divided into two sections; section one discusses general comments for billing, coding, coverage and industry leading practices; section two is a detailed review of a sample of claims processed. A report is provided to Comstar summarizing any findings noted during the review and any recommendations for improving billing, coding and coverage practices.

REC Segregation of Duties

Access to enter ambulance runs in the RescueNet system is restricted to essential personnel, and access is reviewed at least annually. The REC Team is responsible for entering all ambulance trips and coding them appropriately. Appropriate leads are also granted logical access to the REC.

Status of Client Accounts

The Customer Service Team reviews client accounts once a year using the client checklist to ensure that all details related to the accounts are properly recorded. The client checklist contains items for the Customer Service Team to review, such as the Aging by Schedule and Event, the Activity Tracking Report and the Collection Percentages. The details are recorded on each sheet and are also used by the Customer Service Team to get more familiar with the status of each account. Problematic areas are followed up on.

Invoicing and Claim Submission Processing

Invoice and Claim Generation

Upon completion of the REC process each run is placed in a No Bill Sent status which initiates the claim submission process. A report is run from RescueNet that lists all the runs with a No Bill Sent status. The IT Team then processes electronic claims (e-claims), which are electronic invoices used to bill insurance companies. If it is not an electronic claim, the IT Printing Team creates a batch of the claims and sends it through SFTP to a printing company. The printing company prints the claims and mails them to the clients, after which a confirmation email is sent to Comstar.

Claims are manually uploaded from RescueNet into TriZetto on a daily basis to enable electronic submission to payers through the clearinghouse, ensuring accurate routing, eligibility verification and claim status tracking for reimbursement. The batch upload is completed by an authorized IT Team member. The upload includes four batches, each grouped by claim type. Uploads are reviewed by the IT Team member for errors and any identified errors are researched and resolved.

The insurance follow-up manager monitors an Analyze Rejection Report accessed through the TriZetto Claims Management System every week to ensure all patient bills are printed. Those that are rejected are downloaded into a spreadsheet where the Insurance Follow-Up Team manager works on resolving any errors. Patient bills not printed due to printer errors are reprinted as necessary. After patient bills are printed, the system updates the run status from a No Bill Sent status to a Bill Sent status, posting the patient bill.

Allowance Setup and Maintenance

Allowance agreements and fee schedules between each client and payer (Medicaid, insurance carrier, etc.) are provided to Comstar with each new contract. The IT Team completes an IT Project Form to document the setup of parameters for each client and loads them into the appropriate client master file in RescueNet. All subsequent changes to allowances and fee schedules requested by payers and/or clients are reviewed and approved by an IT Team member via the Client Rate Change Form before being placed into production. Rate changes are required to go through two audits by members of the IT Team for accuracy.

Completeness of Invoice Processing

A blank Daily Print Schedule checklist is printed at the beginning of every week to be completed throughout the week including physically printed patient bills as well as e-claims submitted to insurance carriers. Pages for each day of the week list the different types of forms and scenarios. The number of trips is completed with a batch number and any required Explanation of Benefits (EOB's) attached. A member of the IT Team generates a report with the patient bills to be printed at the end of every day to prepare the work order for the following day. Through adherence to the Daily Print Schedule, the IT Printing Team ensures that patient bills have been printed for all runs with a status of No Bill Sent.

Monitoring of Aged Batches Not Invoiced

The IT Team monitors the Forms to be Printed Report and the eClaims No Bill Sent workflow report to identify aged runs with a No Bill Sent status. These are runs that have been coded but not submitted as an e-claim or printed as a patient bill due to a coding or formatting issue. The report lists all payee types for each client and the number of days the run has aged. Aged runs that have not been billed are identified, researched and resolved as necessary. The Forms to be Printed Report is reviewed daily by the IT Team and weekly by the IT printing and scanning lead.

Payment Receipt Processing

Payment Application

All checks, remittance advices and lockbox reports are received in the mailroom, sorted and batched by client. Batched receipts are filed in a secured filing cabinet until retrieved by the Payment Application Team for processing. The Payment Application Team applies payments received to open invoices based on the check, remittance advice or lockbox report. Payments are applied against a unique run number corresponding to the original coded run. Each Payment Application Team member totals the batch of payments entered in the system and agrees it to the sum of the batch check totals processed to ensure accurate and complete recording.

Payment Application Checklist

A daily checklist is utilized to ensure receipts are processed for each client based on frequencies determined by the individual clients. The checklist indicates which client's receipts are to be processed on each given day, the Payment Application Team member assigned to process the payments received and the date all receipts have been applied. The checklist is maintained by the payment application manager and monitored to ensure timely application of receipts.

Cash Receipts Deposits

Receipts are forwarded to the client or deposited directly in the client's bank account or the client trust account managed by Comstar, based on the frequency determined by each individual client. Funds deposited to the client trust account are subsequently remitted to the client.

Client Trust Account

The majority of payments collected by Comstar are paid via direct deposit to the client's bank or checks made payable to the client. The one exception is credit card payments. For credit card payments, the CC Clearing House deposits the funds into the client trust account. Funds passing through the client trust account are less than 5% of total funds collected. The client trust account is reconciled monthly by a third-party accounting firm and reviewed by management. All disbursements from the client trust account are made directly to the client. Checks are cut bi-weekly and reviewed by the manager to ensure a timely flow of funds from the client trust account to the client.

Safeguarding of Checks Received

Checks are bundled and stored in a locked filing cabinet until deposits are made, or forwarded to the client. The filing cabinet is restricted to members of the Payment Application Team and appropriate members of management.

Payment Processing Segregation of Duties

Access to apply payments in the RescueNet system is restricted to essential personnel. The Payment Application Team and the Insurance Follow-Up Team require access to apply payments against open invoices as part of their daily job responsibilities. Appropriate leads or managers are also granted logical access to apply payments.

Monitoring of Aged Accounts

Aging Detail Reports

Aging Detail reports are provided to each client with the monthly client reporting package. The reports detail the incident number, incident date, patient name, age of the incident and the total aged amount outstanding. The reports can be used by each client to monitor aged open items and the results of collection activities.

Denial Management

Denied claims are monitored by the insurance follow-up manager for all insurance carriers. The insurance follow-up manager tracks the number of new denied claims, appeals actions needed and dispositions needed for each town on a daily basis. Denied claims are assigned to members of the Insurance Follow-Up Team who determine the appropriate action to be taken such as initiating an appeal or billing the patient as appropriate. The Insurance Follow-Up Team monitors the status of open appeals to track the disposition or necessary follow up procedures.

Processing of Credits Due to Payment Errors and Overpayments

In the event of a payee overpayment or payment error, the Payment Application Team is notified by the payee as to the amount and underlying reason for the error. Overpayments and payment errors may be corrected through a payment retraction (EFT processed by payer), offset (to another payment) or payment reimbursement (check). Retractions are initiated through a Request for Claim Review Form, a standardized form which is sent to the applicable insurance company and remittance is received back to close out the patient account in RescueNet. For reimbursements, a Reimbursement Form is sent to the corresponding town or community with the necessary information needed to complete the reimbursement to the patient or insurance company. If the town responds within 30 days with a completed Reimbursement Form, Comstar will apply a credit. If no response is received, Comstar closes out the account in RescueNet. Clients receive a Retraction/Reimbursement Summary as part of the monthly client reporting package.

Management Monitoring of Production

Management monitors operational activities through the REC, denial and client accounting tracking schedule. The report is a live schedule for which the manager enters the information received from the insurance follow-up, REC, IT, payment application and client accounting leads throughout the day. The report summarizes operational metrics, efficiency metrics, accuracy percentages and aging of all open items in the RescueNet system. All items currently on hold, undergoing appeal and the number of runs and claims processed each business day, are summarized in the report. Formulas built into the spreadsheet give averages and benchmarks to keep track of any personnel adjustments needed and the operational issues to be avoided.

Aged Items Disposition

Request for Disposition Reports are sent to clients monthly for review of unresolved aged receivables. The request lists the details of each incident, the date and the total amount outstanding. Clients indicate through a checkmark, if they would like to write-off the receivable, send the account to a collection agency, report the claim to a credit bureau or request other specific actions. The Request for Disposition Report is returned to the Customer Service Team who executes the indicated action. Selected clients have authorized Comstar, through contractual parameters, to take predetermined action on their behalf without a completed Request for Disposition Reports.

Write-Off Processing Logical Access

Access to write-off aged receivables in the RescueNet system is restricted to appropriate personnel and is reviewed at least annually. The Customer Service Team requires access to write-off the balances of aged receivables as part of their daily responsibilities. Appropriate leads or managers are also granted logical access to process write-offs.

Monthly Client Reporting

Comprehensive reporting packages are sent to each client on a monthly basis. The package includes, but is not limited to, the reports and summaries listed in the table below. Additional reports are produced upon request.

Information provided to user organizations

Report Name	Report Description
Commitments report	A summary of runs received during the month including the run dates, incident numbers, patient name, a description of each charge and the total amount for all charges received during the month
Retraction/reimbursement summary	A summary list of retractions, offsets or reimbursements recorded during the month, the corresponding incident and the amount (Clients monitor the summary for reasonableness of the transactions processed.)
Aging details	A report detailing all aged incidents recorded in the RescueNet system (The report includes the incident number, incident date, patient name, age of the incident and the total aged amount outstanding.)
Request for disposition report	A list of unresolved aged receivables listing the details of each incident, the date and the total amount outstanding (Clients indicate their preferred action for each receivable and return the request to Comstar.)

Bank Reconciliations

Comstar prepares bank reconciliations as an optional service. Bank reconciliations are prepared by the executive assistant and reviewed by the owner and manager, for the clients who elect this service. A summary of the reconciliation, the corresponding bank statement, a payment summary and reconciling items requiring client follow up are provided to the client in a reconciliation package. The trust account is reconciled on a monthly basis by a third-party accounting firm and reviewed by the manager.

Check Processing

Occasionally there is a need to reimburse a payer for an overpayment. In these cases, selected clients allow Comstar to prepare manual checks on their behalf. Manual checks are prepared by the executive assistant and supported by the appropriate documentation justifying the expenditure. Unsigned checks and related support are provided to the client with the reconciliation package for client signature. The client reviews the expenditure support and then signs and mails the check to the appropriate party.

Safeguarding of Checks

All client check books are stored in a locked filing cabinet accessible to the executive assistant and necessary leads or managers.

Provider Relations and Monitoring of Errors

The Provider Relations Team tracks any errors with the providers through their follow-up tracking sheet. This lists the payer affected, client affected, staff assigned, goals, start date, follow-up date, date completed and any notes about the problem. This is monitored and updated daily by the Provider Relations Team. Payer issues are documented by the Provider Relations Team, and are researched and resolved to ensure the timely correction of errors.

Tracking Clients Licenses to Operate

Each of Comstar's clients has a license to operate with unique expiration dates based on when their license was first granted. The Provider Relations Team tracks the clients' expiration dates on the expiring license sheet to help them manage the renewal of licenses. Notifications to renew are sent to clients one month in advance of pending expiration and the Provider Relations Team follows up with clients at the date of expiration to obtain either the updated license or an extension letter.

Revalidation of Medicare and Medicaid

The Provider Relations Team tracks all revalidation deadlines for clients who use Medicare and Medicaid through the due date list by state sheet. Clients are asked if they would like Comstar to assist in the revalidation process. Clients who request help are set up on a schedule and provided with a list of documents needed and the time frame in which these documents need to be provided. Items are then submitted by Comstar on the client's behalf and followed up on with the state submitted to. Clients who are not responsive to Comstar's offer of assistance are given a certified letter releasing Comstar of any responsibility related to revalidation.

Client Authorized Official and Bank Account Tracking

The Provider Relations Team requests to enroll clients in the Provider Enrollment, Chain and Ownership System (PECOS), an online Medicare web portal. Comstar is linked to the clients' account, giving the Provider Relations Team limited access to the account in order to see the client's listed authorized official and bank account. Once a year, a member of the Provider Relations Team contacts the client to ensure the information listed on the PECOS is still accurate to ensure all payments for the client will be able to be processed without error.

Payer Credentials

All payer enrollments are tracked through the TriZetto Clearinghouse portal. Payer credential errors are researched and resolved. New payer enrollment requests are made via email by the Payer Relations Team. Payer authorization is documented within a Change of Vendor letter and is provided to Trizetto.

Information Produced by Comstar, LLC

Report Name	Control Number	Report Purpose	Source System	Report Use
RescueNet User Report	1.4, 1.5, 1.7, 1.9, 1.10, 1.11, 1.12, 2.6	Used by management to review access to RescueNet	RescueNet Comstar is not able to modify the report.	Execution of a control by the service organization
Network User Report	1.4, 1.5, 1.7	Used by management to review access to the network	Network Comstar is not able to modify the report.	Execution of a control by the service organization
Active Runs in the Queue Reports	4.1, 5.3	Used by management to review and monitor active runs that have been received	RescueNet Comstar is able to modify the report.	Execution of a control by the service organization
Monthly Commitments Report	4.6, 9.1	Used by management to analyze and reconcile key transactional data against internal client records	RescueNet Comstar is able to modify the report.	Execution of a control by the service organization
Batches Coded by New Employee Report	4.7	Used by management to review batches assigned to new employees	RescueNet Comstar is not able to modify the report.	Execution of a control by the service organization
Form Activity Report	6.2	Used by management to verify that patient bills and e-claims are printed and posted for all runs daily	RescueNet Comstar is not able to modify the report.	Execution of a control by the service organization
Analyze Rejection Report	6.3	Used by management to monitor the status of unprinted bills and electronic claims	RescueNet Comstar is not able to modify the report.	Execution of a control by the service organization
E-Claims No Bill Sent Workflow Report	6.5	Used by management to identify aged runs that have not been billed	RescueNet Comstar is not able to modify the report.	Execution of a control by the service organization

Report Name	Control Number	Report Purpose	Source System	Report Use
Aging Detail Report	8.1	Used by management to review total aged amount outstanding and provide to clients monthly for monitoring	RescueNet Comstar is not able to modify the report.	Execution of a control by the service organization
Reimbursement/Retractions Report	8.3	Used by management to monitor the aging of unapplied credits due to a retraction or reimbursement	RescueNet Comstar is not able to modify the report.	Execution of a control by the service organization.
Request for Disposition Report	8.5	Used by management to review disposition of aged items	RescueNet Comstar is able to modify the report.	Execution of a control by the service organization

Complementary Subservice Organization Controls

Comstar's controls were designed with the assumption that certain controls would be placed in operation at the subservice organizations. This section describes additional controls that should be in operation at the subservice organizations to complement the controls at the service organization. In addition, in order to monitor the controls at the subservice organizations, Comstar obtains and evaluates the System and Organization Controls reports of the subservice organizations on a periodic basis.

Subservice Organization	Service Provided
Focus Technology	Focus Technology performs computer administration functions, including network administration and backup.

Below are the control objectives that are impacted by Focus Technology and the controls expected to be implemented at Focus Technology to meet the applicable control objectives:

Control Objective	Complementary Subservice Organization Controls
CO. 1	Subservice organization has controls in place to enforce authentication and access restrictions to the network.
CO. 1 and 2	Subservice organization has controls in place to address monitoring of servers, network, applications and storage, including security mechanisms for protection from external threats and interruptions.
CO. 1 and 2	Subservice organization has controls in place to ensure processing of daily backups and availability for restoration in the event of an unexpected system failure.
CO. 1 and 2	Subservice organization has controls in place for notifying Comstar of any security incidents or operational problems, including controls for resolution of such matters in a timely manner.

Subservice Organization	Service Provided
Cognizant	Cognizant performs clearinghouse and claim management services, eligibility verification, denial and appeal workflows, and payer credentialing.

Below are the applicable control objectives that are impacted by Cognizant and the controls expected to be implemented at Cognizant to meet the applicable control objectives:

Control Objective	Complementary Subservice Organization Controls
CO. 1	Subservice organization has controls in place to enforce authentication and access restrictions to systems to protect claim data.
CO. 1 and 2	Subservice organization has controls in place to ensure processing of daily backups and availability for restoration in the event of an unexpected system failure.
CO. 2	Subservice organization has controls in place to test and approve system changes prior to deployment.
CO. 6	Subservice organization has controls in place to validate the completeness and accuracy of claim files. Subservice organization has controls in place to monitor clearinghouse operations, logging incidents.
CO. 8	Subservice organization has controls in place to provide complete and accurate workflows with claim and denial information.
CO. 10	Subservice organization has controls in place to track payer credentials.

Complementary User Entity Controls

The examination was limited to the activities and procedures at Comstar as they relate to its user entities. Accordingly, the examination did not extend to any activities or procedures in effect at the user entities. It is each user auditor's responsibility to evaluate this information in relation to a user entity's internal controls in place in order to obtain an understanding of the internal controls and assess control risk. The portions of the internal controls provided by the user entities and Comstar must be evaluated together. If effective user internal controls are not in place, Comstar's controls may not compensate for such weaknesses.

This section describes other internal controls that should be in operation at user entities to complement the controls at Comstar. User auditors should consider whether the following controls have been placed in operation at the user entities:

Control Objective	Complementary User Entity Controls
CO.1	Users have controls in place to ensure appropriate password settings are in place for RescueNet user accounts.
CO.3	Users have controls in place to provide accurate information for client setup and to authorize client requested changes to RescueNet setup.
CO.4	Users have controls in place to validate data files sent to Comstar and confirm Comstar's acknowledgement of receipt.
CO.4	Users have controls in place to review the Monthly Commitments Reports sent by Comstar for accuracy and completeness.
CO. 4 and 5	Users have controls in place to ensure proper licensure and certification of ambulance service providers and crew members.
CO. 4,5,7and 8	Users have controls in place to establish an appropriate billing and collection policy, and deliver the policy, or subsequent changes, to Comstar in a timely manner.

Control Objective	Complementary User Entity Controls
CO. 5	Users have controls to deliver accurate, timely and complete run reports to Comstar that facilitate accurate coding.
CO. 5	Users have controls in place with ambulance providers to ensure compliance with Medicare regulations for Centers for Medicare and Medicaid Services (CMS) Rule 42 C.F.R. §424.36.
CO. 7	Users have controls in place to review the receipts remitted by Comstar for accuracy and completeness.
CO. 7 and 8	Users have controls to reconcile internal records with the Comstar provided Monthly Commitments Report to ensure accuracy and completeness of coded trip information.
CO. 7 and 8	Users have controls in place to reconcile the Comstar monthly reporting packages to user-recorded financial information.
CO. 8	Users have controls in place to monitor aging activity and calculate appropriate reserves for uncollectable accounts.
CO. 8	Users have controls in place to review and authorize write-off of aged receivable balances.
CO. 8	Users have controls in place to review retractions, offsets and reimbursements for reasonableness.
CO. 9	Users have controls to reconcile bank account balances to their internal accounting system records.
CO. 9	Selected users have controls in place to review bank reconciliations prepared by Comstar for accuracy and completeness.
CO. 9	Selected users have controls in place to review checks prepared by Comstar for completeness and accuracy prior to signing.
CO. 10	Users have controls in place to provide Comstar with accurate and complete allowance parameters and fee schedules and to perform timely review of periodic updates to fees and allowances processed by Comstar as needed.
CO. 10	Users review the PECOS list of authorized officials and bank account information annually to verify that the information is complete and accurate.
CO. 10	Users have controls in place to renew licenses to operate in a timely manner.
CO. 10	Users have controls in place to revalidate their Medicare and Medicaid enrollment.

IV. Comstar, LLC's Control Objectives and Related Controls

IT General Computer Controls

Control Objective 1: Controls provide reasonable assurance that logical access to system resources (for example, programs, data, tables and parameters) is restricted to properly authorized individuals.

Provided by Comstar, LLC

Control

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| 1.1 | New and modified access requests for RescueNet and Trizetto are initiated by an employee's manager by completing a Payroll Hire Setup or IT Project form. The form is approved by the system owner prior to granting access. |
| 1.2 | Terminations are documented in an IT Project Form. The form is approved and reviewed by the owner and manager. Individuals are removed from Network and RescueNet timely. |
| 1.3 | Strong passwords for the network are defined. Admin users are configured with a password expiration of 30 days, and a minimum length of 15 characters. Standard employee users are configured with a password expiration of 60 days, and a minimum length of eight characters. Duplication of passwords is prohibited, and complexity is enabled, for both user types. Users authenticate to RescueNet via single sign-on. |
| 1.4 | Generic or shared accounts are not permitted when accessing production system, unless required for a business need. Generic or shared accounts are reviewed annually for appropriateness. |
| 1.5 | Administrative and remote access is restricted to authorized personnel and is approved by the user's manager. Administrative and remote access is reviewed annually for appropriateness. |
| 1.6 | Access to change RescueNet master files is restricted to system administrators. Access is reviewed at least annually for appropriateness. |
| 1.7 | User access reviews are performed annually for RescueNet and Network administrators. Action items identified within the review are resolved. |
| 1.8 | Multifactor authentication is required to access the network and Microsoft 365 products. |
| 1.9 | The ability to code trips is restricted to appropriate personnel and segregated from conflicting duties. Access is reviewed at least annually for appropriateness. |
| 1.10 | Access to change RescueNet master files is restricted to system administrators. Access is reviewed at least annually for appropriateness. |
| 1.11 | The ability to process payment receipts is restricted to appropriate personnel and segregated from conflicting duties. Access is reviewed annually for appropriateness. |
| 1.12 | The ability to write off aged receivables is restricted to appropriate personnel and segregated from conflicting duties. Access is reviewed annually for appropriateness. |

Control Objective 2: Controls provide reasonable assurance that changes to critical systems are tested, approved and documented.

Provided by Comstar, LLC

Control

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| 2.1 | Network and RescueNet system changes are documented in an IT Project Form and approved by a manager. Additional approval is required by the client contact for customer-related changes. |
| 2.2 | A separate nonproduction RescueNet environment exists for testing changes. |
| 2.3 | Network and RescueNet system changes are tested by the quality assurance group. |
| 2.4 | System changes made to the production environment are reviewed by another member of the IT Team prior to release into production. |
| 2.5 | Network and RescueNet system changes are approved by the manager prior to deployment into production. |
| 2.6 | Access to migrate changes into production is limited to the IT Team. Access is reviewed annually for appropriateness. |

Business Process Controls

Control Objective 3: Controls provide reasonable assurance that the setup and modification of customers is authorized and established in a complete and accurate manner.

