BOARD OF COMMISSIONERS
30 N. BROAD STREET
WINDER, GA 30680
(770) 307-3000

WWW.BARROWGA.ORG

Pat Graham
Chairman

Joe Goodman
District 1

Kenny Shook
District 2

Rolando Alvarez
District 3

Alex Ward
District 4

Tim Walker
District 5

Deborah Lynn
District 6

Srikanth Yamala
County Manager

Board of Commissioners Voting Session Agenda
Tuesday, March 10, 2026 - 6:00 PM

I. Call to Order, Invocation, Pledge to Flag

II. Approval of Agenda

III. Remarks by Commissioners

IV. Approval of Minutes

a) January 22, 2026, Special Called Minutes
b) February 24, 2026, Executive Session minutes
c) February 24, 2026, Voting Session minutes

V. Public Comment on Agenda Items

Limit to two minutes per person on agenda items which are not scheduled to have a public hearing.

VI. Public Hearings

a) **BOC2025-00040 (XX111 033C) 1349 Highway 211 NE; Stacy Taylor / Applicant; Family Farm Investments LLC / Owner.** Request to rezone ± 5.14 acres from AG (Agriculture) to R-1 (Low Density Single Family Residential) for two (2) additional single-family residential lots. Variance request to 89-402 for road frontage on the two (2) new lots.

b) **BOC2025-00041 (XX078 134) 210 Lynn Rd; Tammy and Jonathan Grizzle / Applicant and Owners.** Request for a Change in Conditions to conditions #1 and #3 from case RZ2025-040.

c) **BOC2025-00043 (XX103 010) 826 James Jackson Rd; William Brantley / Applicant; Joyce Coles / Owner.** Request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision.

d) **BOC2025-00044 (XX048 053) 0 County Line-Auburn Rd; Verterra Development, LLC / Applicant; Jessica Ogburn / Owner.** Request to rezone ± 23.86 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a minor subdivision. Request for a variance to UDC Sec. 89-1186 for shared driveway length and a variance request to UDC Sec. 89-402 for minimum lot frontage.

VII. New Business

a) Consideration to approve the Construction Services Agreement for concrete repair at Fire Station #1 for the Fire Department from Lions Pride Oconee, LLC of Statham, GA, in the amount of $176,035.60, and authorize the Chairman to execute the agreement.

b) Consideration to approve the Construction Services Agreement for generator installation for Fire Station #1 and Fire Station #4 for the Fire Department from AMSCO Inc., of Winder, GA, in the amount of $76,590.00, and authorize the Chairman to execute the agreement.

c) Consideration to approve RFQ/P 2026-11 Emergency Medical Services (EMS) Provider for the Fire Department between Barrow County, Georgia and American Medical Response (AMR) of Stone Mountain, GA, in the amount of $3,965,000.00 and authorize the chairman to execute the agreement.

d) Consideration to approve the purchase of one (1) new HP95 Mid-Mount Aerial Platform Apparatus for Barrow County Fire Department from Fireline Inc., of Winder, GA in the amount of $1,900,000.00 and approve the necessary budget amendment.

e) Consideration to initiate the Public Hearing process and presentation of a resolution to determine that a certain County Right-of-Way identifying Sand Pump Road no longer serves a substantial public purpose; to initiate abandonment procedures, and for other purposes and authorize the Chairman to execute the resolution.

f) Consideration to approve the Professional Services Agreement for the Barrow County Sewer Master Plan & Rate Study to AECOM of Atlanta, GA, in the amount of $282,875.00, and authorize the Chairman to execute the agreement.

g) Consideration to approve the Developer Participation Agreement for the Mulberry Basin Pump Station and related improvements with LGI Homes-Georgia, LLC and Stanley Martin Homes, LLC, and to authorize the Chairman to execute the agreement and approve the necessary budget amendment. The County's share of the project cost is $1,725,304.61, representing 34.8% of the total construction cost.

VIII. Executive Session

Executive Session allows discussion of discuss matters properly excluded from the Georgia Open and Public Meetings Law (O.C.G.A. §50-14), specifically:

- Pending or potential litigation, settlement, claims, administrative proceedings or other judicial actions,
- Discussion of future acquisition, disposition, or lease of real estate
- Discussing or deliberating upon the appointment, employment, hiring, disciplinary action or dismissal, or performance of a public officer or employee
- Discussion of a record exempt from disclosure where consideration of the record cannot be had without disclosure of the record

No action will be taken during this session.