Provided by Comstar, LLC

Control

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| 3.1 | New clients are set up in the RescueNet system based on parameters outlined in the new client information sheet. New client setup entries are documented on an IT Project Form, which, along with a screenshot of the entered information are approved by IT and department leads to verify accurate system setup prior to processing live transactions. |
| 3.2 | Modifications to existing client master files are documented within an IT Project Form. Changes are requested by the customer and are approved by an authorized Comstar representative prior to updating within RescueNet. A screenshot of the entered information is reviewed and approved by a Comstar representative to verify accurate system setup. |
| 3.3 | A statement of work is signed by both the customer and an authorized Comstar representative prior to providing services. |
| 3.4 | Setup and changes to the allowances and fee schedules are documented and approved through the IT change management process prior to being changed in RescueNet. All setups and changes to allowances and fee schedules requested by payers and/or clients are reviewed and approved by a customer service team lead via the IT Project Form and the owner and manager before being placed into production. |

Control Objective 4: Controls provide reasonable assurance that ambulance trips are recorded in a timely, accurate and complete manner.

Provided by Comstar, LLC

Control

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| 4.1 | Manual run batches are logged into a tracking database and reported on the Active Runs in the Queue Report. Unprocessed batches are reviewed daily through the Active Runs in the Queue Report. Aged or incomplete batches are identified, researched and followed up on. |
| 4.2 | Electronic run batches are logged into a tracking database and reported on the Active Runs in the Queue Report. Unprocessed batches are reviewed daily through the Active Runs in the Queue Report. Aged or incomplete batches are identified, researched and followed up to ensure consistent timely progress on all aged items. |
| 4.3 | The daily processing of electronic run data files is reviewed by the IT supervisor to ensure processing is successful. |
| 4.4 | Electronic run data import failures are reviewed and resolved by the IT supervisor within the same business day. |
| 4.5 | A Comstar import confirmation email containing the date, date of service range and quantity of incident reports downloaded is emailed to the client automatically when Comstar downloads data files from a client. |
| 4.6 | Monthly Commitments Reports are prepared by a client representative at the end of each month and are sent to clients summarizing all runs received for the period. |
| 4.7 | All batches processed for new clients undergo a 100% quality control review by the training manager to ensure that each new client is provided accurate and complete information. |

Control Objective 5: Controls provide reasonable assurance of the accuracy, timeliness and validity of medical coding.

Provided by Comstar, LLC

Control

- 5.1 All new medical coding team members complete a training program with the training manager. Upon completion of the training program, all batches coded by new employees are monitored until acceptable batch entry error rates of less than 10% as an average for the week are achieved for two consecutive weeks.
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- 5.2 Managers perform quality control reviews for all medical coding team members at least once per month from a haphazard selection of runs from one day during the month. If error rates exceed 10%, the training manager performs expanded quality control procedures and escalates remediation measures as needed with each medical coding employee.
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- 5.3 Managers monitor the Active Runs in the Queue Reports daily to evaluate the continued progress of batch processing and ensure that aged batches are researched and coded in a timely manner.
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- 5.4 Comstar receives an annual independent operational review from an EMS attorney. The review encompasses billing and coding accuracies, efficiencies, industry leading practices and a detailed review of a sample of claims. A detailed report of the independent review is provided to Comstar to document the results.
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- 5.5 Once a year, the Customer Service Team reviews the status of individual accounts to make sure all the details related to that account are correctly recorded.
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Control Objective 6: Controls provide reasonable assurance of the accuracy, completeness and timeliness of invoice processing.

Provided by Comstar, LLC

Control

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| 6.1 | Patient bills, including electronic claims, are generated on a daily basis for all completed runs. Patient bills are reviewed for completeness by a manager and sent to the appropriate billable parties. |
| 6.2 | A bill print checklist by payer Form Activity is followed daily to help ensure that patient bills and e-claims are printed and posted for all runs that have been flagged in RescueNet to indicate coding is complete and that have been placed in the print queue. |
| 6.3 | The Insurance Follow-Up Team monitors the status of unprinted bills and electronic claims through review of the Analyze Rejection section within TriZetto. |
| 6.4 | After bills are printed, the system updates the run status from a No Bill Sent to a Bill Sent/Sent to Insurance status, posting the bill. |
| 6.5 | The IT department monitors the Form Activity Report and the eClaims No Bill Sent Workflow Report to identify aged runs with a No Bill Sent status. Aged runs that have not been billed are identified, researched and resolved as necessary. The Forms to be Printed and eClaims No Bill Sent reports are reviewed daily by the IT Team and weekly by the IT printing and scanning lead. |
| 6.6 | Claims are uploaded to Trizetto by an authorized IT Team member on a daily basis. Uploads are reviewed for errors and any identified errors are researched and resolved. |

Control Objective 7: Controls provide reasonable assurance of the accuracy, timeliness and completeness of payment receipt processing.

Provided by Comstar, LLC

Control

- 7.1 The Payment Application Team applies individual payment receipts. The total of payments entered in the RescueNet system is agreed to the sum of the check totals processed to ensure accurate and complete recording of receipts.

- 7.2 A standard daily checklist is followed to ensure that receipts are processed for each client in accordance with the frequency agreed to with each individual client. The checklist is monitored by a supervisor in the Payment Application Team to ensure timely application of receipts.

- 7.3 At least monthly, the payment application supervisor performs quality control reviews over payment applications completed by Payment Application Team members. If error rates exceed 3%, the supervisor performs expanded quality control procedures and escalates remediation measures as needed.

- 7.4 The Client Accounting Team prepares an account summary for clients to use for bank reconciliations. Account summaries cover both receipts that are remitted to each client and receipts deposited into the client's bank account during the period. The account summary frequency is elected by the client during the new client setup process.

- 7.5 Checks are physically safeguarded in a locked file cabinet accessible only by appropriate personnel until deposited or remitted to each client.

Control Objective 8: Controls provide reasonable assurance over identification and monitoring of aged accounts, account adjustments (reimbursements, retractions, offsets, etc.) and collection activities and that write-offs are authorized.

Provided by Comstar, LLC

Control

- 8.1 Aging Detail Reports are sent to clients monthly for monitoring. The reports detail the incident number, incident date, patient name, age of the incident and the total aged amount outstanding.
- 8.2 The Insurance Follow-Up Team reviews denied insurance claims, determines the appropriate appeals actions needed and reviews the disposition of appealed claims. The Insurance Follow-Up Team utilizes a Workflow Report by payer schedules to track the denied claims.
- 8.3 The Payment Application Team monitors the daily workflow of unapplied credits due to a retraction, reimbursement or offset. Issues flagged as part of the daily monitoring are escalated and resolved.
- 8.4 Comstar management monitors operational activities through the daily production and activity tracking reports and prioritizes follow-up procedures as needed.
- 8.5 Disposition of aged items is authorized through client approval of a Request for Disposition Report or as detailed per individual client statements of work.

Control Objective 9: Controls provide reasonable assurance of the accuracy, timeliness and completeness of check issuance, reconciliation of bank accounts and reporting of account activity.

Provided by Comstar, LLC

Control

- 9.1 Reporting packages are sent to clients on a monthly basis. Key transactional, monitoring and operational summaries are included in the reporting package for analysis and reconciliation to internal client records.
- 9.2 Bank reconciliations, for client who elect the service, are prepared by the executive assistant, reviewed by the owner and manager and delivered with the monthly reporting packages for client review.
- 9.3 Manual checks are prepared for selected clients by the executive assistant and delivered with appropriate supporting documentation in the monthly reporting package. The client reviews, signs, and mails the checks to the appropriate party.
- 9.4 Client check stock is safeguarded and maintained in a locked file cabinet accessible only by appropriate Comstar personnel.
- 9.5 Monthly bank reconciliation for the trustee account is prepared by an independent third-party service provider and reviewed by management.

Control Objective 10: Controls provide reasonable assurance that payers are accurately and completely set up for payment processing, including appropriate authorization and data entry.

Provided by Comstar, LLC

Control

- 10.1 New payer enrollment requests are made via email by the Payer Relations Team. Payer authorization is documented within a Change of Vendor letter and is provided to Trizetto.
- 10.2 Credentials for all payers are tracked through TriZetto. Payer credential errors are researched and resolved.
- 10.3 Payer issues are documented by the Provider Relations Team. Payer issues are researched and resolved to ensure the timely correction of errors.
- 10.4 The Provider Relations Team notifies clients of upcoming Medicare and Medicaid revalidations deadlines prior to expiration. The Provider Relations Team assists clients with filing the revalidation upon request.
- 10.5 The Provider Relations Team requests to enroll clients in PECOS, detailing the list of authorized officials for Medicare, as well as client bank account information. Annually, a member of the Provider Relations Team contacts the client to ensure the information listed on PECOS is still accurate.

V. Other Information Provided by Comstar, LLC

Physical Access and Cybersecurity controls

Physical Access

Entrance into the building is restricted by an electronic key fob and monitored by security cameras. Access into the building for visitors is granted via an employee who has access to view the external security cameras and follow the protocol of the building access control procedures guidelines. Physical access to the data center is restricted via lock and key. Authorized key holders include the senior IT technician and the manager. The manager maintains possession of additional keys and distributes them to appropriate employees needing access based on his discretion. The company uses a subservice provider, Focus Technology, to provide certain IT-related administrative and processing functions. In the event that Focus Technology requires access to the server room, they also have their own copy of the data center key. Access to the data center is monitored via external cameras.

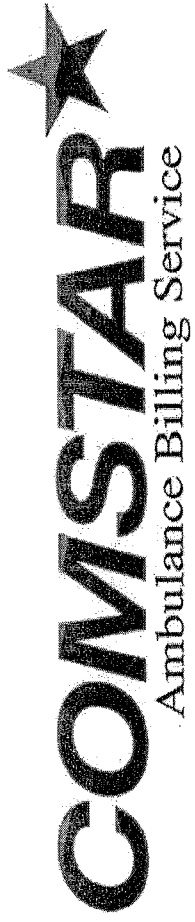
Physical Protection

The data center is equipped with appropriate environmental controls, such as air-conditioning, uninterruptible power supply (UPS), fire suppression, temperature monitoring and a water detection mechanism. Backup fans are on hand, if necessary. A backup generator was also installed to power the server room, one heating unit and walkway floor lighting for safety precautions, if necessary. The server is automatically backed up multiple times throughout the day through AVAMAR, a backup software and system.

Cybersecurity

To provide protection for private and proprietary information the company utilizes Arctic Wolf, a cybersecurity company that provides detection and response to cyber threats. On-site hardware appliances are used to provide tools and situational reporting. Arctic Wolf monitors the company's systems and recommends updates. The company is notified of potential threats and vulnerabilities and is offered solutions when available to mitigate them. Arctic Wolf works in conjunction with the company's IT partner, Focus Technology, to keep the system secure. Arctic Wolf provides a weekly security review report and a weekly Microsoft 365 cloud security report. These reports outline open tickets, ticket history, observations and investigations, which are reviewed by the IT department and management. Arctic Wolf also provides a cybersecurity awareness training program. The training includes ongoing training/educational courses and phishing simulations to keep employees up to date on cybersecurity trends.

EXHIBIT B:
Standard
Reconciliation
Package



Standard Transaction Report Package For:

AMBULANCE SERVICE

Transaction Reports*

- 1) Commitments
- 2) Allowances
- 3) Payments
- 4) Retractions & Reimbursements
- 5) Write Offs

* \$0 = no activity this period

Commitments Report For: **AMBULANCE SERVICE**

Ambulance Response

<u>Incident Date</u>	<u>Incident #</u>	<u>Run #</u>	<u>Name</u>	<u>Charge Description</u>	<u>Qty</u>	<u>PPU</u>	<u>Total</u>
	13000140	223970		Ambulance ALS1 Emergency BR	-1.0	\$2,420.00	-\$2,420.00
				Ambulance Mileage	-11.0	\$38.00	-\$418.00
				Total Charges			-\$2,838.00
	13000146	223962		Ambulance ALS1 Emergency BR	-1.0	\$2,420.00	-\$2,420.00
				Ambulance Mileage	-16.0	\$38.00	-\$608.00
				Total Charges			-\$3,028.00
	13000205	256766		Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00
				Ambulance Mileage	7.1	\$38.00	\$269.80
				Total Charges			\$2,689.80
	13000210	256767		Ambulance BLS Emergency BR	1.0	\$1,619.00	\$1,619.00
				Ambulance Mileage	10.0	\$38.00	\$380.00
				Total Charges			\$1,999.00
	13000212	243748		Ambulance Mileage	-19.0	\$38.00	-\$722.00
				Ambulance Mileage	18.1	\$38.00	\$687.80
				Total Charges			-\$34.20
	13000218	243734		Ambulance Mileage	-11.0	\$38.00	-\$418.00
				Ambulance Mileage	10.3	\$38.00	\$391.40
				Total Charges			-\$26.60
	13000221	271369		Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00
				Ambulance Mileage	4.2	\$38.00	\$159.60
				Total Charges			\$2,579.60
	12000056	271372		Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00
				Ambulance Mileage	5.7	\$38.00	\$216.60
				Total Charges			\$2,636.60
	12000060	271365		Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00

13000231	271351	Ambulance BLS Non-Emergency BR	1.0	\$1,619.00	\$3,066.00
		Ambulance Mileage	5.7	\$38.00	\$216.60
		Total Charges			\$1,835.60
12000073	271349	Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00
		Ambulance Mileage	8.0	\$38.00	\$304.00
		Total Charges			\$2,724.00
12000074	271348	Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00
		Ambulance Mileage	12.0	\$38.00	\$456.00
		Total Charges			\$2,876.00
12000075	271347	Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00
		Ambulance Mileage	13.9	\$38.00	\$528.20
		Total Charges			\$2,948.20
12000076	271346	Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00
		Ambulance Mileage	20.0	\$38.00	\$760.00
		Total Charges			\$3,180.00
12000077	271345	Ambulance ALS1 Emergency BR	1.0	\$2,420.00	\$2,420.00
		Ambulance Mileage	9.2	\$38.00	\$349.60
		Total Charges			\$2,769.60
Total for Ambulance Response:				34	\$ 72,902.40
Total Trips:				34	\$ 72,902.40

Commitment Summary Breakout by Major Payor Groups

	<u>Total Transports</u>	<u>Total Charges</u>
Blue Cross	5	\$8,476.00
Medicaid	2	\$4,875.00
Medicare	18	\$40,524.40
Other Insurance	8	\$16,379.00
Total	33	\$70,254.40
100% Self Pay - Uninsured	1	\$2,648.00
Total	1	\$2,648.00
Totals	34	\$72,902.40

Allowances Report for: AMBULANCE SERVICE

CONT. ALLOW - MANUAL

<u>Incident Date</u>	<u>Patient</u>	<u>Incident #</u>	<u>Run #</u>	<u>Dollars</u>
		11000048	223,993	\$2,275.54
SUBTOTAL				\$ 2,275.54

CONT. ALLOW - MEDICAID

<u>Incident Date</u>	<u>Patient</u>	<u>Incident #</u>	<u>Run #</u>	<u>Dollars</u>
		13000210	256,767	\$1,600.31
		12000071	271,352	\$2,401.74
SUBTOTAL				\$ 4,002.05

CONT. ALLOW - MEDICAID HMO

<u>Incident Date</u>	<u>Patient</u>	<u>Incident #</u>	<u>Run #</u>	<u>Dollars</u>
		13000171	224,005	-\$14.93
		13000177	225,553	\$1,726.51
		13000180	225,551	-\$3.05
		13000202	225,536	-\$1.24
		13000208	243,752	-\$0.61
		12000051	243,742	\$102.35
		12000055	243,730	\$154.83
SUBTOTAL				\$ 1,963.86

CONT. ALLOW - MEDICARE

<u>Incident Date</u>	<u>Patient</u>	<u>Incident #</u>	<u>Run #</u>	<u>Dollars</u>
		13000212	243,748	\$2,359.16
		13000218	243,734	\$1,436.25
		13000221	271,369	\$1,995.39
		12000056	271,372	\$2,034.16
		13000222	271,368	\$2,147.90
		12000057	271,371	\$2,303.00

12000063	271,366	\$2,088.45
12000065	271,363	\$2,060.01
13000227	271,358	\$2,088.45
12000068	271,353	\$1,301.83
12000069	271,357	\$1,394.89
13000228	271,355	\$1,345.78
12000070	271,356	\$2,168.58
13000231	271,351	\$1,485.72
12000075	271,347	\$2,246.13
12000077	271,345	\$2,124.64

SUBTOTAL \$ 30,580.34

CONT. ALLOW - MEDICARE HMO

<u>Incident Date</u>	<u>Patient</u>	<u>Incident #</u>	<u>Run #</u>	<u>Dollars</u>
		13000167	224,009	\$2,092.50
		13000169	224,008	-\$8.22
		11000052	223,988	\$2,202.22
		11000055	223,985	-\$6.29
		13000176	225,554	-\$8.22
		13000181	225,550	-\$4.61
		13000182	225,549	-\$11.65
		13000191	225,546	-\$3.86
		13000195	225,542	-\$8.56
		13000194	225,543	-\$6.54
		13000193	225,544	-\$10.98
		13000199	225,540	-\$8.22
		12000045	225,538	\$2,366.78
		13000203	243,754	-\$5.45
		13000207	243,753	-\$3.52
		12000046	243,751	\$2,212.05
		13000212	243,748	-\$14.87
		12000049	243,747	-\$10.82
		13000214	243,743	-\$3.52
		13000213	243,745	-\$3.43
		12000050	243,744	-\$4.70
		12000051	243,742	-\$3.52
		12000052	243,740	-\$5.20
		13000216	243,737	-\$5.95

13000218	243,734	\$41.24
13000217	243,736	\$2,064.07
12000053	243,733	-\$9.98
13000219	243,732	-\$8.30
12000055	243,730	-\$14.76
12000054	243,731	-\$14.17
13000220	243,729	-\$4.36

SUBTOTAL \$ 10,789.16

FFR FEE

<u>Incident Date</u>	<u>Patient</u>	<u>Incident #</u>	<u>Run #</u>	<u>Dollars</u>
		7000271	173,457	\$906.16
		7000360	240,529	\$749.53

SUBTOTAL \$ 1,655.69

GRAND TOTAL \$ 51,266.64

Allowances Summary Breakout by Major Payor Groups

	<u>Count</u>	<u>Total Allowance</u>
Medicaid	11	\$5,965.91
Medicare	63	\$41,369.50
Other Insurance	1	\$2,275.54
Total	75	\$49,610.95
100% Self Pay - Insured	1	\$906.16
100% Self Pay - Uninsured	1	\$749.53
Total	2	\$1,655.69
Totals	77	\$51,266.64

Ambulance Payment Summary for: Ambulance AMBULANCE

Received by Comstar

Incident Date	Incident#	Run#	Patient	PMT Method	Amount	Payment By	Final
	13000097	106392		PAYMENT - CHECK	\$250.00	Bill Patient	YES
	13000123	162581		PAYMENT - CHECK	\$131.60	Bill Patient	YES
	13000144	162563		PAYMENT - CHECK	\$4,007.00	Bill Patient	YES
	13000167	224009		PAYMENT - CHECK	\$433.02	AARP / MEDICARE COMPLETE	NO
	13000167	224009		PAYMENT - CHECK	\$106.08	AARP / MEDICARE COMPLETE	NO
	13000171	224005		PAYMENT - CHECK	\$409.19	MASS GENERAL BRIGHAM HEALTH PL	YES
	13000171	224005		PAYMENT - CHECK	\$86.45	MASS GENERAL BRIGHAM HEALTH PL	YES
	12000037	223998		PAYMENT - CHECK	\$123.69	BC/BS OF MASSACHUSETTS	YES
	12000037	223998		PAYMENT - CHECK	\$32.90	BC/BS OF MASSACHUSETTS	YES
	11000048	223993		PAYMENT - CHECK	\$448.46	AIM - OR	YES
	11000050	223990		PAYMENT - CHECK	\$3,104.00	Bill Patient	YES
	11000052	223988		PAYMENT - CHECK	\$168.17	AARP / MEDICARE COMPLETE	NO
	11000052	223988		PAYMENT - CHECK	\$286.01	AARP / MEDICARE COMPLETE	NO
	11000054	223987		PAYMENT - CHECK	\$586.66	MASS GENERAL BRIGHAM HEALTH PL	NO
	11000054	223987		PAYMENT - CHECK	\$69.68	MASS GENERAL BRIGHAM HEALTH PL	NO
	11000055	223985		PAYMENT - CHECK	\$108.37	HUMANA - MEDICARE HMO	YES
	11000055	223985		PAYMENT - CHECK	\$19.80	HUMANA - MEDICARE HMO	YES
	12000042	223978		PAYMENT - CHECK	\$106.02	BC/BS OF MASSACHUSETTS	YES
	12000042	223978		PAYMENT - CHECK	\$31.70	BC/BS OF MASSACHUSETTS	YES
	11000062	223977		PAYMENT - CHECK	\$342.00	Bill Patient	NO
	11000063	223976		PAYMENT - CHECK	\$108.37	AARP - GA	YES
	11000063	223976		PAYMENT - CHECK	\$29.30	AARP - GA	YES
	11000064	223975		PAYMENT - CHECK	\$2,420.00	CIGNA - SCRANTON	YES
	11000064	223975		PAYMENT - CHECK	\$228.00	CIGNA - SCRANTON	YES
	13000177	225553		PAYMENT - CHECK	\$334.19	WELLSENSE HEALTH PLAN	YES
	13000177	225553		PAYMENT - CHECK	\$90.30	WELLSENSE HEALTH PLAN	YES
	13000180	225551		PAYMENT - CHECK	\$399.60	MASS GENERAL BRIGHAM HEALTH PL	YES
	13000180	225551		PAYMENT - CHECK	\$45.46	MASS GENERAL BRIGHAM HEALTH PL	YES
	13000192	225545		PAYMENT - CHECK	\$804.89	UNITED HEALTHCARE (ALL CLAIMS)	NO

13000192	225545	PAYMENT - CHECK	\$266.53	UNITED HEALTHCARE (ALL CLAIMS)	NO
13000193	225544	PAYMENT - CHECK	\$108.37	TRICARE FOR LIFE (use after Medicare)	YES
13000193	225544	PAYMENT - CHECK	\$34.58	TRICARE FOR LIFE (use after Medicare)	YES
13000200	225539	PAYMENT - CHECK	\$334.19	MASS GENERAL BRIGHAM HEALTH PL	YES
13000200	225539	PAYMENT - CHECK	\$77.40	MASS GENERAL BRIGHAM HEALTH PL	YES
13000201	225537	PAYMENT - CHECK	\$250.00	Bill Patient	YES
13000202	225536	PAYMENT - CHECK	\$335.18	MASS GENERAL BRIGHAM HEALTH PL	YES
13000202	225536	PAYMENT - CHECK	\$84.10	MASS GENERAL BRIGHAM HEALTH PL	YES
12000045	225538	PAYMENT - CHECK	\$330.12	AARP / MEDICARE COMPLETE	NO
12000045	225538	PAYMENT - CHECK	\$236.30	AARP / MEDICARE COMPLETE	NO
13000208	243752	PAYMENT - CHECK	\$83.97	MASS GENERAL BRIGHAM HEALTH PL	YES
13000208	243752	PAYMENT - CHECK	\$334.68	MASS GENERAL BRIGHAM HEALTH PL	YES