IX. Adjournment

Barrow County Government will assist citizens with special needs given proper notice (seven working days). Any requests for reasonable accommodations required by individuals to fully participate in any open meeting, program, or activity of Barrow County Government should be directed to the Clerk of Commission; 30 North Broad Street, Winder, GA 30680; telephone number is 770-307-3005.

AGENDA ITEM NO. IV.a

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Abril Olivas, County Clerk
ITEM TYPE:	Minutes
AGENDA SECTION:	**Approval of Minutes**
SUBJECT:	January 22, 2026, Special Called Minutes

ATTACHMENTS:
February 24, 2026, Draft Special Called Minutes.pdf

Board of Commissioners Special Called
Draft Minutes
Tuesday, February 24, 2026 - 5:00 PM

I. Call to Order

The meeting was called to order by Chairman Pat Graham at 5:00 p.m.

Attendee Name	Title	Status
Pat Graham	Chairman	Present
Joe Goodman	District 1	Present
Kenny Shook	District 2	Present
Rolando Alvarez	District 3	Present
Alex Ward	District 4	Present
Tim Walker	District 5	Present
Deborah Lynn	District 6	Present
Srikanth Yamala	County Manager	Present
Also Present: County Attorney Charles Ferguson, Deputy County Managers Wes Geddings, Bill Nash and County Clerk Abril Olivas		

II. Executive Session

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Graham, Chairman
SECONDER:	Alex Ward, District 4
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to enter executive session at 5:01 p.m. Motion made by Graham, seconded by Ward. Voting results shown in the box above.

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Graham, Chairman
SECONDER:	Deborah Lynn, District 6
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to adjourn executive session and return to regular session at 5:43 p.m. Motion made by Graham, seconded by Lynn. Voting results shown in the box above.

III. Action taken after Executive Session.

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Graham, Chairman
SECONDER:	Rolando Alvarez, District 3
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to authorize the advanced acquisition of the parcels discussed in Executive Session for the price discussed. Motion made by Graham, seconded by Alvarez. Voting results shown in the box above.

IV. Adjournment

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Graham, Chairman
SECONDER:	Kenny Shook, District 2
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to adjourn at 5:43 p.m. Motion made by Graham, seconded by Shook. Voting results shown in the box above.

These Minutes have not been approved by the Barrow County Board of Commissioners.

AGENDA ITEM NO. IV.b

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Abril Olivas, County Clerk
ITEM TYPE:	Minutes
AGENDA SECTION:	**Approval of Minutes**
SUBJECT:	February 24, 2026, Executive Session minutes

ATTACHMENTS:
February 24, 2026, Executive Session Affidavit.pdf

STATE OF GEORGIA
COUNTY OF BARROW

AFFIDAVIT OF BARROW COUNTY BOARD OF COMMISSIONERS

Members of the Barrow County Board of Commissioners; being duly sworn, state under oath that the following is true and accurate to the best of their knowledge and belief:

1.

The Barrow County Board of Commissioners met in a duly advertised meeting on February 24, 2026.

2.

During such meeting, the Board voted to go into closed session.

3.

The executive session was called to order at 9:01 p.m.

4.

The subject matter of the closed portion of the meeting was devoted to the following within the exceptions provided by the open meetings law:

_____ Consultation with the county attorney or other legal counsel to discuss pending and potential litigation, settlement, claims, administrative proceedings, or other judicial actions brought or to be brought by or against the county or any officer or employee or in which the county or any officer or employee may be directly involved as provided in O.C.G.A. §50-14-2(1);

_____ Discussion of tax matters made confidential by state law as provided in O.C.G.A. §50-14-1(2) and O.C.G.A. §_____;

__✓__ Discussion of the purchase, disposal or lease of property, ordering of an appraisal related to the acquisition or disposal of real estate, entering into a contract to purchase, dispose of, or lease property (subject to approval in a subsequent public vote), and/or entering into an option to purchase, dispose of, or lease real estate (subject to approval in subsequent public vote) as provided by O.C.G.A. § 50-14-3(b)(1)(B)(C)(D) and (E);

_____ Discussion or deliberation on the appointment, employment, compensation, hiring, disciplinary action or dismissal, or periodic evaluation or rating of a county officer or employee or interviewing applicants for the position of the executive head of an agency as provided in O.C.G.A § 50-14-3(b)(2);

_____ Other: _____ as provided in O.C.G.A §_____.

This 24th day of February 2026.