Total for Received by Comstar: **\$17,786.33**

Received by Client

Incident Date	Incident#	Run#	Patient	PMT Method	Amount	Payment By	Final
	13000068	60066		PAYMENT - EFT	\$2,420.00	HARVARD PILGRIM HEALTHCARE	YES
	13000068	60066		PAYMENT - EFT	\$684.00	HARVARD PILGRIM HEALTHCARE	YES
	11000037	162511		PAYMENT - EFT	\$91.26	MASS MEDEX	YES
	11000037	162511		PAYMENT - EFT	\$17.16	MASS MEDEX	YES
	13000169	224008		PAYMENT - EFT	\$424.81	MEDICARE-MA MBI	NO
	13000169	224008		PAYMENT - EFT	\$101.42	MEDICARE-MA MBI	NO
	13000170	224006		PAYMENT - EFT	\$108.37	MASS MEDEX	YES
	13000170	224006		PAYMENT - EFT	\$34.58	MASS MEDEX	YES
	12000036	224001		PMT-RCVD BY CLIENT	\$108.37	BC/BS OF MASSACHUSETTS	YES
	12000036	224001		PMT-RCVD BY CLIENT	\$44.62	BC/BS OF MASSACHUSETTS	YES
	11000055	223985		PAYMENT - EFT	\$424.81	MEDICARE-MA MBI	YES
	11000055	223985		PAYMENT - EFT	\$77.62	MEDICARE-MA MBI	YES
	11000058	223984		PAYMENT - EFT	\$1,619.00	BC/BS OF MASSACHUSETTS	YES
	11000058	223984		PAYMENT - EFT	\$380.00	BC/BS OF MASSACHUSETTS	YES
	12000039	223983		PAYMENT - CREDIT CARD	\$153.35	Bill Patient	YES
	11000061	223979		PMT-RCVD BY CLIENT	\$108.37	BC/BS OF MASSACHUSETTS	YES
	11000061	223979		PMT-RCVD BY CLIENT	\$31.42	BC/BS OF MASSACHUSETTS	YES
	13000176	225554		PAYMENT - EFT	\$424.81	MEDICARE-MA MBI	YES

13000220	243729	PAYMENT - EFT	\$13.73	MASS MEDEX	YES
13000220	243729	PAYMENT - EFT	\$424.81	MEDICARE-MA MBI	YES
13000220	243729	PAYMENT - EFT	\$53.81	MEDICARE-MA MBI	YES

Total for Received by Client: 39 Total Received by Client Payments: \$31,072.65

Total Trips: 63 Total Payments: \$48,858.98

Payment Summary Breakout by Major Payor Groups

	<u>Total Transports</u>	<u>Total Payments</u>
Blue Cross	8	\$9,574.09
Medicaid	6	\$2,614.71
Medicare	31	\$15,909.61
Other Insurance	18	\$12,522.62
Total	54	\$40,621.03
100% Self Pay - Insured	1	\$3,104.00
100% Self Pay - Uninsured	6	\$5,133.95
Total	7	\$8,237.95
Total	61	\$48,858.98

Retraction/Reimbursement Report for:

<u>Incident Date</u>	<u>Incident #</u>	<u>Run #</u>	<u>Patient</u>	<u>Payor</u>	<u>Dollars</u>
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SUBTOTAL

GRAND TOTAL

Write Off Report for: AMBULANCE SERVICE

WO/NO RESP COLLECTION LETTER

<u>Incident Date</u>	<u>Incident #</u>	<u>Run #</u>	<u>Patient</u>	<u>DOB</u>	<u>Dollars</u>
	7000239	173480		2000-05-26	\$1,879.29
				Count	\$ 1,879.29

WRITE-OFF / FFR COMPLETE

<u>Incident Date</u>	<u>Incident #</u>	<u>Run #</u>	<u>Patient</u>	<u>DOB</u>	<u>Dollars</u>
	7000271	173457		2005-06-16	-\$2,718.48
	7000326	240487		1962-04-27	\$902.54
	7000360	240529		2001-05-02	-\$2,248.59
				Count	-\$ 4,064.53

WRITE-OFF / NO RESP. PATIENT

<u>Incident Date</u>	<u>Incident #</u>	<u>Run #</u>	<u>Patient</u>	<u>DOB</u>	<u>Dollars</u>
	13000088	88389		2015-03-04	\$2,765.64
				Count	\$ 2,765.64

TOTAL COUNT

GRAND TOTAL \$ 580.40

AMBULANCE SERVICE

TRANSACTION REPORT SUMMARY PAGE

See previous pages for the detail transaction reports.

<u>Activity</u>	<u>Count</u>	<u>Activity Value*</u>
Total Commitments	34	\$72,902.40
Total Allowances	59	\$51,266.64
Total Payments	136	\$48,858.98
Received by Comstar	41	\$17,786.33
Received by Client	95	\$31,072.65
Total Retractions	0	\$0.00
Total Write-Offs	5	\$580.40

* \$0 = No activity this period

Summary of Payments Received After Patient was Sent to FFR

AMBULANCE SERVICE

Trip Date	Incident#	Run#	Patient	PMT Method	Amount	Payment By	Post Date
	7000271	173457		FFR PAYMENT - NO FEE	\$1,812.32	FFR - FIRST FINANCIAL	2023-11-12
	7000360	240529		FFR PAYMENT - NO FEE	\$1,499.06	FFR - FIRST FINANCIAL	2023-11-24
Company Total:				Total Payments		\$3,311.38	
Report Total:				Total Payments		\$3,311.38	

Deposit Summary - Ambulance Payments for Combined Billing

Incident Date	Incident#	Run#	Patient	PMT Method	Amount	Payment By
	23_92693_03	282387		PAYMENT - EFT	\$420.68	MEDICARE-MA MBI
	23_92693_03	282387		PAYMENT - EFT	\$86.04	MEDICARE-MA MBI
	23ESS_198	87853		PAYMENT - EFT	\$107.32	HARVARD PILGRIM HEALTHC,
	23_96764_02	296946		PAYMENT - EFT	\$403.36	TUFTS HEALTH PLAN MEDICA
	23_96764_02	296946		PAYMENT - EFT	\$93.89	TUFTS HEALTH PLAN MEDICA
	23_92693_03	282387		PAYMENT - EFT	\$107.32	MASS MEDEX
	23_92693_03	282387		PAYMENT - EFT	\$21.95	MASS MEDEX
	23_79245_04	232989		PAYMENT - CHECK	\$264.20	Bill Patient
	23_98127_04	299115		PAYMENT - EFT	\$420.68	MEDICARE-MA MBI
	23_98127_04	299115		PAYMENT - EFT	\$68.97	MEDICARE-MA MBI
	24_408_04	155		PAYMENT - EFT	\$2,300.00	BC/BS OF MASSACHUSETTS
	24_408_04	155		PAYMENT - EFT	\$304.00	BC/BS OF MASSACHUSETTS
	23_98146_05	299159		PAYMENT - EFT	\$420.68	MEDICARE-MA MBI
	23_98146_05	299159		PAYMENT - EFT	\$54.63	MEDICARE-MA MBI
Totals for Trips with Intercept Service				14	\$5,073.72	

Deposit Summary - Ambulance Payments for Combined Billing

Combined Billing Summary		
	Quantity	Payment
Intercept Service	14	\$5,073.72
Total	14	\$5,073.72

Aging by Incident with FFR Separation:

At Comstar Incident Date	Incident #	Run #	Current	31-60	61-90	91-120	Over 120	Total
	7000247	173474	0.00	0.00	0.00	0.00	2,643.86	2,643.86
	7000390	240504	0.00	0.00	0.00	0.00	1,912.35	1,912.35
	2019 DATA ARC	11655	0.00	0.00	0.00	0.00	6.00	6.00
	12000035	60063	0.00	0.00	0.00	0.00	2,676.74	2,676.74
	11000019	106377	0.00	0.00	0.00	0.00	2,059.17	2,059.17
	13000132	162574	0.00	0.00	0.00	0.00	295.20	295.20
	13000135	162572	0.00	0.00	0.00	0.00	2,762.00	2,762.00
	13000139	162568	0.00	0.00	0.00	0.00	1,828.27	1,828.27
	13000149	162558	0.00	0.00	0.00	0.00	2,952.00	2,952.00
	13000156	162550	0.00	0.00	0.00	0.00	1,747.38	1,747.38
	13000156	224018	0.00	0.00	0.00	0.00	2,648.00	2,648.00
	13000167	224009	0.00	0.00	0.00	0.00	100.00	100.00
	13000166	224011	0.00	0.00	0.00	0.00	1,957.20	1,957.20
	13000169	224008	0.00	0.00	0.00	0.00	134.24	134.24
	11000045	223996	0.00	0.00	0.00	0.00	1,999.00	1,999.00
	11000046	223995	0.00	0.00	0.00	0.00	122.10	122.10
	11000052	223988	0.00	0.00	0.00	0.00	250.00	250.00
	11000054	223987	0.00	0.00	0.00	0.00	2,067.66	2,067.66
	11000057	223986	0.00	0.00	0.00	0.00	3,180.00	3,180.00
	12000040	223982	0.00	0.00	0.00	0.00	139.79	139.79
	12000039	223983	0.00	0.00	0.00	0.00	5.00	5.00
	12000041	223980	0.00	0.00	0.00	0.00	2,990.00	2,990.00
	11000062	223977	0.00	0.00	0.00	0.00	2,626.20	2,626.20
	12000043	223974	0.00	0.00	0.00	0.00	3,142.00	3,142.00
	13000175	223973	0.00	0.00	0.00	0.00	287.60	287.60
	13000179	225552	0.00	0.00	0.00	0.00	3,028.00	3,028.00
	13000182	225549	0.00	0.00	0.00	0.00	145.07	145.07
	13000194	225543	0.00	0.00	0.00	128.96	0.00	128.96
	13000192	225545	0.00	0.00	0.00	1,960.38	0.00	1,960.38
	13000197	225541	0.00	0.00	0.00	2,686.00	0.00	2,686.00
	13000199	225540	0.00	0.00	0.00	134.24	0.00	134.24
	12000045	225538	0.00	0.00	0.00	205.00	0.00	205.00
	13000203	243754	0.00	0.00	0.00	125.53	0.00	125.53
	13000205	256766	0.00	0.00	0.00	2,689.80	0.00	2,689.80
	13000210	256767	0.00	0.00	0.00	398.69	0.00	398.69
	12000046	243751	0.00	0.00	0.00	275.00	0.00	275.00

Aging by Incident with FFR Separation:

<u>At Comstar</u>	<u>Incident #</u>	<u>Run #</u>	<u>Current</u>	<u>31-60</u>	<u>61-90</u>	<u>91-120</u>	<u>Over 120</u>	<u>Total</u>
	12000075	271347	0.00	702.07	0.00	0.00	0.00	702.07
	12000076	271346	0.00	3,180.00	0.00	0.00	0.00	3,180.00
	12000077	271345	0.00	644.96	0.00	0.00	0.00	644.96
	Totals At Comstar		0.00	25,406.84	20,301.66	14,957.22	43,704.83	104,370.55

EXHIBIT C:
Additional Reports



8 Turcotte Memorial Drive, Rowley, MA 01969

Ph: 800-742-3001 Fx: 978-356-2721

Invoice Date:
Invoice Number:
Month Of:
Invoice Rate: 4.00 %

Fee for ambulance billing and collection services.

Deposit Date	Payment Summary	Reimbursements/Retraction	Net Payment Applied	Comstar Fee
	\$11,656.31	\$0.00	\$11,656.31	\$466.25
	\$9,458.78	\$0.00	\$9,458.78	\$378.35
	\$14,252.42	\$0.00	\$14,252.42	\$570.10
	\$13,491.47	\$0.00	\$13,491.47	\$539.66

Sub Total \$48,858.98 \$1,954.36

NPP Letter Mailing Service	\$/Unit	Qty	
	\$0.50	5	\$2.50

Total Comstar Fee Due This Invoice \$1,956.86

THANK YOU!

NPP Print Activity Report For:

<u>Incident Date</u>	<u>Incident Number</u>	<u>Run Number</u>	<u>Name</u>	<u>Address</u>	
13000205		256766			
13000210		256767			

Total Letters Printed for Client: 2

<u>Incident Date</u>	<u>Incident Number</u>	<u>Run Number</u>	<u>Name</u>	<u>Address</u>	
12000067		271359			
12000066		271361			
13000224		271362			

Total Letters Printed for Client: 3

NPP Print Activity Report For:

Total Letters Printed: 5

Request for Disposition Report

We are unable to collect from the patients below for the reasons listed and request they be dispositioned. We will hold these accounts which will continue to appear on your aging report until we receive a response from you. Please check off those accounts you approve for abatement and provide us with additional information / instructions for those not approved.

<u>Incident Date</u>	<u>Incident #</u>	<u>Run #</u>	<u>Address</u>	<u>Birth Date</u>	<u>Charges</u>	<u>Allowed</u>	<u>Payments</u>	<u>Balance</u>
	12000035	60063			\$4,159.00	4,159.00	\$1,482.26	\$2,676.74

Primary Payor: CIGNA
Current Payor: Bill Patient

Reason > NO RESP TO COLLECTION LETTER

Please select one of the following options: Write-Off Approved Transfer to FFR Collection Agency

GRAND TOTAL

\$ 2,676.74

Print Name

Signature

Cumulative Request for Disposition Report

The following patient accounts are pending disposition. Please review and respond at your earliest convenience.

<u>Incident Date</u>	<u>Incident #</u>	<u>Run #</u>	<u>Address</u>	<u>Social Security #</u>	<u>Birth Date</u>	<u>Charges</u>	<u>Allowed</u>	<u>Payments</u>	<u>Balance</u>
2019 DATA ARCHIVE		11655				\$6.00	6.00	\$0.00	\$6.00

Primary Payor: Bill Patient
 Current Payor: Bill Patient

Reason >

Please select one of the following options: Write-Off Approved Transfer to FFR Collection Agency

12000035	60063	\$4,159.00	4,159.00	\$1,482.26	\$2,676.74
----------	-------	------------	----------	------------	------------

Primary Payor: CIGNA
 Current Payor: Bill Patient

Reason > NO RESP TO COLLECTION LETTER

Please select one of the following options: Write-Off Approved Transfer to FFR Collection Agency

GRAND TOTAL \$ 2,682.74

Print Name

Signature



Weekly Deposit / Payment Summary Reconciliation

Prepared For:

Date:

For the Period:

Total Deposits \$ 7,502.78

Reconciling Items:

EFTs:

NGS	\$	1,018.31
BCMA	\$	5,225.95
NGS	\$	1,140.95
NGS	\$	883.97

ACH Credit Card:

Other:

Payment Received by Client	\$	292.78
FFR Payment	\$	(1,812.32)

Net Payment Applied: \$ 14,252.42

ACH Credit Card- patient credit card payments issued by Comstar to the client directly.

EFT - Electronic Funds Transfers- Medicare, Medicaid, VA payments, etc.

FFR Payment- payments received from FFR collections. (First Financial Resources)

Foreign Check- payment applied using the exchange rate provided by client bank

Payment Received by Client- payments clients have received and deposited, forwarding remittance to Comstar for posting.

Payment Withheld by State- payments intercepted by government for outstanding balances owed by client.

Prior/Post Billing- payments received for prior/post billing that are deposited on clients behalf.

Reimbursement- monies for previous payments returned by client

Returned Checks- checks that have been returned and payment reversed.

Net Payments Applied for:

	Paid Amount	Net Payments
Check	5,690.46	5,690.46
EFT	8,269.18	8,269.18
Received by Client	292.78	292.78
Total	\$14,252.42	\$14,252.42

	Paid Amount	Net Payments
Client	8,561.96	8,561.96
Comstar	5,690.46	5,690.46
Total	\$14,252.42	\$14,252.42

	First Financial
First Financial	1,812.32
Total	\$1,812.32

Ambulance Payment Summary for:

CHECKS

PAYMENT - CHECK

Deposit Date	Incident Date	Incident#	Run#	Patient	PMT Method	Amount	Payment By	Final
		13000123	162581		PAYMENT - CHECK	\$131.60	Bill Patient	YES
		13000167	224009		PAYMENT - CHECK	\$433.02	AARP / MEDICARE COMPLETE	YES
		13000167	224009		PAYMENT - CHECK	\$106.08	AARP / MEDICARE COMPLETE	YES
		13000171	224005		PAYMENT - CHECK	\$409.19	MASS GENERAL BRIGHAM HEALTH	YES
		13000171	224005		PAYMENT - CHECK	\$86.45	MASS GENERAL BRIGHAM HEALTH	YES
		11000050	223990		PAYMENT - CHECK	\$3,104.00	Bill Patient	NO
		11000055	223985		PAYMENT - CHECK	\$108.37	HUMANA - MEDICARE HMO	YES
		11000055	223985		PAYMENT - CHECK	\$19.80	HUMANA - MEDICARE HMO	YES
		12000042	223978		PAYMENT - CHECK	\$106.02	BC/BS OF MASSACHUSETTS	YES
		12000042	223978		PAYMENT - CHECK	\$31.70	BC/BS OF MASSACHUSETTS	YES
		11000062	223977		PAYMENT - CHECK	\$342.00	Bill Patient	NO
		13000193	225544		PAYMENT - CHECK	\$108.37	TRICARE FOR LIFE (use after	YES
		13000193	225544		PAYMENT - CHECK	\$34.58	TRICARE FOR LIFE (use after	YES
		13000201	225537		PAYMENT - CHECK	\$250.00	Bill Patient	NO
		13000202	225536		PAYMENT - CHECK	\$335.18	MASS GENERAL BRIGHAM HEALTH	YES
		13000202	225536		PAYMENT - CHECK	\$84.10	MASS GENERAL BRIGHAM HEALTH	YES
Total for PAYMENT - CHECK:						\$5,690.46		

EFTs

PAYMENT - EFT

Deposit Date	Incident Date	Incident#	Run#	Patient	PMT Method	Amount	Payment By	Final
		13000169	224008		PAYMENT - EFT	\$424.81	MEDICARE-MA MBI	YES
		13000169	224008		PAYMENT - EFT	\$101.42	MEDICARE-MA MBI	YES
		13000203	243754		PAYMENT - EFT	\$424.81	MEDICARE-MA MBI	YES
		13000203	243754		PAYMENT - EFT	\$67.27	MEDICARE-MA MBI	YES
		13000206	243746		PAYMENT - EFT	\$2,420.00	BC/BS OF MASSACHUSETTS	YES
		13000206	243746		PAYMENT - EFT	\$304.00	BC/BS OF MASSACHUSETTS	YES
		12000046	243751		PAYMENT - EFT	\$258.18	BC/BS OF MA MEDICARE PLAN	YES
		12000046	243751		PAYMENT - EFT	\$168.77	BC/BS OF MA MEDICARE PLAN	YES
		13000212	243748		PAYMENT - EFT	\$424.81	MEDICARE-MA MBI	YES
		13000212	243748		PAYMENT - EFT	\$183.51	MEDICARE-MA MBI	YES

Ambulance Payment Summary for:

12000050	243744	PAYMENT - EFT	\$424.81	MEDICARE-MA MBI	YES
12000050	243744	PAYMENT - EFT	\$57.96	MEDICARE-MA MBI	YES
12000051	243742	PAYMENT - EFT	\$357.74	MEDICARE-MA MBI	YES
12000051	243742	PAYMENT - EFT	\$43.46	MEDICARE-MA MBI	YES
13000215	243738	PAYMENT - EFT	\$1,619.00	BC/BS OF MASSACHUSETTS	YES
13000215	243738	PAYMENT - EFT	\$456.00	BC/BS OF MASSACHUSETTS	YES
12000054	243731	PAYMENT - EFT	\$357.74	MEDICARE-MA MBI	NO
12000054	243731	PAYMENT - EFT	\$174.89	MEDICARE-MA MBI	NO
Total for PAYMENT - EFT:			\$8,269.18		

RECEIVED BY CLIENT

PMT-RCVD BY CLIENT

Deposit Date	Incident Date	Incident#	Run#	Patient	PMT Method	Amount	Payment By	Final
		12000036	224001		PMT-RCVD BY CLIENT	\$108.37	BC/BS OF MASSACHUSETTS	YES
		12000036	224001		PMT-RCVD BY CLIENT	\$44.62	BC/BS OF MASSACHUSETTS	YES
		11000061	223979		PMT-RCVD BY CLIENT	\$108.37	BC/BS OF MASSACHUSETTS	YES
		11000061	223979		PMT-RCVD BY CLIENT	\$31.42	BC/BS OF MASSACHUSETTS	YES
Total for PMT-RCVD BY CLIENT:						\$292.78		

FIRST FINANCIAL

FFR PAYMENT - NO FEE

Deposit Date	Incident Date	Incident#	Run#	Patient	PMT Method	Amount	Payment By	Final
		7000271	173457		FFR PAYMENT - NO FEE	\$1,812.32	FFR - FIRST FINANCIAL	YES
Total for FFR PAYMENT - NO FEE:						\$1,812.32		

EXHIBIT D:
Bid Form

Town of Old Orchard Beach

Request for proposal to provide ambulance billing

BID FORM

Company Profile:

Company Name: Comstar, LLC

Contact information:

Nicole Vessal (Vice-President); nvessal@comstarbilling.com; (800) 742-3001

Relevant experience and qualifications: (Attach on separate sheet) Included in Comstar's Proposal.

Proposed Timeline:

Estimated start and completion dates for the project: On-boarding can begin immediately. The duration of the on-boarding process depends largely on how quickly we receive the required documentation from a new client. Standardly, carrier enrollments are fully completed between 30-60 days from when we received the necessary documents from a new client.

Pricing Structure: Provided Separately

Detailed pricing for each component of the scope of work.

(Attach on separate sheet)

References: Included in Comstar's Proposal.

Contact information for at least three previous clients. (Attach on separate sheet)

Licenses and Insurance: Included in Comstar's Proposal.