Barrow County Board of Commissioners

Pat Graham, Chairman

Joe Goodman, District 1

Kenny Shook, District 2

Rolando Alvarez, District 3

Alex Ward, District 4

Tim Walker, District 5

Deborah Lynn, District 6

Sworn to and subscribed before me this 24th day of February 2026.

Notary Public

My Commission Expires: October 17, 2027 (SEAL)

ABRIL OLIVAS NOTARY PUBLIC My Commission Expires 03-17-2027 BARROW COUNTY, GEORGIA

AGENDA ITEM NO. IV.c

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Abril Olivas, County Clerk
ITEM TYPE:	Minutes
AGENDA SECTION:	**Approval of Minutes**
SUBJECT:	February 24, 2026, Voting Session minutes

ATTACHMENTS:
February 24, 2026, Draft Voting Session Minutes.pdf

Board of Commissioners Voting
Session Draft Minutes
Tuesday, February 24, 2026 - 6:00 PM

I. Call to Order, Invocation, Pledge to Flag

The meeting was called to order by Chairman Pat Graham at 6:00 p.m.

Attendee Name	Title	Status
Pat Graham	Chairman	Present
Joe Goodman	District 1	Present
Kenny Shook	District 2	Present
Rolando Alvarez	District 3	Present
Alex Ward	District 4	Present
Tim Walker	District 5	Present
Deborah Lynn	District 6	Present
Srikanth Yamala	County Manager	Present
Also Present: County Attorney Charles Ferguson, County Clerk Abril Olivas, and Interim Deputy County Clerk Riley McReynolds		

Commissioner Shook led the invocation and pledge.

II. Approval of Agenda

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Alex Ward, District 4
SECONDER:	Joe Goodman, District 1
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to approve. Motion made by Ward, seconded by Goodman. Voting results shown in the box above.

III. Remarks by Commissioners IV.

Approval of Minutes

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Kenny Shook, District 2
SECONDER:	Deborah Lynn, District 6
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to approve. Motion made by Shook, seconded by Lynn. Voting results shown in the box above.

a) January 22, 2026, Special Called Minutes
b) February 10, 2026, Voting Session minutes
c) February 16, 2026, Special Called minutes

V. Public Comment on Agenda Items

VI. Presentation

a) Presentation of the Barrow County Trails Master Plan.

Hugh Knapp of the Northeast Georgia Regional Commission (NEGRC) presented the Board with the Barrow County Trails Master Plan.

VII. New Business

a) Consideration to approve the RFP2026-09 Design-Build Contractor Services Splash Pad at Victor Lord Park for the Parks & Recreation Department from Scroggs & Grizzel Contracting, Inc. of Clermont, GA, in the amount of $1,458,833.00, and authorize the Chairman to execute the agreement and approve the necessary budget amendment.

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Deborah Lynn, District 6
SECONDER:	Rolando Alvarez, District 3
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to approve as presented. Motion made by Lynn, seconded by Alvarez. Motion with the voting results shown in the box above.

b) Consideration to approve the ratification for the emergency procurement for 100 tons of salt material for the Roads & Bridges Division from Chick Enterprise Inc. d/b/a Rock Salt USA of St. Louis, MO, in the amount of $41,200.00 and approve the necessary budget amendment.

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Alex Ward, District 4
SECONDER:	Joe Goodman, District 1
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to approve. Motion made by Ward, seconded by Goodman. Motion with the voting results shown in the box above.

c) Consideration to approve a resolution authorizing the transfer of Parcel No. XX011 005 and XX011 010 (154 Hill's Shop Road) from Barrow County's wastewater service area to Gwinnett County's wastewater service area in accordance with the Service Delivery Strategy agreement and to authorize the Chairman to execute the resolution.