Proof of relevant licenses and insurance coverage (Attach on separate sheet)

EXHIBIT E:
Certificate of
Insurance Sample



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)
08/21/2023

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER
Charles River Insurance Brokerage, Inc.
5 Whittier St. 4th Floor
Framingham MA 01701

CONTACT NAME: Vincent J Sutera
PHONE (A/C, No, Ext): (508) 656-1400 FAX (A/G, No): (508) 656-1499
E-MAIL ADDRESS: mthompson@charlesriverinsurance.com
INSURER(S) AFFORDING COVERAGE
INSURER A: Twin City Fire Insurance Company NAIC# 29459
INSURER B: Hartford Fire Insurance Company 19682
INSURER C: Sentinel Insurance Company 11000
INSURER D: Steadfast Insurance Company 26387
INSURER E:
INSURER F:

INSURED
Comstar LLC
8 Turcotte Memorial Dr
Rowley MA 01969
(978) 356-3344

COVERAGES MT CERTIFICATE NUMBER: Cert ID 11754 (14) REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSD WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
C	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR <input checked="" type="checkbox"/> GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC <input checked="" type="checkbox"/> OTHER: HIRED NON-OWNED AUTO AUTOMOBILE LIABILITY <input type="checkbox"/> ANY AUTO <input type="checkbox"/> OWNED AUTOS ONLY <input type="checkbox"/> SCHEDULED AUTOS <input type="checkbox"/> HIRED AUTOS ONLY <input type="checkbox"/> NON-OWNED AUTOS ONLY		088BAAE1304	11/22/2022	11/22/2023	EACH OCCURRENCE \$ 2,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 1,000,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 2,000,000 GENERAL AGGREGATE \$ 4,000,000 PRODUCTS - COMP/OP AGG \$ 4,000,000 Hired Non Owned \$ 2,000,000 COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
C	<input checked="" type="checkbox"/> UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR <input type="checkbox"/> EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION \$ 10,000		088BAAE1304	11/22/2022	11/22/2023	EACH OCCURRENCE \$ 4,000,000 AGGREGATE \$ 4,000,000 \$ <input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTHER
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N N N/A	08WECAFLCMA	11/22/2022	11/22/2023	E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
B	Crime		08BDDHG3204	07/21/2023	07/21/2024	Employee Theft Client Premises \$ 500,000
D	Professional Liability		EOC 0825888-00	05/15/2023	05/15/2024	Professional Liab Each Claim Limit \$ 2,000,000

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

CERTIFICATE HOLDER

CANCELLATION

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

Thomas J. Sutera

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AGENDA ITEM #9035

Discussion with Action: Approve the quote from Jordan Equipment Co., to replace plow cutting edges for the Public Works Department in the amount of \$11,271.84, from account #20151-50452 Public Works Operating Equipment Repair Expense with a balance of \$95,933.92.

Chair: Shawn O'Neill



Rigging • Wear Parts • Construction Supplies

35 Dave's Way
Hermon, ME 04401
207-848-9036
Fax: 207-848-9037

18 Blackstrap Road
West Falmouth, ME 04105
207-797-2240 • 800-423-8873
Fax: 207-878-3506

744 Clough Mill Road
Pembroke, NH 03275
603-228-3377
Fax: 603-228-3564

664 Civic Center Drive
Augusta, ME 04330
207-309-3626



www.jordanequipment.com

Ship To: IN STORE PICKUP

Invoice To: OLD ORCHARD BEACH PWD
1 PORTLAND AVE
OLD ORCHARD BEACH ME 04064

Branch 01 - FALMOUTH		
Date 06/08/2026	Time 16:07:16 (O)	Page 1
Account No. OOBPW001	Phone No. 2079342250	Estimate No. 002794
Ship Via	Purchase Order	
Tax ID No. 12345		
	Salesperson CB	

ESTIMATE EXPIRY DATE: 07/08/2026

PARTS ESTIMATE - NOT AN INVOICE

Part#	Description	U	Qty	Price	Amount
CB15082	3/4X6X36 12"TP		16	548.00	8768.00
	3/4X6X36 120C CARBIDE				
CB15083	3/4X6X48 12"TP		2	692.78	1385.56
	3/4X6X48 120C CARBIDE				
X390326	5/8X6X46-13/16		4	97.58	390.32
	5/8X6X46-3/4 FSE FISHER 9.5 X-TREME V				
44891W	5/8 FAB CT L		2	119.49	238.98
44890W	5/8 FAB CT R		2	119.49	238.98
				Subtotal:	11021.84
				Tax:	.00
				TOTAL:	11021.84

Authorization: _____

Freight
250.00

Total
11271.84

10001
20151-50452

95 933.92

AGENDA ITEM #9036

Discussion with Action: Approve the quote from H. Barber and Sons for repair parts for the 2019 Barber Surf Rake for the Public Works Department in the amount of \$12,467.18, from account #20151-50452 Public Works Operating Equipment Repair Expense with a balance of \$95,933.92.

Chair: Shawn O'Neill

PURCHASE ORDER REQUEST FORM

Date: 06/10/26 Department: DPW

Vendor #: 340 (is vendor active in Munis? If not a vendor packet needs to be completed prior to requesting PO)

Vendor Name: H BARBER AND SONS

Account (Org/Obj): 20151-50452

Current Account Balance: \$ 95933.92

Amount Requested: \$ 12467.18

- Copies of quotes if required, are they attached? Yes No
- Copies of bids if required, are they attached? Yes No
- Items to purchase \$5000 and over approved by Council? Yes No
 - Agenda Item # _____
 - Date approved _____

General Description: THESE ARE PARTS TO REPAIR THE BEACH RAKE

Estimate, Quote or Itemized list included (enter items on attached table): Yes No

- Quantity
- Cost for each
- Description of item
- Freight charge

Jaime Carter
Department Head Signature

6/10/26
Date

Estimate



05.18.26
Page 1

Customer :ORCHAR
Cust PO :EMAIL REQUEST-NATE
Bill Name:OLD ORCHARD BEACH
Address 1:
Address 2:1 PORTLAND AVE.
Address 3:OLD ORCHARD BEACH, ME
Zip Code :04064
Telephone:207-934-5714

Estimate : OE22908
Ship Num : 1
Ship Name:OLD ORCHARD BEACH
Address 1:
Address 2:103 SMITH WHEEL RD.
Address 3:OLD ORCHARD BEACH, ME
Zip Code :04064
Telephone:

Item Number Description	:Ordered	:Unit Price	:Extension	:Net Extension
504DK OFFSET CHAIN 28 ROW	1.00	2727.90	2727.90	2727.90
504AH PERF CONVEYOR BELT	1.00	5429.65	5429.65	5429.65
503AA SPROCKET	2.00	331.99	663.98	663.98
535AS01 600 TOP SHAFT ASSY	1.00	611.18	611.18	611.18
549AS08 ROLLER ASSEMBLY 8"	4.00	449.01	1796.04	1796.04
549AS10A ROLLER ASSEMBLY	2.00	351.34	702.68	702.68

Subtotal : 11931.43
Discount : 0.00
Sales Tax : 0.00
Freight : 535.75
Order Total : 12467.18

Beach Rake

H Barber + Sons 340

AGENDA ITEM #9037

Discussion with Action: Authorize the Town Manager to enter into the Animal Shelter Agreement effective July 1, 2026 through June 30, 2027 with the Animal Welfare Society for the purpose of providing shelter for stray and lost domesticated companion animals located within the Town of Old Orchard Beach, in the amount of \$13,856.86 from account #20131-50310 Service Contracts Expense with a proposed FY 27 budget in the amount of \$683,531.00.

Chair: Shawn O'Neill



ANIMAL SHELTER AGREEMENT, OLD ORCHARD BEACH

This agreement (the “Agreement”) is by and between the Animal Welfare Society, Inc., a non-profit corporation organized and existing under the laws of the State of Maine (herein-after “AWS”), Old Holland Road, West Kennebunk, Maine and the Town of OLD ORCHARD BEACH Maine (hereafter “Municipality”) (collectively, “Parties”). The terms of this Agreement shall take effect on July 1, 2026 and shall remain in effect through June 30, 2027.

WHEREAS, Municipality is required under the laws of the State of Maine to provide shelter at a State licensed animal control shelter (7 M.R.S. § 3949) for stray and lost domesticated companion animals (hereinafter “Animal” or “Animals”); and

WHEREAS, Municipality is required under the laws of the State of Maine to provide services relating to the humane disposition of said Animals in the event they are not claimed by their owners; and

WHEREAS, AWS operates an animal shelter as defined in 7 M.R.S. §3907, which is a suitable facility for the housing and/or disposition of said Animals (hereinafter, the “Shelter”) but is not a suitable facility for the housing and/or disposition of any living, sentient creature that is not an Animal;

NOW THEREFORE, the Parties hereby agree as follows:

1. AWS will confine such Animals as may be delivered to it by an authorized agent of the Municipality for the legal impoundment period. At the end of this period, AWS will make such a disposition as it seems fit in accordance with 7 M.R.S. §§3912, 3913, *et. seq.* AWS may refuse delivery of any living, sentient creature that, in the sole and exclusive judgment of AWS, is not an Animal.
2. Delivery of said Animals shall be accepted from the Municipality’s Animal Control Officer/Police from 7:30 a.m. to 4:30 p.m., Sunday through Saturday (“Regular Business Hours”). Police and/or Animal Control Officer will be issued a key to an after-hours holding room at the Shelter. Persons may deliver Animals found within the boundaries of the Municipality to the Shelter during Regular Business Hours. Animals delivered to AWS by Municipality’s Animal Control Officer or Police after hours shall be placed by the person delivering the Animal in pens, kennels, or crates made available in the holding room by AWS for that purpose, to the extent such materials are available to AWS. It is the responsibility of the Police and/or Animal Control Officer delivering an Animal after hours to provide bedding, food, and water for said Animal as supplied by AWS, to the extent such materials are available to AWS. Where delivery of one or more Animals by the Municipality’s Animal Control Officer or Police renders the Shelter unable to humanely confine such Animals in the holding room, the delivering Animal Control Officer or

Police shall communicate with designated AWS personnel prior to delivery to verify AWS's ability to confine such Animals. AWS alone retains sole discretion to refuse delivery of one or more Animals where such delivery renders AWS unable to provide appropriate housing and/or disposition of delivered Animals.

3. Police and Animal Control Officers shall take a stray or lost Animal to its owner, if known, or, if the owner is unknown, to the Shelter. Municipality agrees that all Animals apprehended and seized within the boundaries of the Municipality and delivered to the Shelter shall be under the exclusive control and custody of AWS. Moreover, Municipality agrees that AWS shall have the undisputed right, consistent with the laws of the State of Maine, to humanely dispose of any Animal given into its custody in accordance with State laws and the policies and procedures of AWS.

4. AWS will not accept delivery of any injured Animal that has not received proper veterinary care. Municipality agrees that it shall obtain appropriate veterinary care for injured Animals prior to delivery to AWS. In the event the Municipality delivers an injured Animal to the Shelter without first obtaining appropriate veterinary care, AWS, in its sole discretion, may elect either to refuse acceptance of such Animal or to accept delivery of such Animal and procure the veterinary care it deems necessary and appropriate. Municipality agrees to reimburse AWS for the costs of emergency and required veterinary care within ten (10) days from the receipt of an invoice. At no time will the Municipality deliver any injured Animal to the Shelter during hours other than Regular Business Hours unless Municipality has made prior arrangements with AWS.

5. The Municipality agrees to and shall indemnify and hold harmless AWS for any claims arising out of actions and/or inactions of the Municipality's Police Officers and Animal Control Officers in the capturing, detaining, processing, documenting and delivery of any Animal under this Agreement, and for any violation by the Municipality's Animal Control Officer or Police Officers of the provisions of this Agreement, and of applicable laws or regulations.

6. AWS shall assist Municipality's residents in allowing owned Animals to be claimed during Regular Business Hours. AWS will request proof of payment prior to releasing an Animal to its owner and may collect impoundment fees on behalf of the Municipality. AWS reserves the right to release an Animal without payment or proof of payment of impoundment fees. Impoundment fees collected by AWS on the Municipality's behalf will be forwarded to the Municipality monthly, along with a report of activity. An invoice for contract fee for service will be provided to the Municipality quarterly.

7. AWS may provide rabies quarantine on a space-available basis for a period of at least ten (10) days to stray dogs and cats found within the Municipality, which have bitten residents of the Municipality ("Rabies Quarantine"). Provision for rabies testing, and the costs therein, are the sole responsibility of the Municipality and/or its residents. AWS is not obligated to quarantine privately-owned Animals.

8. Municipality shall be fully responsible for carrying out all enforcement activities required under the laws of the State of Maine and the ordinances of the Municipality, as may be amended. AWS shall not be required to apprehend or seize any Animal found roaming at large.

9. AWS shall make all reasonable efforts to promote Trap, Neuter, Return (“TNR”) for feral cats, and promote caregiver volunteerism and guardianship through the AWS Community Veterinary Clinic. As such, AWS will only accept stray cats as an intake through the Adoption Center, all feral cats as defined by Title 7 3901, Definition 12-E can be brought to the AWS Community Veterinary Clinic during the times listed on the AWS website to accommodate TNR services. Outside of these hours, an authorized Animal Control Officer may bring a feral cat to the AWS Adoption Center as a drop-off for TNR service, in which the Animal Control Officer is expected to pick up the feral cat once service has been completed. AWS will provide proof of Rabies vaccination at the time of pick-up. If a stray cat brought to the AWS Adoption Center under Title 7 3919 is deemed to be a feral cat, AWS will contact the Animal Control Officer to pick up the feral cat as part of TNR services.

10. AWS shall have the sole and exclusive right to determine the responsibility of persons offering to become the owners of unclaimed Animals and the suitability of homes offered and shall have the sole and exclusive right to accept or reject such applicants’ claims to previously unclaimed Animals.

11. Municipality agrees that it shall notify AWS, in writing, of the identities of all of its duly authorized Animal Control Officers. Municipality agrees that it will provide each Animal Control Officer with a copy of the animal control laws of the State of Maine contained in the booklet published by the Maine Animal Welfare Board, the sections of the Municipality’s codes or ordinances which are pertinent to the performance of their duties, and the terms of this Agreement. Animal Control Officers must also be certified as required by 7 M.R.S. § 3947.

12. AWS, its officers, employees, agents, and volunteers shall act in an independent capacity during the term of this Agreement and shall not act or hold themselves out as officers, employees, agents or volunteers of Municipality. Municipality, its employees, agents and representatives shall act in an independent capacity during the term of this Agreement and shall not act or hold themselves out as officers, employees, agents or volunteers of AWS. Nothing in this Agreement shall be deemed by either Party or by any third party as creating a joint venture or partnership between AWS and Municipality.

13. AWS agrees to comply with applicable federal and state laws and regulations in the performance of this Agreement.

14. This Agreement shall not be assigned by either Party, without the prior written approval of the other Party.

15. AWS offers to provide the following services to Municipality at no additional cost to Municipality:

- a. Disposal Services: AWS will accept for disposal stray or lost cats or dogs, dead on arrival, from Animal Control Officers, or duly authorized Police.
- b. Telephone Services: To avoid confusion, AWS will take all telephone inquiries regarding reclaiming an Animal and adopting an Animal. Under special circumstances involving suspected abuse or neglect, the Animal Control/Police Officer(s) may request that they be contacted prior to an Animal being reclaimed by its owner.
- c. Lost and Found Pet Services: AWS staff will take lost and found reports to facilitate the return of pets to their owners.

16. For services provided by AWS to Municipality under this Agreement or under applicable law, the Municipality agrees to pay AWS the total sum of \$13,856.86, which is based on \$1.46 per capita/per year, of the Municipality's population.

Fee Calculation: 9,491 population x \$1.46 per capita = \$13,856.86

17. This Agreement represents the entire agreement between the Parties and no oral or prior written matter shall have any force or effect. No amendment shall be effective without prior express written approval signed by both Parties. Neither Party shall be bound by any conditions not expressly stated in this Agreement.

18. This Agreement is binding upon, and shall inure to the benefit of the heirs, assigns and successors in interest of the Parties hereto.

19. If any provisions of this Agreement shall be adjudged to be invalid or unenforceable by final judgment of a court of competent jurisdiction, such invalidity or unenforceability shall not affect the validity of the Agreement and the remaining provisions of the Agreement shall be construed as if not containing such provision and, thereafter, the rights and obligation of the parties shall be construed and enforced under the remaining provisions of the Agreement.

20. This Agreement shall be governed by, and construed in accordance with, the laws of the State of Maine.

21. The fees noted in Paragraph 16, above, shall cover all boarding for Animals delivered to AWS and held other than those pending court proceedings. In the case of seizures due to cruelty and/or neglect, costs and fees for animal care are the Municipality's responsibility. AWS fee schedules are available upon request.

IN WITNESS WHEREOF, the parties have caused this Agreement to be duly executed on their behalf, in duplicate counterparts, as of the date first above written.

TOWN OF OLD ORCHARD BEACH, MAINE

By: _____ Witness: _____

Printed Name: _____ Printed Name: _____

Its: _____

THE ANIMAL WELFARE SOCIETY, INC.

By: _____ Witness: _____

Printed name: Astrid Wielens Printed Name: Alex Reissfelder

Its: Interim Executive Director

Quarterly Payment Schedule:

1st Payment due date:	July 1, 2026	Amount:	\$3,464.21
2nd Payment due date:	October 1, 2026	Amount:	\$3,464.21
3rd Payment due date:	January 1, 2027	Amount:	\$3,464.22
4th Payment due date:	April 1, 2027	Amount:	\$3,464.22

Total \$ 13,856.86

Date Contract Mailed to Municipality: _____

Date Contract Received back by AWS: _____

AGENDA ITEM #9038

Discussion with Action: Amend Appendix A—Schedule of License, Permit and Application Fees, by increasing the fee for Parking at all Pay Stations, Meters, and Pay by Parking App to \$5.00.

Chair: Shawn O'Neill

AGENDA ITEM #9039

Discussion with Action: Shall the Town rename the following private way:
Linda's Way to Silverbrook Drive per Section 50-111 of the Code of Ordinances
for E-911 services.

Chair: Shawn O'Neill

AGENDA ITEM #9040

Discussion with Action: Award the Public Works Facility Feasibility Assessment RFP to Wright Pierce in the amount of \$28,974.00 from account #50002-50826 Public Works Building Improvements CIP with a balance of \$51,636.62.

Chair: Shawn O'Neill



OLD ORCHARD BEACH, MAINE

Statement of Qualifications

MAY 2026

Public Works Facility Feasibility Assessment



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May 19, 2026

Diana Asanza, Town Manager
Town of Old Orchard Beach
1 Portland Ave
Old Orchard Beach, ME 04064

SUBJECT: RFP – Public Works Facility Feasibility Assessment

Dear Diana,

Central to the Town of Old Orchard Beach’s mission is the commitment to protect its community members, rich coastline, and public infrastructure. This mission is supported by its strong Public Works Department, several members of which we have been privileged to work with over the years in support of the Town’s civil and wastewater infrastructure projects. Several of the public works’ buildings are aging, deteriorating, and even uninhabitable, leading to efficiency and operability issues for Town staff. As such, the Town is soliciting proposals from qualified engineering and design firms to provide assessment and concept level design services for a new Public Works Complex that includes administrative offices, an equipment storage building and garage, a salt and sand storage building, and a transfer station.

Wright-Pierce is committed to assisting the Town with addressing these challenges through responsive engineering support for the services listed in the subject Request for Proposals (RFP). As an award-winning, employee-owned, multidiscipline firm with more than 375 professionals specializing in civil infrastructure and architectural services, we bring deep technical expertise and a practical, owner-focused approach. Working with us offers the following benefits:

- **Unmatched Town Knowledge & Experience.** Wright-Pierce has a long-standing and extensive working relationship with the Town, having serviced your community since 1991. Our proposed Project Manager, Jaime Wallace, also has direct experience working with the Town for over ten years, including projects such as the Sand and Salt Building Structural Assessment, Transfer Station Concept Planning, Town-Wide Drainage Study, ten roadway and infrastructure upgrade projects, and is the Project Manager for Wright-Pierce’s on-call agreement with the Town. Our close collaboration with the Town and in-depth understanding of your infrastructure positions us to begin this project informed and ready.
- **Multidiscipline Capabilities.** As one of the few firms of our size that have all the support disciplines in-house, Wright-Pierce’s seasoned professionals include architects and structural, mechanical, electrical, and instrumentation engineers. This is a distinct advantage and allows us full control over most design-related activities. We will deliver sole source service on this project which will result in direct value and timeliness for the Town.

5/19/2026

Diana Asanza, Town Manager

Page 2 of 2

- **Balance of Performance & Cost.** Much of our experience has been working for communities like the Town of Old Orchard Beach. We understand the financial pressures and constraints large capital investments can be for the taxpayer base. Based on our understanding of the Town's expectations for the project, cost containment will be an important consideration in making this a successful project. Keeping you informed of the cost implications of design decisions and providing realistic and accurate cost estimates will be paramount. During the planning process, we will identify alternatives and cost savings measures which can be incorporated, such that the project can be completed within your budget.
- **Commitment to Client Satisfaction & Team Collaboration.** Delivering responsive, client-focused service is a core value at Wright-Pierce. Having maintained a multi-decade relationship with the Town of Old Orchard Beach, we are committed to delivering high-quality, sustainable, and cost-effective solutions that support the continued growth and success of the Town. To learn more about our proven track record with our other long-lasting clients on their civil infrastructure projects, please reach out to the references provided within.

We acknowledge receipt of Addendum No. 1 issued on May 13, 2026.

We appreciate being considered for this opportunity and look forward to meeting with the selection committee to present our qualifications/approach to this project or answer any questions you may have.

Sincerely,

WRIGHT-PIERCE



Jaime C. Wallace, PE
Project Manager

jaime.wallace@wright-pierce.com



Ronald D. Williams, AIA
Technical Advisor

ron.williams@wright-pierce.com



Ryan T. Wingard, PE
Principal-in-Charge

ryan.wingard@wright-pierce.com

2

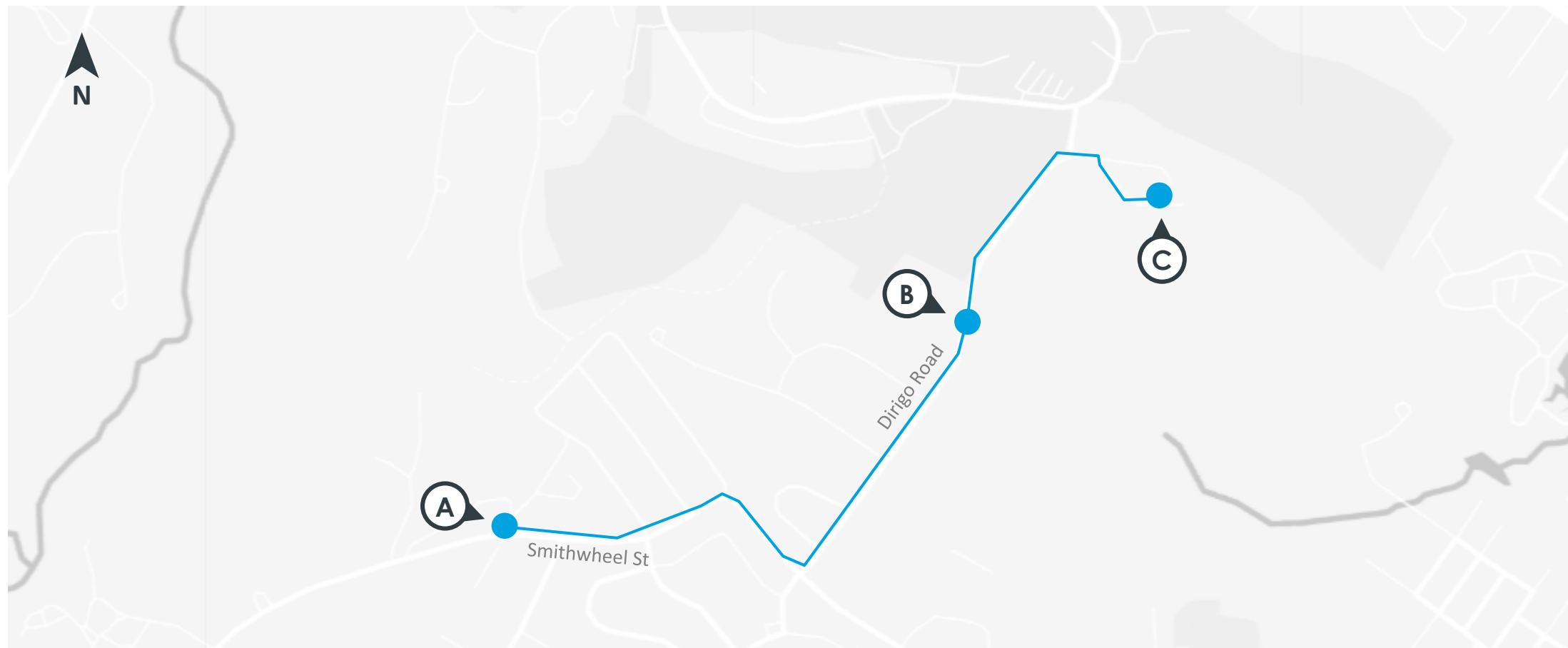
Project Understanding

The Town of Old Orchard Beach's Public Works Department is responsible for day-to-day operations along with oversight and staffing of the Town's Transfer Station. Located on Smithwheel Road, the Public Works Building was built in 1969 and consists of a front desk area and office spaces. At the east end of the building are six garage bays for equipment storage and maintenance along with equipment parking along the rear of the building. In front of the building is the Town's fueling island used by the fleet of Town vehicles. The fueling island and subsurface tanks were recently replaced in 2024 and consists of a dual chamber 15,000-gallon subsurface tank and pumps for regular and diesel fuels. Re-use of the existing public works parcel should be considered during this study to avoid relocating the recently renovated fuel island and tanks. A potential option would be for a building that is staffed at a minimum by the fleet mechanic, should issues arise with the fuel island.

Expansion of the facility proves challenging given that the parcel is bound on the north and south by capped landfills, and to the east by Castle Rock Drive. Constructing a new facility at a different location should be considered to allow for future expansion of personnel and equipment, along with upgrades to vehicle circulation and storage of vehicles and equipment under cover.

The Town's Sand and Salt Storage Building is located off Dirigo Road. Built in 1981, this pre-engineered metal structure is 126 feet long and 78 feet wide, with a height of approximately 20 feet. The floor of the building is cast-in-place concrete with 12" wide by 5'-6" high concrete push walls along the inside of the building for storage of the sand and salt mixture. Attached to the building is a small, enclosed space originally used as an office space that is currently being used as storage space. The building is showing signs of severe deterioration and is in need of replacement.

Outside of the building are three material storage areas separated by large concrete retaining wall blocks. The remainder of the site is mostly paved and used for plow storage and overflow truck storage. From our visit to the site, we understand there is a 4,000-gallon holding tank and a 1,000-gallon sewer tank located to the north of the building just off the paved area. These holding tanks should be considered when reviewing re-use of the existing parcel for a new building. The existing parcel is bound by Dunegrass Golf Course to the west and north, Dirigo Road to the east, and a delineated wetland to the South.



Public Works Building



Salt & Sand Storage Building



Transfer Station

Key Issues

We have identified some key issues to be addressed during the assessment. Investigating these issues thoroughly during the process will help streamline the assessment and reporting phase for the project.

Town-Owned Parcels

To avoid added cost for property acquisition for construction of new facilities, it is wise to first look at current Town-owned property. A critical first step in the assessment process will be to coordinate directly with Town staff on desired locations for response times and potential neighbor concerns for new sites. As previously mentioned in our understanding, the existing sites for the Public Works Building, the Sand and Salt Storage Facility, and the Transfer Station all present their own unique considerations. The main concerns for each of the sites are current condition and footprint of the capped landfills, groundwater, existing buried tankage, and subsurface suitability for new buildings. Planning for the right site can be critical for saving money on engineering and construction costs.

Regulatory Constraints

Based on publicly available mapping, there are wetlands to the south of the Sand and Salt Storage Facility and to the east, northeast, and southeast of the Transfer Station. If these sites are deemed suitable during the assessment phase of the project, consideration will be made for required setbacks from the regulatory wetlands when siting new buildings, proposed access drives, and materials storage areas.

Potential stormwater treatment areas should also be considered. Maine DEP requires developments to meet Chapter 500 general standards for projects that have one acre of impervious area or five acres of developed area. Projects which include three acres of impervious area or 20 acres of developed area will be required to meet Chapter 500 flooding standards in addition to the general standards. The Town has a Site Law permit that encompasses the Ballpark, skate park, and Police Station. We are not aware of any other site law permits. Depending on the proposed location, size of the facilities, and whether the facilities are renovated or completely rebuilt, site plan review will likely be required through the Planning Board. Due to the size of the projects, it is also likely the project will need to meet the Town's Chapter 71 standards. While permitting is excluded from the scope of this project, it will be important to understand what standards will need to be met when the project is constructed to plan for stormwater treatment areas on the site. These stormwater treatment facilities can sometimes take up large portions of real estate that, if not planned for, could constrict the Town's ability to construct the desired facilities.

Utility Connections

The Public Works Building is serviced by sewer, water, and overhead electricity (as noted in the figure to the right). The Sand and Salt Storage Facility is serviced by water and overhead electricity while the Transfer Station is serviced only by overhead electricity. Sewer along Dirigo Road terminates in front of the sand and salt facility parcel, approximately 800 linear feet from the Transfer Station access road. Though the Transfer Station's water service has been shut off, based on GIS data, we understand that the parcel has a 12" ductile iron water main that terminates at a fire hydrant located near the leaf and brush drop-off piles. The Transfer Station is serviced by a 750-gallon septic tank that is located to the southeast portion of the building and discharges into four leaching chambers along the edge of the woods line near the material storage bins. Review of previous email correspondence from past projects Wright-Pierce has been involved with at the Transfer Station suggests that the tank has not been pumped for at least 20 years. Due to the unknown condition of the existing septic tank and leach field, a new sewer service along Dirigo Drive, or a new septic tank and leach field for a new building at the Transfer Station site, should be considered.

Project Phasing Considerations

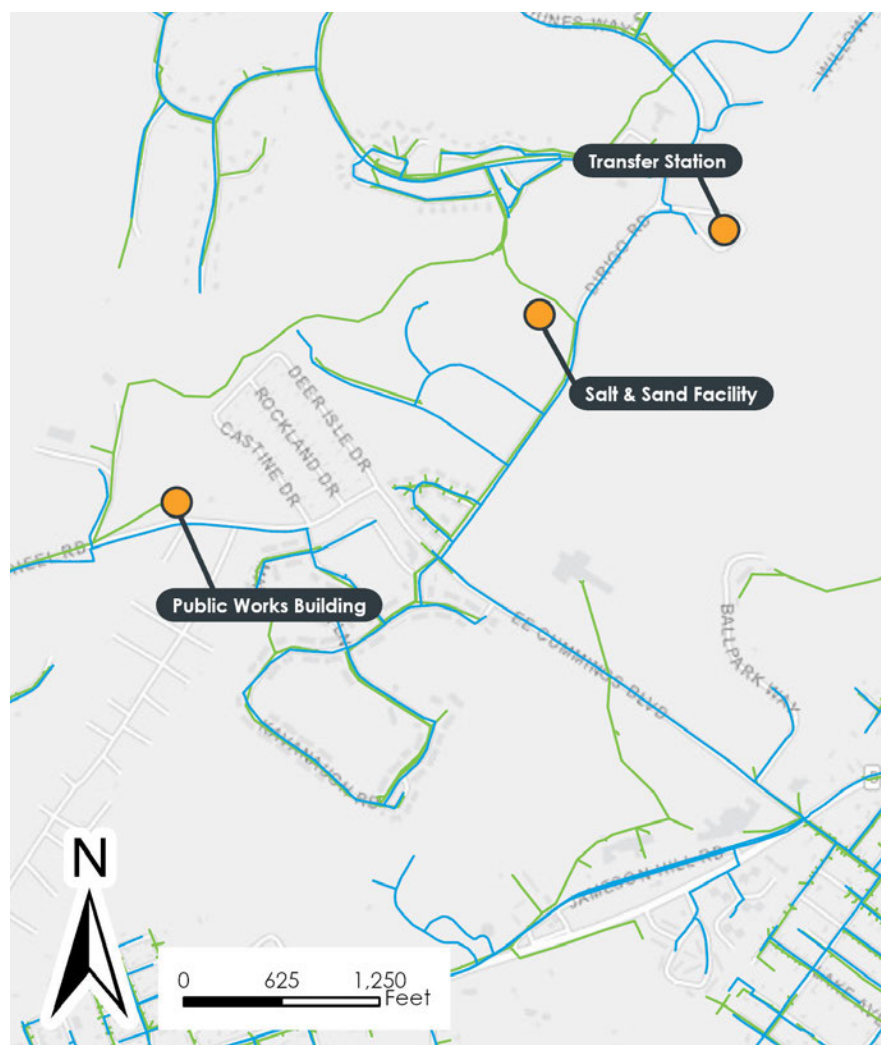
The facilities that are included in this assessment are all critical infrastructure for the Town. Due to the overall cost of each building and structure, a project that addresses each of these locations may be unlikely. Therefore, it is important to consider phasing opportunities where available to minimize operational disruption to the Town. Some considerations for phasing are:

- Building a new public works garage/building offsite from the existing facility
- Building a new sand and salt storage facility during the summer months and utilizing space at the transfer station to temporarily store materials
- Relocation of a new sand and salt storage facility to a separate location while the existing facility remains operational
- Temporary relocation of brush and leaf debris drop off to the sand and salt storage facility during the summer months
- Renovation and additions to existing facilities where possible

Wright-Pierce will consider cost and phasing for each of these facilities to minimize disruption of day-to-day operation while maximizing cost effectiveness of each proposed facility and site improvements.

Material Storage Areas

Old Orchard Beach is an MS4 community which requires special provisions for materials storage, particularly for catch basin grit from catch basin cleaning. Based on previous discussions with Town staff, we understand this is a concern for how catch basin grit is handled. Wright-Pierce manages the Town's MS4 programming and has a deep understanding of the requirements of the MS4 program. This knowledge and involvement will benefit the project by ensuring proposed renovations or upgrades to facilities meet the MS4 requirements.



- Department of Public Works Facilities
- Water mains
- Sewer mains

3

Project Approach

Wright-Pierce works regularly with municipal clients on municipal buildings design projects across the State of Maine. From this previous experience, we understand that project success begins in the planning phase. For this project, a space needs assessment will support the Town's budgeting and planning process, as well as establish project objectives to inform the preliminary design phase.

Shortly after the contract is awarded, Wright-Pierce will schedule a kick-off meeting with Town staff and conduct our programmatic assessment and site visit. These meetings will help our team to create programming matrix framework and define a basis of understanding that will ultimately inform the report.

We are prepared to move forward expeditiously on all tasks with the goal of completing the space needs process by Fall 2026. Additionally, we are willing to negotiate any aspect of our scope of services to meet the Town's needs for this important project.



Spotlight: Jaime Wallace, Project Manager has 10 years of direct experience working with Old Orchard Beach leading key infrastructure projects and peer review and oversight services for over 40 developments in Town, including conceptual layouts for the Transfer Station along with a structural assessment of the Salt & Sand Facility. Jaime will leverage his understanding of your needs, working relationships with Town staff, and technical expertise to lead this important project.

Scope of Services

Based on our understanding of the project and the key project issues, we propose the following scope of services.

Task 1 – Project Kick-Off & Data Collection

1. **Kick-Off Meeting and Data Collection.** We anticipate scheduling a meeting with Town staff shortly after the project is awarded. At this meeting, we will discuss the Town's overall goals, establish appropriate lines of communication, and refine the immediate tasks and project schedule. During the kick-off meeting, Wright-Pierce will also discuss with Town staff the following items which will inform the programmatic assessment:
 - a. Develop a list of spaces and features of each building and site to be planned for.
 - b. Gather an understanding of staff needs, growth potentials, and requirements for parking, vehicle, and materials storage.
 - c. Review potential site locations and confirm current Town-owned property for a centralized operation.

Wright-Pierce will generate meeting minutes immediately following the meeting to maintain efficient communication.

2. **Site Visits.** Following the kick-off meeting, Wright-Pierce will tour the existing facilities with Town staff to collect photographs and observe existing conditions at each of the facilities. We assume that site visits will occur immediately following the kick-off meeting, eliminating the need for an additional trip. For this proposal, we assume that the kick-off meeting and site visits will be conducted in person and will include one member of our architectural staff and one member of our civil staff.

Task 2 – Programmatic Matrix & Document

1. **Programming Document.** We will develop a draft programming document for the Town’s review and comment. The document will identify all functional requirements and spaces necessary for the facilities. Spaces will be listed including quantity, size, any special requirements, and any adjacencies or proximities. The space needs will be aligned with operational priorities and future growth considerations. One round of comments will be incorporated into the final permitting matrix included in the report.

Task 3 – Schematic Building & Site Layouts

1. **Conceptual Floor Plans.** Wright-Pierce will develop up to three total conceptual floor plans. These floor plans will be informed by the programming matrix developed as part of Task 2. Wright-Pierce will distribute these conceptual floor plans to the Town for review and comment. Wright-Pierce will incorporate one round of comments into final floor plan layouts which will be included in the report.
2. **Conceptual Site Layout.** Wright-Pierce will develop up to three conceptual site layouts incorporating the conceptual floor plans developed as part of Task 2.1. We will utilize Town-provided materials including ROW and tax maps, publicly available LiDAR, and publicly available GIS layers to develop these conceptual plans. During the layout development, we will consider the following items:
 - a. Local and environmental permitting requirements.
 - b. ADA and accessibility requirements.
 - c. Life safety, security, and site lighting.
 - d. Building footprint requirements and potential constraints.
 - e. Vehicle turning radii and site access.
 - f. Drainage, grading, and stormwater considerations.
 - g. Electrical, water, and wastewater connection needs.

- h. Local zoning and site plan ordinance compliance.

3. **Conceptual Opinion of Probable Construction Costs.** Based on the conceptual floor plans and site layouts, Wright-Pierce will develop opinions of probable construction costs for each concept for a total of three cost opinions. While not final, we expect the estimate to be appropriate for budgeting purposes, and we will advise the Town on appropriate levels of conservatism in the cost opinion. The cost opinion will be tied to the latest ENR Cost Index for use in future adjustments as needed. Unit prices for the cost opinions will be derived from recently bid Wright-Pierce projects and Maine DOT projects.

Task 4 – Assessment Report

1. **Draft Space Needs Assessment Report.** Wright-Pierce will prepare a draft report that summarizes the space needs assessment and the conceptual layouts prepared; outlines the approach taken; and reviews and ranks alternatives for the Town’s review and comment. The assessment will include:
 - a. Programmatic assessment and space needs analysis.
 - b. Conceptual floor plan options and site configurations provided under previous tasks.
 - c. Utility connection strategies.
 - d. Regulatory considerations.
 - e. Concept-level cost opinions for each layout.

The draft report will be provided to the Town in PDF format for review. We will incorporate one round of comments into the final report.

4. **Final Space Needs Assessment Report.** Upon receiving comments from the Town, Wright-Pierce will prepare and submit the final assessment report in PDF format.

Assumptions and Exclusions

- Wetland delineation or environmental field surveys are excluded.
- Geotechnical investigations and geotechnical engineering services are excluded.
- Topographic, boundary, or location surveys of any kind are excluded.
- Permitting or permit applications are excluded.
- Preliminary design and final design are excluded.
- Final construction documents are excluded.
- Bidding phase and construction phase services are excluded.
- Hazardous materials testing is excluded.
- Utility design is excluded.
- Detailed mechanical, structural, and electrical engineering services are excluded. Our support staff will provide general comments for their respective disciplines in the assessment report.
- Attendance at public meetings is excluded.
- Assessment of suitable sites will be limited to Town owned property and property the Town anticipates purchasing. We assume these locations will be provided for us during the kick-off meeting.
- When assessing site suitability, the assessment will be limited to existing lot size, publicly available topography, Town provided as-builts, and regulatory restrictions. Geotechnical explorations, groundwater monitoring, assessment of existing landfills located within and abutting existing properties, and water quality testing is excluded from this scope. These services should be considered prior to preliminary design phases.

Quality Assurance & Quality Control

Wright-Pierce has developed a proven, standardized approach to delivering quality projects. The responsibility of implementing our QA/QC process falls to our Project Manager and is performed or confirmed by our QA/QC Officers.

QA/QC Officers

Wright-Pierce operates under well-established QA/QC procedures that require internal reviews by senior team members who have not been involved with the project yet retain similar experience. Principal-in-Charge Ryan Wingard and Technical Advisor Ron Williams will be involved throughout the contract to leverage their experience for quality control.

Design QA/QC

Our QA program begins with requiring staff to use Wright-Pierce's comprehensive design guidelines, technical calculations templates, guidance manuals, standard specifications, and contract documents, all of which have been developed using widely accepted industry standards and many years of experience. Technical leaders from each discipline maintain and update these standards on an ongoing basis.

Adhering to Schedule & Budget

Wright-Pierce uses BST11 as our project management system. BST11 is an industry-leading software program used for project tracking, resource allocation, time management, and accounting functions.

At project initiation, our project manager inputs data related to project team; tasks and subtasks; hours and schedule. This information is then incorporated into a company-wide resource management tool capable of reporting utilization and availability of individual employees and entire project teams. Project managers are required to update the hour-projections for each team member on a monthly basis, and our operations managers run biweekly reports to assess staffing needs to keep projects on track.

However, we recognize projects cannot be managed solely through software and reports. We also conduct weekly resource planning meetings on local, regional, and corporate levels to identify potential schedule issues and overloaded or underloaded staff. This two-pronged approach allows us to proactively manage our resources and maintain project schedules.

4

Our Team Dedicated to Your Project

From our full-service, diverse staff of experienced architectural and engineering professionals, operators, technicians, and support personnel, we have assembled a project team with many years of demonstrated practical experience completing similar projects. We understand that no one will know the requirements of this project better than you.

To find the best solution, working together as a team will be essential, and our team is committed to working with you.



A dedicated team enhances communication and the effective implementation of original concepts for the duration of the project.



PRINCIPAL-IN-CHARGE

Ryan Wingard, PE

TECHNICAL ADVISOR

Ron Williams, AIA

PROJECT MANAGER

Jaime Wallace, PE

ARCHITECTURAL TEAM

Lead Project Architect
Cathy Michaud, AIA, LEED AP

Architectural Design Lead
Earl Shields

CIVIL TEAM

Project Engineer
Brooke Springer, EI

GIS
Kean McDermott

SUPPORT TEAM

In-House Building Design Services
We will assign appropriate staff based on mechanical, electrical, or plumbing needs.



Jaime C. Wallace, PE

PROJECT MANAGER

Project Assignment: Project Manager

Education

B.S., Civil Engineering and Environmental Engineering, University of Maine

Professional Registration

Maine
New Hampshire

Experience

12 Years

Joined Firm

2016

Professional Trainings/ Certifications

Maine Department of Transportation, Local Project Administration

Inspection/Maintenance of Stormwater BMPs

Introduction to Safety Inspection of In-Service Bridges – FHWA-NHI-130101

Safety Inspection of In-Service Bridges for Professional Engineers – FHWA-NHI-130056

OSHA-30 Trained

First Aid & CPR

Presentations

Wallace, J., "Underwood Road Drainage Improvements: Falmouth, Maine," Wright-Pierce, February 2021

Role & Experience Summary

Jaime will serve as Project Manager and will be the primary point of contact for communications with Old Orchard Beach. He will be responsible for coordinating the technical efforts of project teams and for monitoring schedule and budget compliance as well as leading peer reviews. Jaime is experienced in a wide variety of civil projects with a focus on stream crossing replacements, site development, road design, and stormwater management. His responsibilities have included project management, design, permitting, scheduling, and construction administration and monitoring for both public and private sector projects. His technical background includes erosion control and maintenance, stormwater management, and construction management.

Relevant Project Experience

Town Salt & Sand Shed Structural Inspection, Old Orchard Beach, ME

Provided civil engineering services for the structural inspection of the Town salt and sand shed building. Project involved a technical memorandum with recommendations for short-term repairs and long-term solutions.

Peer Review Services, Old Orchard Beach, ME

Provided civil engineering services for various planning reviews; provided project administration and coordination related to construction administration of approved projects, including third-party inspections; and developed a separate budget estimate for each peer review. Reviews included subdivision, site plan, and private ways for conformance with the Town's Land Use Regulations.

Town-Wide Drainage Study, Old Orchard Beach, ME

Conducted hydrologic and hydraulic analyses of town watersheds. Developed HydroCAD models and analysis of existing stormwater utilities throughout town.

Skatepark Stormwater Management, Old Orchard Beach, ME

Conducted hydrologic and hydraulic analyses of a proposed skatepark expansion in Old Orchard. Any expansion within the skatepark is required by Maine DEP to treat stormwater locally by use of an underdrain soil filter.

New Salt Road Tide Gate Assessment, Old Orchard Beach, ME

Project Manager for structural assessment of the existing tide gate structure located at the crossing of a tidally influenced stream and New Salt Road in Old Orchard Beach. Assessment included updating the standard operating protocol for the structure, structural review of the structure and tide gates, and recommendations for repair and maintenance.

Balsam Lane, Goldenrod Lane, and Bower Lane Drainage Improvements, Old Orchard Beach, ME

Project Manager for the installation of a new drainage system along three separate roadways in Town that have experienced flooding issues. Provided drainage calculations and evaluation for a closed drainage network as well as a series of leaching catch basins.

CDBG Funded Washington Area Improvements, Old Orchard Beach, ME

Project Engineer for a roadway and utility improvement project for the Town. Performed design engineering for roadway and utility improvements for approximately 4,000 linear feet of roadway corridors. The project included improvements to storm drainage, sewer upgrades, and water line upgrades. The project also included roadway and sidewalk construction, ADA-compliant pedestrian ramps and road crossings, on-street parking considerations, and future potential project connectivity.