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Tim Walker, District 5
SECONDER:	Deborah Lynn, District 6
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to approve as presented. Motion made by Walker, seconded by Lynn. Motion with the voting results shown in the box above.

d) Consideration to approve a resolution authorizing water utility service area exchange between Barrow County and the City of Winder and to authorize the Chairman to execute the resolution.

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Joe Goodman, District 1
SECONDER:	Deborah Lynn, District 6
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to approve as presented. Motion made by Goodman, seconded by Lynn. Motion with the voting results shown in the box above.

e) Consideration to authorize the County Manager to enter into an agreement with outside counsel should the Ethics Board request the Board of Commissioners to retain counsel for the purpose of providing advice and guidance related to an ethics complaint filed by Alecia Behlog.

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Graham, Chairman
SECONDER:	Kenny Shook, District 2
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to approve as presented. Motion made by Graham, seconded by Shook. Motion with the voting results shown in the box above.

VIII. Executive Session

IX. Adjournment

RESULT:	**PASSED [UNANIMOUS]**
MOVER:	Pat Graham, Chairman
SECONDER:	Alex Ward, District 4
AYES:	Graham, Goodman, Shook, Alvarez, Ward, Walker, Lynn

Motion to adjourn at 6:28 p.m. Motion made by Graham, seconded by Ward. Voting results shown in the box above.

These Minutes have not been approved by the Barrow County Board of Commissioners.

AGENDA ITEM NO. VI.a

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Jennifer Lopez, Planning & Community Development
ITEM TYPE:	Public Hearing
AGENDA SECTION:	**Public Hearings**
SUBJECT:	**BOC2025-00040 (XX111 033C) 1349 Highway 211 NE; Stacy Taylor / Applicant; Family Farm Investments LLC / Owner.** Request to rezone ± 5.14 acres from AG (Agriculture) to R-1 (Low Density Single Family Residential) for two (2) additional single-family residential lots. Variance request to 89-402 for road frontage on the two (2) new lots.

Commission District:
District 1: Joe Goodman

Existing Land Use:
SINGLE FAMILY RESIDENTIAL

Existing Zoning:
AG (AGRICULTURAL)

Future Land Use Map Category:
RURAL RESERVE

Summary:

Applicant is requesting to rezone a ±5.14-acre parcel from AG (Agriculture) to R-1 (Low Density Single-Family Residential). This R-1 Residential request is supported by the Future Land Use Map. The applicant proposes to subdivide the parcel into three (3) total tracts to allow for the construction of two (2) new single-family homes, with the existing single-family residence remaining on the parent parcel. The property lies entirely within the Large Water Supply Watershed. Applicant is also requesting a variance to UDC Sec. 89-402 for reduced road frontage for the two newly created lots. Access to the proposed lots will be provided from Highway 211. The acreage of the tracts per the site plan submitted by the applicant may be found are Tract 1(existing residence)- ±1.8 acres, Tract 2 - ±1.6 acres, Tract 3 - ±1.7 acres.

ATTACHMENTS:

PC RECOMMENDATIONS.pdf
STAFF RECOMMENDATION.docx.pdf
SITE PLAN.pdf
LETTER OF INTENT.pdf
PROFFERED CONDITIONS.pdf
AERIAL MAP.pdf
FUTURE LAND USE MAP.pdf
ZONING MAP.pdf
SUMMARY.docx.pdf
DEPT COMMENTS & STAFF ANALYSIS.pdf
APPLICATION.pdf

Planning Commission Recommendation

Planning Commission Public Hearing held on **February 19, 2026**

BOC2025-00040 (XX111 033C) 1349 Highway 211 NE; Stacy Taylor / Applicant; Family Farm Investments LLC / Owner. Request to rezone ± 5.14 acres from AG (Agriculture) to R-1 (Low Density Single Family Residential) for 2 additional single-family residential lots. Variance request to 89-402 for road frontage on the two new lots.

Motion to recommend APPROVAL of the request to rezone ± 5.14 acres from AG to R-1 and the variance request to 89-402 for road frontage.