New Salt Road Reconstruction, Old Orchard Beach, ME

Project Manager for reconstruction of approximately 500 linear feet of roadway that was damaged during the December 2022 storm surge. Assisted the Town in securing FEMA funds for design, engineering, and construction oversight for the project.

Public Area Space Needs Study, Rangeley, ME

Project Manager for space needs program for the Town's Town Hall, Public Safety, Highway Department Garage, and new Community Center buildings. Project includes meeting with the Town department heads, drafting a space needs matrix along with a draft space needs assessment report for both the existing and proposed facilities, soliciting feedback from Select Board members, and facilitating public hearing to incorporate feedback from the public.

Public Works Facility, Oakfield, ME

Providing civil engineering services a new two-bay pre-engineered metal building maintenance garage for the Town of Oakfield, Maine. The space included an office, bathroom, and storage mezzanine.

Tedford Road Culvert Evaluation, Topsham, ME

Project Manager for development of a grant funding application to Maine DEP for the replacement of a failing structure. Project included site reconnaissance, hydraulic and hydrologic analysis of the crossing, and development and submission of the grant application.



Ryan T. Wingard, PE

VICE PRESIDENT, CIVIL PRACTICE GROUP LEADER

Project Assignment: Principal-in-Charge

Role & Experience Summary

Ryan will serve as Principal-in-Charge, responsible for acting as the firm’s authorized representative in negotiations and for ensuring contractual obligations are met. He will commit team resources needed for projects. Ryan has over three decades of water resources-related experience, including stormwater system design, watershed characterization, wastewater system design, and project management. His specialties center on hydrology and hydraulics as they pertain to stormwater, watershed, wastewater, and CSO systems, including dams. He has successfully managed a variety of water resources projects for numerous municipal, private, commercial, and industrial clients. His in-depth knowledge of hydrologic and hydraulic systems is an asset for any water resources related project. He is also a certified professional in erosion and sediment control (CPESC). Ryan has been involved on various projects in Old Orchard Beach since first joining the firm in 2007.

Education

M.S., Civil Engineering,
Wayne State University

B.S., Civil and Environmental
Engineering, University of
Michigan

Professional Registration

Maine
New Hampshire
Massachusetts
Connecticut
Rhode Island
Vermont
Michigan
Florida

Experience

30 Years

Joined Firm

2007

Training / Certifications

Certified Professional in
Sediment and Erosion
Control # 4630

Maine DEP Certification in
Maintenance and Inspection
of Stormwater Best
Management Practices

FDOT Work Group 3.1 Minor
Highway Design

Professional Affiliations

American Council of
Engineering Companies
(board member 2016-
present)

American Society of Civil
Engineers (ASCE)

New England Water
Environment Association
(NEWEA)

Relevant Project Experience

Public Area Space Needs Study, Rangeley, ME

Principal-in-Charge for assessment of various facilities including the Town Office and Public Safety Building and the Highway Department Facility. Included collaborating with Town leaders and staff to determine space needs required when doing future town facilities improvement projects.

Public Works Facility Site Design, Oakfield, ME

On-Call Peer Reviews and Construction Observation, Gorham, ME

Supervising Engineer for various planning reviews. Also assisted with the Town’s Municipal Separate Storm Sewer System (MS4) General Permit, including updating the list of construction sites greater or equal to one acre and updating the Public Works Facility’s Stormwater Pollution Prevention Plan (SWPPP).

Site Design Peer Review, Portland, ME

Supervising Engineer for the review of various planning board applications on behalf of the City of Portland. Applications included residential, commercial, and institutional developments in the urban corridor.

Site Plan Reviews, South Portland, ME

Supervising Engineer for third-party site plan engineering reviews. Reviews included non-conforming parcels and small to mid-sized development sites.

Old Orchard Beach Experience

Town Salt & Sand Shed Structural Inspection, Old Orchard Beach, ME

Principal-in-Charge for the structural inspection services on the Town’s sand and salt

American Public Works
Association (APWA)

Presentations

Wingard, R., "Lebanon's CSO
Program – 20 Years in the
Making," NEWEA Annual
Conference, Boston
Massachusetts, January 2022

Wingard, R., Guerrette, S.,
Morrison, D., Adams, G.,
"The Portland Back Cove
West CSO Storage Conduit:
Collaborating to Protect Our
Water Resources," MEWEA,
Maine, September 2021

Wingard, R., "Stretching
Towards the Finish Line – A
10 Year Journey with
Lebanon, NH's CSO
Program," presented at
NEWEA CSO/Wet Weather
Issues Specialty Conference,
Portland, Maine, October 30,
2018

Wingard, R., "Enhancing CSO
Storage by Integrating
Separation and Green
Infrastructure into the Back
Cove South Storage
Conduit," presented at
NEWEA CSO Specialty
Conference, Lowell,
Massachusetts,
October 27, 2015

Wingard, R., "Responding to
Infrastructure Failure
Resulting from Climate and
Weather Change," presented
at APWA Fall Conference,
Chelmsford, Massachusetts,
October 2015

Wingard, R., "Back Cove
South Storage Conduit, City
of Portland, Maine,"
presented at MEWEA Fall
Conference, Bethel, Maine,
September 2015

storage facility located off Dirigo Road. Project included a technical memorandum for short-term repairs and long-term solutions.

Peer Reviews for Planning Department, Old Orchard Beach, ME

Supervising Engineer for various planning reviews. Reviews included subdivision, site plan, and private ways for conformance with Land Use Regulations.

Ocean/Seaview Sewer Design, Old Orchard Beach, ME

Project Manager for design of 5,000 lineal feet of six-inch and eight-inch sewer including new manholes and lateral connections.

West Grand Avenue Sewer Design, Old Orchard Beach, ME

Project Manager for the design and construction of roughly 2,000 feet of sewer main and associated storm drain infrastructure upgrades.

Coldwater Brook Culvert Replacement, Old Orchard Beach, ME

Principal-in-Charge for culvert replacement project which included evaluation and design services. Project also included existing conditions assessment, survey, and hydrologic and hydraulic analysis.

Townwide Drainage Study, Old Orchard Beach, ME

Technical Advisor for a comprehensive drainage study utilizing InfoSWMM to model the open and closed drainage systems in town.

Flood Mitigation Studies, Old Orchard Beach, ME

Project Manager for flood mitigation studies in several areas within town including West Grand Avenue and Milliken Street. Studies resulted in the design of roadway, tidal gate, and berm/pump improvements.

Stormwater Phase II Program Assistance, Old Orchard Beach, ME

Project Manager for the town's municipal separate storm sewer system (MS4) program. Performed oversight of the internal MS4 audit, SPCC plan, annual reporting, five-year permit cycle summary and development of the SWPMP.

New Salt Road Marsh Monitoring, Old Orchard Beach, ME

Project Manager for the development and implementation of a marsh monitoring plan to determine the impacts of a newly installed tide gate downstream of the marsh. The plan included yearly monitoring and reporting to state agencies.

E. E. Cummings Multi-Use Trail (Phase I, Phase II), Old Orchard Beach, ME

Project Manager for the design and construction of 5,000 feet of multi-use trail connecting various schools in town.

Saco Avenue Sidewalk, Old Orchard Beach, ME

Project engineer for the preliminary design of 200 feet of brick sidewalk near the intersection of Saco Avenue and Staples Street.

First Street Sidewalk, Old Orchard Beach, ME

Project Manager for the design of 3,000 feet of sidewalk to improve pedestrian mobility to and from the beach area.



Ronald D. Williams, AIA

SENIOR PROJECT ARCHITECT/ DISCIPLINE GROUP LEADER

Project Assignment: Technical Advisor

Education

B.Arch., Kansas State University

A. Arch., Vermont Technical College

Professional Registration

Maine
New Hampshire
Massachusetts
Connecticut
Rhode Island
New York
Vermont
Florida

Experience

32 Years

Joined Firm

2008

Professional Trainings

LEED AP Exam Preparation Training

Professional Affiliations

American Institute of Architects
NCARB Certification
Construction Specifications Institute

Publications

Williams, R.D., "The Last Remaining Building of the Waterbury Brass Mill Collapses," Society for Industrial Archeology – New England Chapters, Vol. 33, No. 2, 2012

Role & Experience Summary

Ron will serve as Technical Advisor, providing technical advice to the project team and reviews of interim technical documents. He will also assist with ensuring that our QA/QC program is implemented and will be a QC reviewer. Ron is the Lead Architect in our Building Design Practice Group with over three decades of experience in all facets of design projects, from initial planning and feasibility studies through construction delivery. He has worked on designs ranging from large \$100M new construction/upgrade projects to small renovations, as well as studies, evaluations, and master plans. His experience includes design, construction documentation, and project management.

Relevant Project Experience

Town Salt & Sand Shed Structural Inspection, Old Orchard Beach, ME

Provided services for the structural inspection of the Town salt and sand shed building. Project involved a technical memorandum with recommendations for short-term repairs and long-term solutions.

Tower Rehabilitation, Old Orchard Beach Town Office Building, ME

Provided construction administration services for the rehabilitation of the two towers at the Old Orchard Beach Town Office Building. The building is an old wood framed building, distinctive in style and with two prominent towers downtown Old Orchard Beach. Our services included on-site observation of construction work, review of change proposals, and coordination between Owner and Contractor.

School Bus Garage, Brunswick Public Schools, Brunswick, ME

Designed a concept for a new school bus garage for the Brunswick School Department with two maintenance bays, a wash bay, storage space, office space, and employee spaces.

Public Works Facility, Oakfield, ME

Designed a new two-bay pre-engineered metal building maintenance garage for the Town of Oakfield, Maine. The space included an office, bathroom, and storage mezzanine.

Public Area Space Needs Study, Rangeley, ME

Assessed various town facilities including the Town Office and Public Safety Building and the Highway Department Facility. Also meeting with town leaders and staff to determine space needs required when doing future town facilities improvement projects.

Kittery Water District Office, Kittery, ME

Determined the water district office and operations needs and developed a concept for a renovation of their existing building to meet their needs. The design calls for the removal of the building from the first floor slab up and replacement with a building meeting their needs.

Public Works Facilities and Space Needs Study, Brunswick Public Works, ME

Prepared a study of the Brunswick Public Works site and buildings and determined their current and future space needs. Concepts for renovating and expanding their current site was prepared as well as concepts for developing three alternative sites. The study project continued into a design project for a new sand and salt storage building and a new fuel island.

Garage Space Expansion Study, Auburn Water Sewer District, Auburn, ME

Equipment and parts at the current Auburn Water Sewer District are currently stored in their main operations building, an old barn in another location on their site and outside. The district would like to get all equipment and parts stored inside and under one roof, however the lot the existing operations building is on is fully utilized. The study will investigate expansion possibilities including utilizing adjacent properties and realigning a right of way.

Office and Garage Study, Maine Water Co, Bucksport Division, Bucksport, ME

The Bucksport Division of the Main Water Company has good treatment space however the office and garage space is inadequate. The narrowness of the existing site in addition to steep terrain and wetlands on the long sides limits expansion. An adjacent site was located and concepts for an office and garage were developed.

Office and Maintenance Space Study, York Sewer District, York, ME

For the York Sewer District, Wright-Pierce assessed existing office and maintenance conditions and worked with them to prepare a space analysis. Some initial concepts were discussed including constructing a new building for their office space. A space program, cost estimate, and concept were prepared for this building and approval to design and build the new building was obtained from the Town and District.

Office Space Analysis, Rumford/Mexico Sewer District, Rumford, ME

Wright-Pierce performed an assessment of the existing conditions of the Office Space at the Rumford/Mexico WWTF, prepared a space analysis, and developed a concept for reuse of the existing building. The reuse involves moving some of the non-office, lab, and maintenance spaces to new structures and renovating the existing building to updated and expanded office, lab, and maintenance spaces.

Department of Public Works Office & Garage, Medway, MA

Designed a 3,500 square foot administration wing and a 4,700 square foot vehicular garage as part of the new Populatic Water Treatment Plant for Medway, Massachusetts. The space includes three offices, a training/break room, multi-user women's and men's locker rooms, and four double deep vehicular bays.



Cathy B. Michaud, AIA, LEED AP

SENIOR ARCHITECT

Project Assignment: Lead Project Architect

Education

B.A., Architecture, University of Maine Augusta

A.A.S., Architectural and Civil Engineering Technology, Central Maine Technical College

Professional Registration

Maine
New Hampshire
Massachusetts
Vermont

Experience

24 Years

Joined Firm

2002

Certification

Leadership in Energy and Environmental Design (LEED) Accredited Professional, September, 2008

Role & Experience Summary

Cathy will serve as Lead Project Architect for this contract, leading the execution and review of any required facility designs. She is a seasoned architect who provides facility design services for public works facilities, municipal buildings, wastewater and water treatment facilities, and pump stations. Her experience includes all project phases from facility evaluations, programming and analysis, asset management, code evaluation, conceptual and preliminary design, through construction administration. In her role at Wright-Pierce, she has worked with municipalities and quasi-municipalities throughout New England to help identify and meet their project goals.

Relevant Project Experience

Municipal Offices, Maintenance Buildings/Public Works Garages Public Area Space Needs Study, Rangeley, ME

Project Architect for space needs program for the Town's Town Hall, Highway Department Garage, and new Community Center buildings. Project includes meeting with the Town department heads, drafting a space needs matrix and a draft space needs assessment report for both the existing and proposed facilities, soliciting feedback from Select Board members, and facilitating a public hearing to incorporate feedback from the public.

Public Works Facility Site Design, Oakfield, ME

Project Architect for the design of two-bay pre-engineered metal building maintenance garage for the Town of Oakfield, Maine. The space included an office, bathroom, and storage mezzanine.

Brunswick School Bus Garage Study, Brunswick, ME

Project Architect for the conceptual design for a new school bus garage for the Brunswick School Department with two maintenance bays, a wash bay, storage space, office space, and employee spaces.

Municipal Study, Richmond, ME

Architect responsible for conceptual floor plans for both the Fire Station and the combined Police Station and Town Hall. All facilities are outdated and outgrown and in need of expansion. The new designs will meet the needs of each facility by combining shared spaces, keeping the public in mind for large gatherings, and easier transactions while maintaining security needs for each facility.

Operations Building/Garage Upgrade, Rumford, ME

Project Architect for comprehensive renovations to the Administration areas of the Control Building. Interior renovations include expansion and redesign of the Laboratory, a larger breakroom, conference room and office spaces.

York Sewer District Control Building, York, ME

Project Architect through design and construction administration for comprehensive renovations to the expansion and redesign of the laboratory and new locker facilities. The project also consists of providing new interior finishes in the garage workshop space.

Bath Water District Office/Garage Space, Bath, ME

Conducted a series of workshops to produce a space programming document that was utilized for development of a conceptual floor plan. The program and conceptual layout will serve as a basis for future site selection that would allow for the ability to design and construct a new facility that would meet the goals of the District.

Brunswick Wastewater Treatment Facility Office and Process Building, Brunswick, ME

Project Architect for comprehensive renovations to the existing Control Building. A comprehensive facility assessment was conducted along with a space programming analysis to establish the goals for the project. Exterior modifications include providing ADA access, incorporating 30 feet of ramp into the main entrance. Interior renovations include expansion and redesign of the Laboratory, raising the floor and converting the garage into a breakroom, as well as providing all new Men and Women's locker facilities, and modern office spaces. A second-floor interior level (mezzanine) was provided taking advantage of underutilized two-story space.

Brunswick Wastewater Treatment Facility Maintenance Garage Complex, Brunswick, ME

Project architect for the design for a 10,000-SF garage/office building complex. Two 5,000-SF pre-engineered metal buildings were utilized to provide vehicle storage and maintenance areas. One structure was designed to provide personnel space for the distributions staff. This includes office space, breakroom, and locker/laundry facilities. The garage portions of the buildings included a maintenance bay, storage loft, and vehicle storage.

Camden Wastewater Treatment Facility Office Space, Camden, ME

Project Architect for the evaluation and design of a fully renovated Control Building. Cathy worked with the staff to develop a design that gutted the existing administration building shell as well as relocation of the laboratory to an alternate location on the site. The finished project provides a new administration space housing a superintendent's office, a shared operator's space, a lunch/training room, and locker/bathroom facilities.



Earl I. Shields

ARCHITECTURAL DESIGNER

Project Assignment: Lead Architectural Designer

Education

B.S., Architecture, University of Maine

Experience

8 Years

Joined Firm

2018

Professional Affiliations

American Institute of Architecture (AIA)

Role & Experience Summary

Earl will serve as a Lead Architectural Designer on this project. In this role, he will assist with the lead of execution and review of any required facility designs. He is a member of Wright-Pierce's Architectural Design group. He has experience designing architectural updates to municipal buildings, water facilities, and wastewater facilities. He is experienced in Revit, AutoCAD, Sketchup, InDesign, Photoshop, V-Ray, and Enscape and uses these tools to develop models and renderings to help municipalities and utilities conceptualize aspects of architectural design.

Relevant Project Experience

Municipal Buildings

Public Works Building, Oakfield, ME

Assisted in kicking off the design for a public works garage constructed of a pre-engineered metal building. The project included an office, bathroom and mezzanine storage as part of the program.

School Bus Garage, Brunswick, ME

Designed a floor plan that met the needs of the town of Brunswick consisting of a bus garage, workspaces, storage and administrative spaces. The design went through multiple iterations to fit all the programmatic needs into a tight footprint. This design is currently in the preliminary phase.

Public Area Space Needs Study, Rangeley, ME

Assessed various town facilities including the Town Office and Public Safety Building and the Highway Department Facility. Includes meeting with town leaders and staff to determine space needs required when doing future town facilities improvement projects.

Municipal Study, Richmond, ME

Architect responsible for conceptual floor plans for both the Fire Station and the combined Police Station and Town Hall. All facilities are outdated and outgrown and in need of expansion. The new designs will meet the needs of each facility by combining shared spaces, keeping the public in mind for large gatherings, and easier transactions while maintaining security needs for each facility.

Office Space Modifications, Kittery, ME

Architect for project involving a primarily below grade space with one side open to grade and a first floor. The below grade space will be reconfigured to house two garage bays and space for the district's field crew. The existing first floor will be removed and a new first floor with a pitch roof and attic space will be created for the district's administrative program.

Office and Garage Space Study, Bath Water District, Bath, ME

Architect responsible for conceptual floor plan designed around a program developed with the Bath Water District. Having outgrown their administrative office space, the District needed a new space to meet staff and public needs.

Wastewater Treatment Facility Control Building, Jay, ME

Architect responsible for drafting and building a model in Revit. Also involved in the submittal process. The project is an expansion of the North Jay WWTF which has been in service for over 20 years. The addition was built on the east end of the building which included a valve/electrical room. The existing laboratory was modified for a chemical storage room.

Wastewater Pump Station, Westbrook, ME

Architect for upgrade involving two buildings no larger than 300 square feet to house a pump room and a generator/electrical room. Involved in updating model, drawings, and construction administration work.

Ogunquit Pump Station No. 1, Ogunquit, ME

Architect responsible involved in final adjustments for exterior materials and finishes at a wastewater pump station. Also responsible for renderings done in V-ray. This project is part of a tower-like office addition to an existing structure on the ocean.

Wastewater Treatment Plant, Livermore Falls, ME

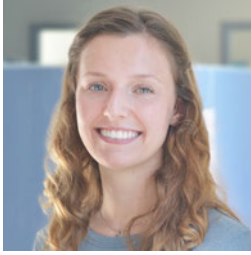
Architect for upgrade involving a control building and a process building. Addition to the control building increased administrative space and increased space within the existing conference/lunchroom. Existing space in the process building was renovated to include new clarifier mechanisms, scum pump, primary sludge pumps, process piping, and controls equipment. Also involved in construction administration phase.

Office and Garage Space Study, Hollis, NH

Architect responsible for the conceptual floor plan for multiple proposals designed around a program that was developed with the Town. One proposal included a renovation of the existing building to better meet the operations staff needs while administrative needs were met in a new building adjacent to the existing facility. A second proposal involved a new structure meeting both administrative and operations needs.

Electrical and IT Building Space Study, Groton, CT

Architect responsible for multiple proposals involving addition/renovations on two separate buildings. The existing electrical facility is in need for expansion. The first proposal involved a 3,400-square-foot renovation to better suit the needs of the electrical department with a 1,000-square-foot addition for a meeting space. A secondary proposal involved renovations to an existing generator building to meet the needs of the IT department. The third proposal involved an addition on the generator building to better meet the needs of the IT department.



Brooke M. Springer, EI

ENGINEER II

Project Assignment: Project Engineer

Education

B.S., Civil Engineering,
University of Maine

Professional Registration

Maine, Engineer-in-Training

Experience

4 Years

Joined Firm

2022

Professional Affiliations

Engineers Without Borders
Portland Professional
Chapter

Engineers Without Borders
(EWB) UMaine (University
chapter)

Role & Experience Summary

Brooke will serve as the Project Engineer for this contract. She will assist the project team with the execution and review of any civil aspects of design, including technical calculations and the development of plans and specifications. Brooke is an Engineer II in Wright-Pierce's Civil Practice Group. She has completed work on a variety of civil projects, including roadway design, stream crossings, stormwater management, and site development. Her experience includes developing design plans and specifications, conducting utility coordination and regulatory outreach, completing permit applications, observing and documenting construction activities, and performing hydrologic and hydraulic (H&H) modeling for culvert and bridge rehabilitation and replacement projects.

Relevant Project Experience

Peer Review Services, Old Orchard Beach, ME

Conducted third-party erosion and sedimentation control inspections in accordance with the Town's MS4 Program. Provided peer review of developments and conducted construction inspections for conformance with the Town's Ordinances and Maine DEP standards.

Balsam Lane, Goldenrod Street, and Bower Lane Drainage Improvements, Old Orchard Beach, ME

Project Engineer for installation of a new stormwater system consisting of a closed drainage system and leaching catch basins on three separate roads in Old Orchard Beach that have a history of flooding. Project work included stormwater drainage design, roadway cross-section design, and bidding and construction services. Served as a part-time RPR during construction.

Harmon Avenue, Murphy Avenue, and Michaud Avenue Drainage Improvements, Old Orchard Beach, ME

Project Engineer for the design of a new closed drainage stormwater system and roadway reconstruction on three separate roads in Old Orchard Beach that are in poor condition. Project work includes stormwater drainage design, roadway design, cost opinion development, utility company coordination, and assistance with bidding and construction phase services.

Sandpiper Road Drainage, Old Orchard Beach, ME

Project Engineer for the design of an outfall that collects stormwater from a roadway that significantly floods following rainfall events and outlets to a tidal marsh in Old Orchard Beach. Project work includes stormwater drainage design, regulatory outreach and submission of permit applications, and development of design plans.

Outfall Inspections, Old Orchard Beach, ME

Project Engineer for outfall inspections and stormwater flow testing as part of the Town's MS4 program. Project work included training to complete the outfall inspections, identifying key outfalls to inspect, on-site inspections, coordination with local labs for stormwater flow testing as needed, and development of a memo summarizing the inspection procedures and findings.

Public Works Building, Oakfield, ME

Project Engineer for the site design of a Public Works Facility in Oakfield, ME. The proposed project includes a new public works building, site grading and drainage, and new parking area and sidewalk. Project work includes development of design plans and project specifications.

Public Area Space Needs Study, Rangeley, ME

Assessed various town facilities including the Town Office and Public Safety Building and the Highway Department Facility. Also meeting with town leaders and staff to determine space needs required when doing future town facilities improvement projects.

CIP Paving Projects, Old Orchard Beach, ME

Project Engineer for the evaluation of various roads throughout Town. Project work included review of existing utility information and pavement and subsurface conditions to provide road reconstruction recommendations, development of a memo summarizing findings, an opinion of probable construction costs, and project specifications for the road reconstruction recommendations.

Developer Reviews, Portland, ME

Assisted in review of planning reviews for conformance with the City's ordinances and technical manual including stormwater, utility, and general engineering requirements.

Resiliency Study Review, Falmouth, ME

Performed a peer review of a sea level resiliency study for the Town and developed an opinion of probable construction costs for the proposed resiliency improvements based on the study.

MS4 Assistance, Haverhill, MA

Delineated outfall catchment areas tributary to the Little River on ArcGIS software. The delineations were used to calculate the phosphorous load for each catchment area as part of the City of Haverhill's Phosphorous Source Identification Report.

PACTS Milling and Overlay, Old Orchard Beach, ME

Developed project specifications for mill and overlay of Old Orchard Road in Old Orchard Beach, ME as part of the Maine DOT Portland Area Comprehensive Transportation System program.



Kean T. McDermott

GIS ANALYST

Project Assignment: GIS

Education

M.S., Geography, The George Washington University

B.A., Geography & Environmental Studies, The George Washington University

Experience

12 Years

Joined Firm

2020

Professional Development

PACP™, LACP™, MACP™ & NASSCO™ Certified

Professional Affiliations

American Association of Geographers (AAG)

American Geographical Society (AGS)

Presentations

McDermott, K., Burbank, P., Perkins, L., "Innovative Use of GIS for Collection System O&M," NEWEA Annual Conference, Boston, Massachusetts, January 2022

Role & Experience Summary

Kean will provide GIS services for this contract. In this role, he will provide a wide range of geographic information systems services that are tailored to the specific needs of this project. These services include data development, management, maintenance, and coordination of hosting; geographic analysis and map production; customized field mapping applications; and training. Kean is a GIS analyst with a focus on supporting our field crews and investigating various collections systems. He comes to Wright-Pierce from academia where he worked as a GIS professional embedded in a university library. This experience has conditioned Kean to think outside the box and work with projects across various disciplines and industries. He is experienced in ArcGIS, Python, R, SQL, QGIS, ERDAS Imagine, GEODA, Adobe Illustrator, and Jupyter Notebooks. Kean is currently certified in PACP, MACP and LACP from NASSCO, and is a certified Data Carpentry Instructor.

Relevant Project Experience

New Salt Road Tributary Smoke Testing, Old Orchard Beach, ME

Worked with civil and wastewater engineers to evaluate Inflow and Infiltration through smoke testing methodology. Performed GIS analysis on the system, produced maps for internal and client use. Mapped non-conforming 'stranded' catch basins.

Miller Street Flow Investigation, Auburn Sewerage District, ME

Prepared ArcGIS Online services for installing and analyzing flow meter locations. Evaluated data, completed analyses, and presented results directly and in maps. Assisted the client in understanding output data and made improvements to datasets.

Collections System Evaluation, Biddeford, ME

Worked with civil and wastewater engineers to evaluate combined sewer collections system contributing areas and determine the best locations to conduct smoke testing. Performed GIS analysis on the system, produced maps for internal and client use. Mapped non-conforming 'stranded' catch basins.

Climate Change Adaptation Plan, Rumford, ME

Utilized GIS to understand flooding risk for wastewater utilities. Mapped assets at risk of flooding due to climate change related factors. Created tables to support climate conclusions.

Climate Adaptation Plan, Rumford-Mexico Sewer District, ME

Supported wastewater engineering teams to develop figures highlighting infrastructure at-risk due to climate change.

Wing Parking Lot Basin Delineation, Bangor, ME

Worked with civil engineers to evaluate stormwater collections system contributing to the Wing Parking Lot at Eastern Maine Medical Center utilizing existing contour data and available 3-centimeter orthoimagery.

Fiscal and Climate Sustainability Plans, York, ME

Supported wastewater engineering teams to develop figures highlighting infrastructure at-risk due to climate change.

Monument Road Culvert Basin Delineation, Concord, MA

Utilized existing contours and Digital Elevation models to establish flow paths for a stream system. This data was combined with landcover data to produce a hydrologic flow for each of the basins feeding to the Monument Road culvert.

Middle Road Transmission Main, Woolwich, ME

Worked with civil engineers to evaluate wetland interactions with drinking water transmission main routing. Required wetland delineation and mapping.

Foundry Branch Flow Monitoring, Washington, DC*

Worked with a team of Geomorphologists to understand the flow of an urban stream for restoration. Calculated Bankfull, Bank Height Ratio, and Enrichment Ratios to determine the flow at particular cross-sections of streams.

Lower Bartlett Connection Study, North Conway Water Precinct, Conway, NH

Worked with modeler to investigate and develop an model ready dataset to investigate sewer capacity. Field investigations included flow monitoring.

Court and Union Street Reconstruction Project, Dover, NH

Worked in tandem with civil and buried infrastructure committee engineers to execute fieldwork tasks related to the reconstruction of sewer and stormwater services. This project also involved GIS to study the re-routing of sanitary sewer services to meet the client's need.

Pump Station Evaluation, Dover, NH

Worked with Wastewater Process Engineers to develop field tools to investigate pump station existing conditions. Created Survey123 tool to record information to prioritize future improvement and rehabilitation.

Edgewood Road Sewer Rehabilitation, Durham, NH

Created figures to support Fieldwork and CIPP rehabilitation activity along Edgewood Road.

West End Sewer Capacity Study, Durham, NH

Worked with modeler to investigate and develop an model ready dataset to investigate sewer capacity. Field investigations included flow monitoring.

5

Relevant Experience

Projects Similar to Old Orchard Beach's Needs

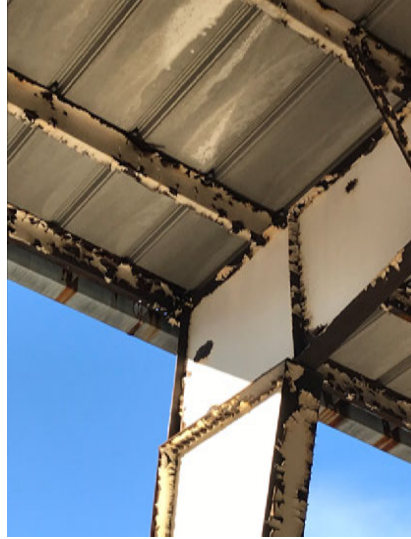
To demonstrate our experience, we have selected the following projects similar in scope and size to Old Orchard Beach's Public Works Facility Feasibility Assessment. Key members of our proposed team have been directly involved in the implementation of these projects, better enabling Wright-Pierce to apply our experience and expertise to the Town's benefit.

- 1. Town Salt & Sand Shed Structural Inspection, Old Orchard Beach
- 2. Public Area Space Needs Study, Rangeley, ME
- 3. Public Works Facility Site Design, Oakfield, ME
- 4. Public Works Facilities and Space Study, Brunswick, ME
- 5. School Bus Garage Study, Brunswick, ME
- 6. Sand & Salt Storage Building, Richmond, ME
- 7. Department of Public Works Office & Garage, Medway, MA



Town Salt & Sand Shed Structural Inspection

Old Orchard Beach, Maine



The Town of Old Orchard Beach retained Wright-Pierce to provide structural inspection services on the Town's salt and sand storage facility located off Dirigo Road.

The structural integrity of the storage facility was a concern of the Town based on the severe corrosion noted on the steel structural members. Wright-Pierce conducted a site visit in December of 2020 to review the condition of the pre-engineered metal building (PEMB). The inspection was limited to visual inspection due to the structural members of the building being proprietary and drawings and calculations being unavailable.

Wright-Pierce provided a technical memorandum with recommendations for short-term repairs and long-term solutions. Ultimately, the recommendation was to replace the building entirely, within 1-3 years, due to the severe corrosion of the structural members. The replacement of the building is still in the planning stage. Wright-Pierce provided items to consider for planning of a new building.

Client Contact

Town of Old Orchard Beach

1 Portland Avenue
Old Orchard Beach, ME 04064

Diana Asanza

Town Manager
207.937.5626
dasanza@oobmaine.com

Highlights

- Structural inspection
- Technical memorandum with recommendations
- Short-term and long-term planning recommendations for replacement
- Review of building code for recommendations
- Items to consider for planning a new building

Dates

2021

Key Personnel

Ryan Wingard
Jaime Wallace
Ron Williams

Wright-Pierce conducted a visual inspection of structural members within the PEMB and provided a technical memorandum of findings with recommendations.

Public Area Space Needs Study

Rangeley, Maine



Town's existing highway department garage.

Due to capacity-related concerns and signs of deterioration in the buildings, the Town of Rangeley is planning to replace their Town Hall building; public safety building; Highway Department garage, including addition of a new sand and salt storage facility; and construct a new community center. The Town retained Wright-Pierce to develop a space needs program for the three existing facilities and one proposed facility.

Wright-Pierce met with Town department heads to understand the space needs for each department program. Following this initial meeting, our design team developed a draft space needs matrix along with a draft space needs assessment report for both the existing and proposed facilities. Additionally, Wright-Pierce solicited feedback from Town Select Board members and facilitated a public hearing to solicit feedback from the public on the new buildings.

The Town is currently forming a committee to direct the next phase of the project. Next phases will include assessment of existing Town-owned land for potential building relocation, development of conceptual floor plans, development of conceptual site layouts, addressing regulatory considerations, and development of a final space needs assessment report along with associated opinions of probable construction costs.

Client Contact

Town of Rangeley

15 School Street
Rangeley, ME 04970

Joe Roach

Town Manager
207.864.3326

townmanager@rangeleyme.org

Highlights

- Review of three existing Town-owned buildings and one proposed building
- Development of conceptual floor plans based on space needs assessment
- Coordination with Town department heads
- Facilitated public discussion for public feedback including feedback from elected officials
- Strong public engagement
- Planning document for future consideration

Dates

Report: 2025 – Ongoing

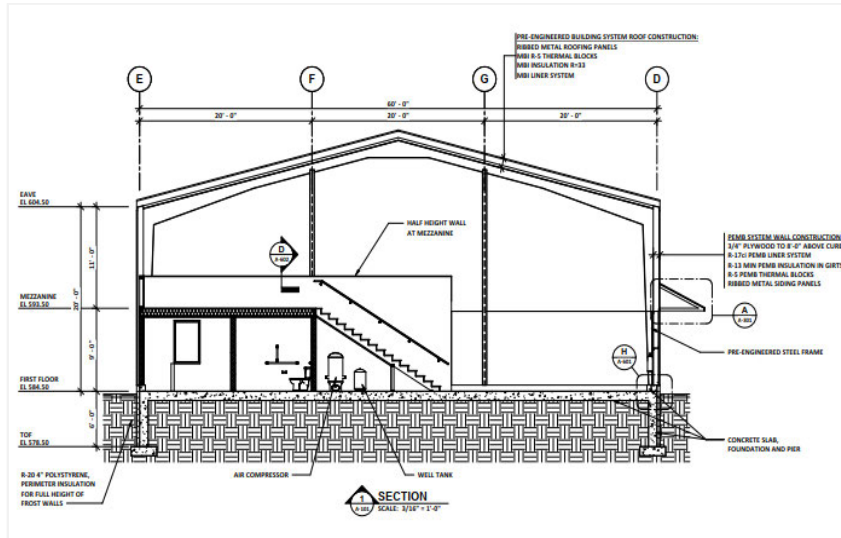
Key Personnel

Ryan Wingard
Jaime Wallace
Ron Williams
Earl Shields
Brooke Springer
Cathy Michaud

Wright-Pierce is developing a planning document for the Town to use for future planning of their public facilities. This project has received strong public engagement through the process.

Public Works Facility Site Design

Oakfield, Maine



Cross-section of proposed pre-engineered metal building.

Wright-Pierce designed a new public works building adjacent to a recently built sand and salt building on Thompson Settlement Road. The project included survey, preliminary design, and final design. Due to an accelerated schedule, the project was completed as a design/build project.

The proposed public works building will be approximately 60' x 80' pre-engineered metal building that includes one 18' x 16' and two 14' x 16' overhead doors for equipment access. The building will include a bathroom, office space, mezzanine for mechanical equipment, and workshop area. The building will also include a hook-up for a future back up generator, septic tank and leach field, and a drilled well for water.

The project was accelerated to meet the Town's budgeting timelines for construction in fiscal year 2026. Wright-Pierce delivered the project ahead of schedule and under budget for the Town to solicit bids. While Wright-Pierce was not involved in the bidding process, we assisted the Town with contractor procurement and questions received from the contractor. Construction is estimated to begin in Spring 2026 and is anticipated to be completed by Fall 2026. The construction cost is also estimated to be within the Town's budget.

Client Contact

Town of Oakfield

80 School St
Oakfield, ME 04763

Dale Morris

Town Manager
207.757.8479

oakfield.townoffice@fairpoint.net

Highlights

- Accelerated schedule due to funding
- Pre-engineered metal building adjacent to existing sand/salt shed
- Installation of septic system and well for the building
- Project completed ahead of schedule and under budget
- Estimated construction costs are within the Town's budget for construction

Dates

Preliminary Design: Jan 2025 – Mar 2025

Final Design: Mar 2025 – June 2025

Construction: Est. Spring 2026

Key Personnel

Ryan Wingard
Jaime Wallace
Ron Williams
Brooke Springer
Cathy Michaud
Earl Shields

The project was under an accelerated schedule to meet the Town's budget deadlines. Wright-Pierce designed the project ahead of schedule and under budget.

Public Works Facilities & Space Needs Study

Brunswick, Maine



New operations/maintenance building and sand & salt shed.

To address aging equipment and capacity-related issues, the Brunswick Department of Public Works (DPW) desired to upgrade the Public Works Facilities. The DPW retained Wright-Pierce for a space needs study of the facilities.

Located at the end of Industry Road in Brunswick, the Brunswick DPW is spread out among several buildings, most of which were constructed in the 1950s and 1960s. In addition to the structures' age, the garage bays are not high enough to store tall equipment such as dump bodies, excavators, and loaders. These issues, combined with the expanding needs of the facility, drove the need for upgrades.

Wright-Pierce conducted a facility and space needs analysis in collaboration with staff members to define current and future space needs and assess the existing facilities. Our team also developed conceptual site plans, provided viable alternatives, and prepared cost estimates for different alternatives.

Alternatives included upgrading the existing site or moving to one of three evaluated alternate locations. Based on our analysis and collaboration with DPW staff, upgrading the existing new site with new buildings was preferred. The department plans to proceed with adding a new fuel station, a new sand & salt shed, and a new administrative, operations, maintenance, and wash bay building.

Client Contact

Brunswick Public Works

9 Industry Road
Brunswick, ME 04086

Ryan Leighton

Public Works Director
207.725.6654

rlighton@brunswickme.org

Highlights

- Condition assessment of existing facilities inclusive of multiple buildings
- Assessed space needs to meet current and projected future equipment and supplies and improved functionality of these spaces
- Developed conceptual site plans for expanding current site and for acquiring a new property
- Prepared conceptual project cost estimates for options

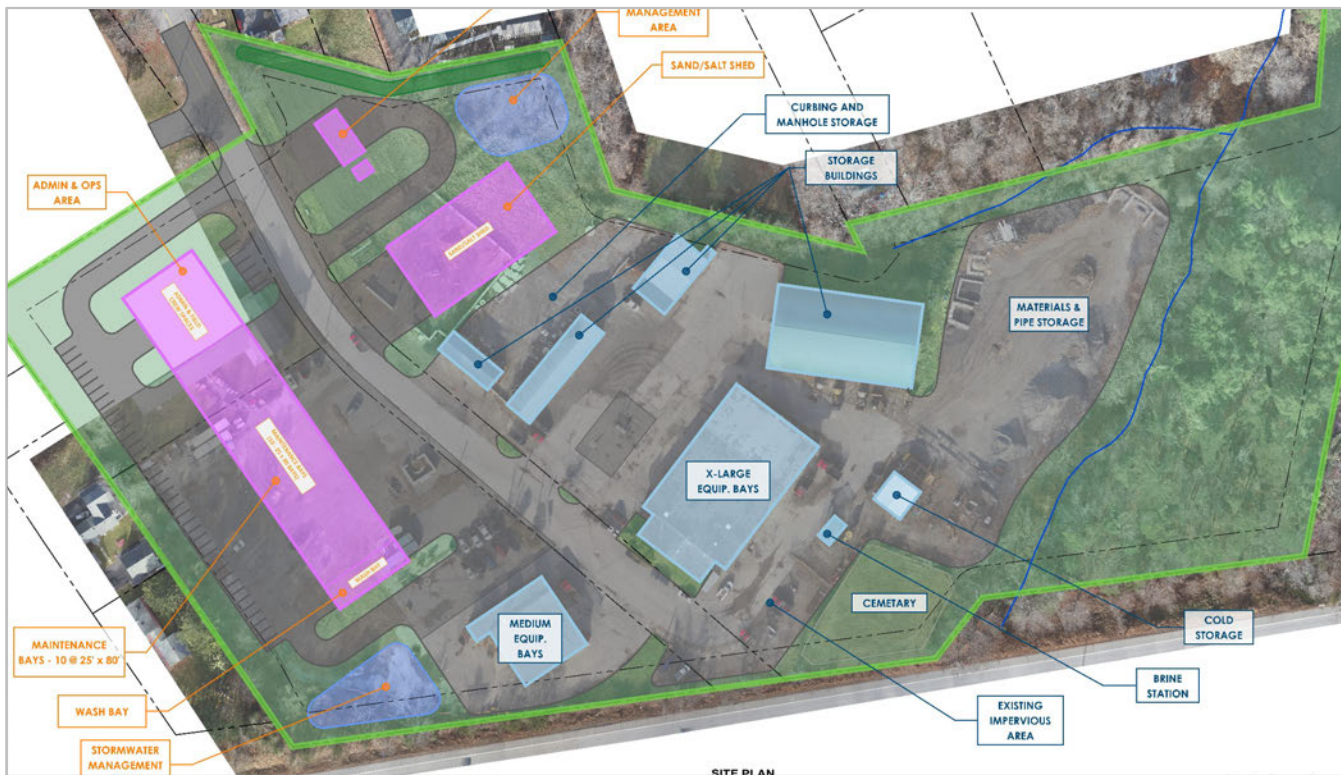
Dates

Study/Concept Design: 2023 – 2025

Key Personnel

Ron Williams
Ryan Wingard

Developed options to help a public works department have up-to-date space that meets their needs.



Brunswick Public Works – Option to Expand Existing Site – Phase I



Brunswick Public Works – Option to Expand Existing Site – Phase II

Brunswick School Bus Garage Study

Brunswick, Maine



Due to capacity-related issues and aging infrastructure of its school bus garage, the Brunswick School Department retained Wright-Pierce to provide engineering services related to replacing the new garage building.

The existing maintenance bays are not large enough to safely walk and work on and not tall enough to safely raise modern school buses on lifts to performance maintenance. As the facility does not have a wash bay, currently buses must be washed outside, compromising the nearby stream and wetlands. The building is poorly insulated, and some areas are not insulated at all. Additionally, storage and space is limited for employees.

Wright-Pierce worked with the department to develop their space needs for a new garage building and prepare conceptual layouts for the new building. The design addresses the School Department's critical needs, including larger and taller maintenance bays to safely work on school buses, a dedicated wash bay, storage spaces, and employee spaces. Currently, the project has received approval from the School District, and our design team is actively working on the proposed building.

Client Contact

Brunswick School Department

School Bus Garage
20 Barrows Street
Brunswick, ME 04011

Scott Smith

Director of Facilities and Grounds
207.319.1906

ssmith@brunswicksd.org

Highlights

- Analyzing alternatives to minimize footprint to work within Brunswick's zoning ordinance
- Dedicated wash bay to allow bus washing inside and separate from the maintenance bays
- Provides appropriate employee spaces including offices and a breakroom

Dates

Study: 2024 – 2025

Final Design: 2026 – 2026

Construction: TBD

Key Personnel

Ron Williams
Earl Shields
Cathy Michaud

Developed a conceptual design that meets district needs and gained funding approval.

Sand & Salt Storage Building

Richmond, Maine



Following completion of a Municipal Facilities Planning Study, the Town of Richmond authorized Wright-Pierce to begin design of a Sand Salt Storage Building for the town's Public Works Department. Based on the amount of material the town utilizes each winter, a 60-foot by 120-foot fabric style building was chosen as the preferred alternative.

The building was designed to fit on the Public Works site, allow for future development and other town uses, and minimize impacts to ongoing public works activities. The placement of the building also avoided wetlands at the perimeter of the site.

Construction began in the fall of 2023 and was completed in early summer of 2024. Some unsuitable soils were found during the preparation of the foundation. These materials were replaced, and additional drainage was added to mitigate the uncovered poor soils. The building features 10-foot-high cast-in-place concrete walls to maximize available storage space. Sand began moving into the new building in the summer of 2024 in preparation for the 2024-2025 winter season. Benchmark Construction of Westbrook, Maine performed construction.

Client Contact

Town of Richmond

26 Gardiner Street
Richmond, ME 04357

Laurisa Loon

Town Manager
207.737.4305

townmanager@richmondmaine.com

Highlights

- Building sited to allow future uses of the site
- 10-foot high concrete walls for maximum storage space
- 24-foot minimum clearance inside the building
- 20-foot by 20-foot overhead door for truck access and material delivery
- LED Lighted interior for night time operations

Dates

Preliminary Design: 2023

Final Design: 2023

Construction: 2024

Key Personnel

Ryan Wingard
Ron Williams
Cathy Michaud
Earl Shields

The building was designed to fit on the Public Works site, allow for future development and other town uses, and minimize impacts to ongoing public works activities.