Motion made by District 1; Joe Vann

Motion seconded by District 4; Jimmy Abdou

Motion PASSED

THE BOARD OF COMMISSIONERS MEETING WILL BE HELD ON March 10, 2026 at 6:00 PM AT THE BARROW COUNTY HISTORIC COURTHOUSE, 30 NORTH BROAD STREET, WINDER, GA 30680; 2ND FLOOR IN THE BOARD ROOM.

STAFF RECOMMENDATION

Staff recommends **APPROVAL** of the request to rezone ±5.14 acres from AG (Agriculture) to R-1 (Low Density Single-Family Residential) to allow two (2) additional single-family residential lots.

Staff recommends **APPROVAL** of the variance request to UDC Sec. 89-402 to reduce the road frontage requirement.

Such approvals shall be accompanied by the following conditions:

1. The exterior of any and all residential units constructed on the property shall consist of brick, stone, stucco, or masonry siding, or any combination thereof.
2. Sod and landscaping shall be installed and maintained in the disturbed areas of all front yards and fifteen (15) feet of side yards on the property.
3. An easement providing access to the two proposed lots shall be recorded on the final plat and to include a maintenance agreement. Easement shall be maintained such as to provide clear access for emergency services in the event of an emergency.
4. The variance approval shall be limited to the two lots identified as shown on Exhibit A and shall not apply to any future subdivision of the property.

Planning & Community Development • 30 N. Broad St., Winder, GA 30680
(770) 307-3034 • planning@barrowga.org

PLANNING STUDY

BOC2025-00040 (XX111 033C) 1349 Highway 211 NE; Stacy Taylor / Applicant; Family Farm Investments LLC / Owner. Request to rezone ± 5.14 acres from AG (Agriculture) to R-1 (Low Density Single Family Residential) for 2 additional single-family residential lots. Variance request to 89-402 for road frontage on the two new lots.

STAFF RECOMMENDATION

Staff recommends **APPROVAL** of the request to rezone ±5.14 acres from AG (Agriculture) to R-1 (Low Density Single-Family Residential) to allow two (2) additional single-family residential lots.

Staff recommends **APPROVAL** of the variance request to UDC Sec. 89-402 to reduce the road frontage requirement.

Such approvals shall be accompanied by the following conditions:

1. The exterior of any and all residential units constructed on the property shall consist of brick, stone, stucco, or masonry siding, or any combination thereof.
2. Sod and landscaping shall be installed and maintained in the disturbed areas of all front yards and fifteen (15) feet of side yards on the property.
3. An easement providing access to the two proposed lots shall be recorded on the final plat and to include a maintenance agreement. Easement shall be maintained such as to provide clear access for emergency services in the event of an emergency.
4. The variance approval shall be limited to the two lots identified as shown on Exhibit A and shall not apply to any future subdivision of the property.

THIS BLOCK RESERVED FOR THE
CLERK OF THE SUPERIOR COURT.

MINOR SUBDIVISION OF:
PIN XX111 033C
PROPOSED R-1 ZONING

N

GRID NORTH (NAD83)

GA STATE PLANE WEST ZONE

LEGEND

IPS=IRON PIN SET
RBF=REBAR FOUND
OTF=OPEN TOP PIPE FOUND
N/F=NOW OR FORMERLY
P/L=PROPERTY LINE
R/W=RIGHT-OF-WAY
DB=DEED BOOK
PB=PLAT BOOK
PG=PAGE
◯ =IRON PIN SET
● =IRON PIN FOUND
◔ =BENCHMARK
T =TELEPHONE BOX
▫ =POWER BOX
⌀ =POWER POLE
W =WATER METER
S =SEWER
——— SS ——— =SEWER
— FO — FO — FO — =FIBER OPTIC
——UGP— =UNDERGROUND POWER