Department of Public Works Office & Garage

Medway, Massachusetts



Operations entry and parking area.

Following a study to determine office, vehicular storage, laboratory, employee, and treatment space needs, Wright-Pierce worked with the Medway Department of Public Works and Medway's Building Committee to design a new building to house operations and employee functions as well as equipment and truck storage.

To break up the large building and create visual interest, the design divided the building into blocks of varying heights and used a combination of ground-faced block veneer and metal siding for the exterior finish.

Options for a full drive-through garage as well as a single-side loaded garage were investigated. The site is constrained to the north and west by two roads that come together at an oblique angle and by wetlands to the east. This creates a wedge-shaped site that limits site layout options. Because of this, the single-side loaded garage approach was utilized to maximize the amount of garage space achievable on the site.

Client Contact

Town of Medway

Department of Public Works
155 Village Street
Medway, MA 02053

Michael Boynton, Jr, PE

Town Manager
508.533.3264

mboynton@townofmedway.org

Highlights

- Looked at options to fit program on a tight site bounded by two roads and wetlands
- Reviewed options to meet adjacency requirements while providing safe separation of the different uses
- Utilized a combination of durable ground faced block and metal siding to create a visually appealing exterior appearance

Dates

Preliminary Design: 2021 – 2021

Final Design: 2021 – 2021

Construction: 2022 – 2023

Key Personnel

Ryan Wingard

Ron Williams

Cathy Michaud

Provides modern garage and operations space meeting all department needs on a tight site.



Garage and employee parking area.



Garage and mezzanine storage area.



Proposed Schedule

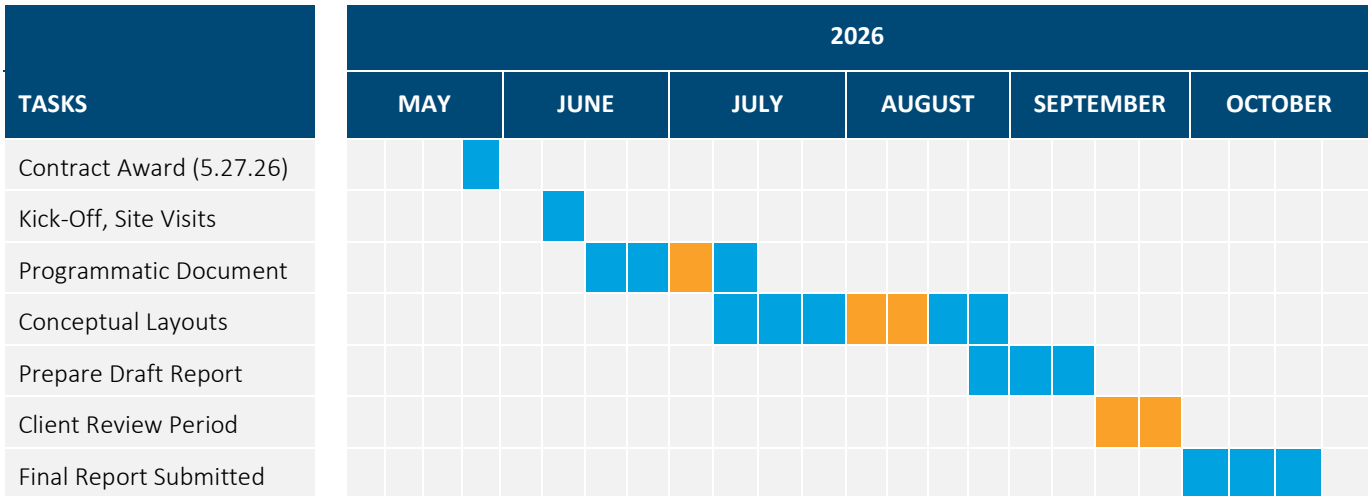
Ready to 'hit the ground running'

The ability to perform is judged on a firm's relevant experience on similar projects, the qualifications and availability of the staff assigned to the project, the overall expertise of the firm, and the firm's commitment to the project. All these are key criteria and factors to judge a firm's ability to complete the work in a timely fashion. We have the team depth and redundancy built into the project team to meet the required deadlines.

The schedule presented below represents a combined commitment between Wright-Pierce and Old Orchard Beach and assumes that the Town will provide comments within two weeks of each deliverable submission.



Wright-Pierce will commit the necessary resources to complete your project within the desired timeframe.



 Owner Review Period



Fee Proposal

Wright-Pierce is a strong believer in the selection of engineers based on qualifications, with an equitable fee negotiated between the selected firm and the client, based on a mutually established detailed scope of work. **We are flexible and willing to reconsider any aspect of our proposal if we can provide a more tailored level of service.** For the proposed scope of services, broken down by the tasks discussed in our scope of services section, we propose a not-to-exceed fee of \$28,974.

Our fee reflects a good understanding of the needs of the Town. We have provided a work plan and fee that we believe reflects the level of effort required to cost effectively complete this effort. We have also based our fee on leveraging our existing knowledge of the system and the data we have collected from our ongoing support of the Town. Wright-Pierce does not plan to use any subconsultants on this project.

Level of Effort Table: Public Works Facility Feasibility Assessment

Tasks	Principal-in-Charge	Tech Advisor QA/QC	PM	ARCH	Arch. Designer	PE	GIS	MECH	STRUC	ELEC	ADMIN	Total Hours	Task Subtotal	
	Wingard 200/hr	Williams 200/hr	Wallace 189/hr	Michaud 218/hr	Shields 135/hr	Springer 127/hr	McDermott 131/hr	(TBD) 200/hr	(TBD) 200/hr	(TBD) 200/hr	McIntire 104/hr			
1. Kick-off & Data Collection														
1.1 Site Visit, Kick-off, Programmatic Assessment			6	6								12	\$2,442	
													Phase Subtotal	\$2,442
2. Draft Space Needs Assessment														
2.1 Conceptual Floor Plans (up to three)				6	34							40	\$5,898	
2.2 Conceptual Site Layouts (up to three)	1		1			24	24					49.5	\$6,581	
2.3 Conceptual Opinion of Probable Construction Cost		1	1	4	16	8						30	\$4,437	
2.4 Draft Assessment Report		2	1	4	10	20		0.5	0.5	0.5	1	40.5	\$5,755	
													Phase Subtotal	\$22,671
3. Final Space Needs Assessment														
3.1 Final Assessment Report		1	1	4	8	8		0.5	0.5	0.5	1	25.5	\$3,761	
													Phase Subtotal	\$3,761
Person-Hour Total	1	4	10	24	68	60	24	1	1	1	2	197.5		
Total Estimated Engineering Fee with Base Scope	\$200	\$800	\$1,890	\$5,232	\$9,180	\$7,620	\$3,144	\$200	\$200	\$200	\$208	\$28,874	\$28,874	
Non-Labor														
Design Phase Expenses													\$100	
													Phase Subtotal	\$100
											TOTAL BASE FEE	\$28,974		

8

References

Client References

The following are references of clients for whom we have provided similar services to your proposed project. We have completed projects for these clients within the last five years. These contacts are familiar with Wright-Pierce, know our work ethic, and can speak to the services we provide. Please contact them and ask specifically about our:

- Responsiveness
- Sensitivity to local goals and objectives
- Adherence to scope, schedule, and budgets
- Attention to detail
- Ability to work with committees and stakeholders
- Effectiveness in dealing with regulatory agencies
- Technical knowledge



The references below will be able to share candid opinions regarding the quality of service that has been provided by Wright-Pierce.

Client References

Reference	Contact	Project Relevance
Town of Rangeley 15 School Street Rangeley, ME 03970	Joe Roach Town Manager 207.864.3326 townmanager@rangeleyme.org	<ul style="list-style-type: none"> • Assessment of Town-owned buildings • Conceptual floor plans based on Town staff needs
Town of Brunswick Public Works Department 9 Industry Road Brunswick, ME 04086	Ryan Leighton Public Works Director 207.725.6654 rleighton@brunswickme.org	<ul style="list-style-type: none"> • New garage building • Employee spaces
Town of Oakfield 80 School Street Oakfield, ME 04763	Dale Morris Town Manager 207.757.8479 oakfield.townoffice@fairpoint.net	<ul style="list-style-type: none"> • Public works facility site design • Sand/salt shed



11 Bowdoin Mill Island, Suite 140
Topsham, ME 04086
207.725.8721 | wright-pierce.com

jaimewallace@wright-pierce.com

AGENDA ITEM #9041

Discussion with Action: Authorize the Town Manager to enter into an Interlocal Agreement with the Town of Scarborough to provide General Assistance Services for the Town of Old Orchard Beach, effective July 1, 2026 through June 30, 2027, and Old Orchard Beach shall pay 33% of the total personnel cost, subject to the following provisions:

The parties agree to meet on or before October 1, 2026 to review the shared services arrangement, with an option to terminate the agreement with 45 days notice, if either party is dissatisfied with the performance or arrangement. Following the initial 12-month period, this Agreement shall be automatically renewed without affirmative action by the Parties for successive one-year periods each July 1st.

Chair: Shawn O'Neill

AGENDA ITEM #9042

Discussion with Action: Set the public hearing of July 21st to amend the Code of Ordinances, Chapter 42, Parks and Recreation, Division 5, Special Events, by adding to the special event permit, a permit for a food truck on private property.

Chair: Shawn O'Neill

NOTICE OF PUBLIC HEARING
MUNICIPAL OFFICERS OF THE TOWN OF
OLD ORCHARD BEACH

The Municipal Officers of the Town of Old Orchard Beach, Maine hereby give Public Notice that there will be a Public Hearing held at the Town Hall, Council Chambers, on July 21st, 2026 to consider the following:

Shall the Town Council of the Town of Old Orchard Beach amend the Code of Ordinances, Chapter 42, Parks and Recreation, Division 5, Special Events, by adding the underscored language as follows:

Division 5.-Special Event Permits

Subdivision 1.-In General

Sec. 42-231. Definitions.

The following words, terms and phrases, when used in this division, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Adjacent tidewaters means the ocean waters along the shoreline of the town beach and extending for a distance of 300 feet from such beach, measured from the low water mark.

Beverages means alcoholic and non-alcoholic drinks.

Food Cart means a small, non-motorized unit (pushed by hand or towed) that is typically unenclosed, and requires external transportation, and focuses on limited menus or pre-packaged food and beverages.

Food truck means a motorized vehicle or Food Trailer that is completely mobile from which prepared and/or pre-packaged food and beverages are served. The term "food truck" shall not include ice cream trucks.

Mobile Food Business means a food truck, Food Trailer and food cart as defined in this section.

Private Property means the real property that has a primary structure located on the property for which an event is located.

Public property means:

- (1) Any land owned by the town, including but not limited to Veterans Memorial Park, the town beach; and
- (2) Adjacent tidewaters.

Special event means any event, sponsored by an individual, corporation, partnership or other entity or organization, intended primarily for recreational, entertainment or charitable purposes, which requires the use of public property, including events which might otherwise be prohibited by division 2 of this article pertaining to the use of motorized and nonmotorized water toys on the town beach.

Special Event on Private Property means a gathering that a sponsoring individual or organization conducts on private property.

Town beach means that beach area and public parkland taken by the town for a public park on or about April 23, 1935, and May 5, 1935, the records of which are on file in the office of the town clerk.

Sec. 42-232. Purpose.

The purpose of this division is to provide the town council with a mechanism for regulating the dates, times, location and conditions under which permittees are authorized to make use of the public property in a manner which is consistent with the public health, safety and welfare and which promotes the use of public property for special recreational, entertainment, or charitable events. **This division also regulates mobile businesses that provide services to guests for events on private property.**

Sec. 42-233. Enforcement.

This division and the terms of a special events permit issued shall be enforced by any lifeguard employed by the town, by any law enforcement officer, or by any other designated town official duly authorized to enforce this division. The authority of lifeguards to enforce this division is limited to the town beach. **A Special Event Permit and Special Event Permit for Private Property can be suspended at any time if the Code Enforcement Department or Police/Fire Departments believe a violation has occurred, or there is a life safety issue. The Town Council may revoke a permit after notice and hearing.**

Sec. 42-234. No rights created.

This division grants no rights to and creates no property or other legal interests in any person. The town council, as trustee of public property, retains full control over public property and may in its sole and exclusive discretion issue, issue with conditions or deny special events permits. Decisions of the town council under this division shall be final, and this division provides no right of appeal.

Sec. 42-256. Required.

No person may conduct a special event on public property, or operate a mobile food business on private property, without a special events permit issued by the town council pursuant to this subdivision. The application must be received at least 30 calendar days prior to the event.

Applications for public property may be approved for up to three years prior to the event; however, the applicant must meet with the department heads at least 60 days prior to the event for that year.

Bonfires, small gatherings, including weddings (less than 25 people), located on public property, will require administrative approval only.

Events at the ballpark will require an approved contract or agreement with the Town of Old Orchard Beach with final administrative approval only; however, the town council reserves the right to place the application on the town council agenda before a contract or agreement is signed.

A change in date may be granted administratively due to a cancellation because of rain, snow, piping plovers, conflict with another event, or other needs that may arise.

Sec. 42-257. Criteria for issuance.

In considering whether to issue a special events permit pursuant to this subdivision, the town council shall consider whether the proposed special event:

- (1) Is consistent with the goal of promoting use of public property for recreational, entertainment or charitable events.
- (2) Can be conducted in the location proposed without endangering the public safety or disturbing the peace and order of the public property.

A. For mobile businesses on private property:

(1) No owner of private property shall allow any mobile food business to operate at an event on their property without a Special Event Permit for Private Property issued by the Town Council. It shall be the responsibility of the property owner to file a new permit application no later than thirty (30) calendar days before the event is held on the property. A single Special Event Permit application can apply to multiple events each calendar year.

(2) Special Event Permits for Private Property can be issued for no more than two mobile food businesses at any one time. A mobile food business can only operate on private property for two days during a seven-day period, and only during the time of the special event. Maximum hours allowed are six hours between the time frame of 10 a.m. and 10 p.m.

(3) Mobile Food businesses may serve event guests and employees only. Service to the general public is prohibited.

(4) State Approvals. Mobile food businesses shall secure all applicable state license and permit approvals, including any inspections, before serving event guests. State approval documentation shall be provided to the town clerk's office before final approval.

(5) Application/Operation Details. An owner or operator of a mobile food business must submit an application to the town council for a special event permit on private property submitting the following:

1. Location of mobile food business on the real property.
2. Description of mobile food business. Description shall include a visual representation such as a recent photograph.
3. Dates and times mobile food business will be located on private property.
4. Description of the event serviced by the mobile food business.
5. State Qualified Catering Permit if serving alcohol.
6. Emergency contact information.
7. Must have hot/cold running water on the mobile food truck, and must have an adequate container for wastewater. The disposal of wastewater on public property is prohibited.

Sec. 42-259. Conditions.

Each special events permit issued pursuant to this subdivision shall, at a minimum, specify the permit holder's obligations as to the following:

- (1) Dates and times.
- (2) Designated areas of public property and private property to be affected.
- (3) On public property, an insurance policy, for property damage or bodily injured in the amount of at least \$500,000.00, listing the Town of Old Orchard Beach as additionally insured. If alcohol is being served, liquor liability insurance is required, with a minimum amount of \$2,000,000.00, listing the town as additionally insured.
- (4) Crowd control.
- (5) Parking.
- (6) Cleanup.
- (7) Any other conditions which the town council deems necessary to protect the public safety and maintain order on the public property.

(8) Inspection of Mobile Food Businesses. The Code Enforcement Officer and Fire Department shall have the authority to inspect the location of the mobile food business, as well as the mobile food truck before serving event guests.

(9) Mobile Food Businesses cannot be located within 100 feet of an establishment that sells food and beverages.

Mobile Food Businesses cannot be located within 20 feet of the front property line on the private property where the mobile food business will operate, as shown on the Town of Old Orchard Beach zoning map.

Sec. 42-260. Liability.

The holder of a special events permit issued pursuant to this subdivision shall be solely responsible for conducting the special event in compliance with the conditions of the permit and for maintaining public safety and order during the special event. The town assumes no liability or responsibility by issuing the permit.

Sec. 42-261. Exemptions.

Special event permits and special event permits on private property are not required within the Campground Overlay District and Amusement Overlay District.

Secs. 42-261—42-280. Reserved.

Under the Schedule of License, Permit and Application fees, Special Event Permits are \$50 per day.

Per Order of the Municipal Officers this _____ day of _____, 2026.

A True Copy
Attest:

Kim M. McLaughlin, Town Clerk

AGENDA ITEM #9043

Discussion with Action: Consider the Following:

FY 2027 Municipal Operating Budget Appropriation in the amount of \$28,589,406

FY 2027 Capital Improvement Budget Appropriation in the amount of \$2,653,754

FY 2027 Non-Property Tax Revenue Appropriation in the amount of \$8,229,225

FY 2027 Appropriation of \$500,000.00 from the Unassigned Fund Balance and \$500,000.00 from the Rescue Fees Billing Fund; for the purpose of reducing the FY2027 Property Tax Commitment.

Authorizing the Finance Director to set the Percentage Rate for the FY 2027 tax bill to be used for operation and maintenance of the Wastewater Treatment Plant and sewer infrastructure, after approval of the FY 2027 Budget.

Authorizing and directing the Assessor to prepare a perfect list of all taxes of the municipality and to commit the same to the Tax Collector.

Authorizing and directing the Tax Collector and Treasurer, pursuant to 36 M.R.S.A., Section 906, to apply any tax payment received from an individual as payment for any property tax against outstanding or delinquent taxes due on said property in chronological order beginning with the oldest unpaid tax bill provided. However, that no such payment may be applied to any tax for which an abatement application or appeal is pending unless approved in writing by the taxpayer.

-continued on next page-

Setting Property Tax due dates of September 16, 2026, and March 17, 2027, for the FY 2027 property taxes.

Setting interest rate of 7% for delinquent property taxes.

Authorizing the Tax Collector and Treasurer to accept prepayments of taxes before commitment at an interest rate of 0%, pursuant to 36 M.R.S.A, Section 506.

Chair: Shawn O'Neill

AGENDA ITEM #9044

Discussion with Action: Approve the FY 26 Budget Carry Forward of \$50,000 from Account 20106-50300 Professional Engineering with a balance of \$51,900. This will fund the commercial property revaluation, which will be re-bid in FY 27.

Chair: Shawn O'Neill

AGENDA ITEM #9045

Discussion with Action: Approve the FY 26 Budget Carry Forward of \$15,000 from account 20151-50450 Building Repair/Maintenance with a balance of \$15,206.66. This will partially fund the installation of a central heating system in the Public Works building in FY27.

Chair: Shawn O'Neill

AGENDA ITEM #9046

Discussion with Action: Approve the FY 26 Budget Carry Forward of \$250,000 from account 20191-50345 General Assistance Expense with a balance of \$270,231.93. This will fully fund the General Assistance Expense line in FY27.

Chair: Shawn O'Neill

AGENDA ITEM #9047

Discussion with Action: Approve the FY 26 Line-Item Transfer of \$16,800 from account 20161-50106 Full Time Wages with a balance of \$135,046.30 to 20161-50310 Service Contracts with a balance of \$319.24. This amount will be requested to be carry forward to FY27 for the department to expense the one time start up cost of a new software, WIMS, proposed in the FY27 budget.

Chair: Shawn O'Neill

AGENDA ITEM #9048

Discussion with Action: Approve the FY 26 Budget Carry Forward of \$16,800 from account 20161-50310 Service Contracts with a balance of \$17,119.24 (pending the approval of the Line-Item Transfer requested above). This will fund the one-time startup cost for WIMS, a new software for the department, and was proposed for the FY27 budget.

Chair: Shawn O'Neill

AGENDA ITEM #9049

Discussion with Action: Approve the quote from Grainger to replace the confined space davit arm and retrieval winch for the Wastewater Department in the amount of \$7,000.60, from account #20161-50330 Wastewater Equipment Replacement with a balance of \$9,248.93

Chair: Shawn O'Neill

ADJOURNMENT

Chair: Shawn O'Neill

PURCHASE ORDER REQUEST FORM

Date: 6/11/26

Department: Wastewater

Vendor #: 2817 (is vendor active in Munis? If not a vendor packet needs to be completed prior to requesting PO)

Vendor Name: Grainger

Account (Org/Obj): 20161-50330

Current Account Balance: \$ 16.696.64

Amount Requested: \$ 7000.60

- Copies of quotes if required, are they attached? Yes No
- Copies of bids if required, are they attached? Yes No
- Items to purchase \$5000 and over approved by Council? Yes No
 - Agenda Item # _____
 - Date approved _____

General Description: Confined space tripod, retrieval winch and SRL fall protection

Estimate, Quote or Itemized list included (enter items on attached table): Yes No

- Quantity
- Cost for each
- Description of item
- Freight charge


Department Head Signature

6/11/26
Date

Cart

Order Summary						
Subtotal	\$7,000.60	Estimated Tax	N/A	Estimated Standard Shipping	FREE	Estimated Other Shipping \$189.00
Estimated Total \$7,189.60						



3M DBI-SALA
Confined Space Tripod System: 9 ft to 9 ft Ht, 33 in to 44 in Base, 350 lb Wt Capacity
 Item # 820FW4

Qty
1

Your Price
\$5,411.80 / each



Availability
 Expected to arrive **Mon. Jun 15 - Fri. Jun 19**.
 This item requires special shipping, additional charges may apply.



3M DBI-SALA
Self Retracting Lifeline: Steel Carabiner Anchor, Harness Steel Swivel Snap Hook, Sealed
 Item # 821YW3









Qty
1

Your Price
\$1,588.80 / each



Availability
 Expected to arrive **Mon. Jun 15 - Fri. Jun 19**.

Products You Have Recently Viewed

 <p>3M DBI-SALA Confined Space Tripod System: 9 ft to 9 ft Ht, 33 i... Item # 820FW4</p> <p>Your Price  \$5,411.80 / each</p> <p>Qty <input type="text" value="1"/> <input type="button" value="Add to Cart"/></p>	 <p>3M DBI-SALA Self Retracting Lifeline: Steel Carabiner Anchor,... Item # 821YW3</p> <p>Your Price  \$1,588.80 / each</p> <p>Qty <input type="text" value="1"/> <input type="button" value="Add to Cart"/></p>	 <p>MILWAUKEE Battery-Powered String Trimmer Kit: 16 in Cutting... Item # 844R85</p> <p>Your Price  \$449.35 / each</p> <p>Qty <input type="text" value="1"/> <input type="button" value="Add to Cart"/></p>	 <p>PINNACLE Floor Scale: Floor Sca 5,000 lb Wt Capacity, Item # 19ND58</p> <p>Your Price  \$1,580.33 / each</p> <p>Qty <input type="text" value="1"/> <input type="button" value="Add to Cart"/></p>
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