PLAT & DEED REFERENCES

1. PLAT BOOK 64 PAGE 127
2. PLAT BOOK 65 PAGE 284

SURVEY NOTES

1. ALL IRON PINS SET ARE 1/2" REBAR UNLESS STATED OTHERWISE.
2. SURVEY AND BEARING BASIS WERE ESTABLISHED USING A NETWORK ADJUSTED REAL TIME KINEMATIC ROVER.
3. EQUIPMENT USED IN THIS SURVEY WAS A CARLSON MESA 2 DATA COLLECTOR, A LEICA TSO6 TOTAL STATION, AND A CARLSON BRX 6+ RTK ROVER ON DUAL FREQUENCY.
4. THE FIELD DATA UPON WHICH THIS PLAT IS BASED HAS RELATIVE POSITIONAL ACCURACY OF +-0.03 FEET.
5. THIS PLAT HAS BEEN CALCULATED FOR CLOSURE AND IS FOUND TO BE ACCURATE WITHIN ONE FOOT IN 759,189 FEET.
6. FIELD WORK COMPLETED ON NOVEMBER 3, 2025.
7. SETBACKS ARE SHOWN FROM COUNTY CODE INFORMATION. GARMON LAND SURVEYING, LLC IS NOT LIABLE FOR ANY DISCREPANCIES.

BARROW COUNTY PLANNING AND ZONING CERTIFICATION

This final plat has been reviewed by Development Services staff for compliance with the requirements of the Barrow County Development Regulations and Zoning Ordinance and is hereby approved by the Director or his/her designee.

Director Date

OWNER CERTIFICATION

State of Georgia, County of Barrow
The owner of the land shown on this plat and whose name is subscribed hereto, in person or through a duly authorized agent, certifies that all state, city, and county taxes or other assessments now due on this land have been paid in full.

Owner Date

SURVEYOR'S CERTIFICATION

AS REQUIRED BY SUBSECTION (D) OF O.C.G.A. SECTION 15-6-67, THIS PLAT HAS BEEN PREPARED BY A LAND SURVEYOR AND APPROVED BY ALL APPLICABLE LOCAL JURISDICTIONS FOR RECORDING AS EVIDENCED BY APPROVAL CERTIFICATES, SIGNATURES, STAMPS, OR STATEMENTS HEREON. SUCH APPROVALS OR AFFIRMATIONS SHOULD BE CONFIRMED WITH THE APPROPRIATE GOVERNMENTAL BODIES BY ANY PURCHASER OR USER OF THIS PLAT AS TO INTENDED USE OF ANY PARCEL. FURTHERMORE, THE UNDERSIGNED LAND SURVEYOR CERTIFIES THAT THIS PLAT COMPLIES WITH THE MINIMUM TECHNICAL STANDARDS FOR PROPERTY SURVEYS IN GEORGIA AS SET FORTH IN THE RULES AND REGULATIONS OF THE GEORGIA BOARD OF REGISTRATION FOR PROFESSIONAL ENGINEERS AND LAND SURVEYORS AND AS SET FORTH IN O.C.G.A. SECTION 15-6-67.

11-4-2025

ANTHONY GARMON DATE:
GA R.L.S #3230

GARMON LAND SURVEYING
[redacted]

COUNTY: BARROW	CITY:	
LL:	DISTRICT:	G.M.D: 246
PLAT DATE: 11-4-2025	DRAWN BY: JW	
JOB NO. 2025-57		
DRAWING NAME: HWY 211 3 LOT SPLIT-STACY		

MINOR SUBDIVSION AND RECONFIGURATION SURVEY FOR:

STACY TAYLOR

0 100 200 300

GRAPHIC SCALE: 1"=100'

GEORGIA REGISTERED No. 3230 PROFESSIONAL LAND SURVEYOR ANTHONY P GARMON

16

Letter of Intent to Subdivide Property

Date: 11/24/2025

RE: 1349 Hwy 211 NE, Winder, Barrow County, Georgia 30680

To Whom It May Concern,

I am writing to formally express my intent to subdivide the property located at 1349 Highway 211 NE, Winder, Ga 30680, into three separate parcels. I also intend to sell .9 acres to Amanda Scott,1355 Highway 211 NE, Winder, Ga 30680. As the owner of the above-mentioned property, I am seeking to initiate the subdivision process in accordance with all applicable local regulations and zoning requirements. Additionally, I am requesting the property to be rezoned from AG to R-1, as well as a variance for road frontage to the lots that need it.

The purpose of this subdivision is to create additional residential lots for future development for owner's children and to sell individual parcels. I understand that this process will require the submission of a formal application, site plans, and any other documentation as required by Barrow County Planning and Zoning Department.

Please advise me of the necessary steps, forms, and fees required to proceed with this subdivision. I am committed to complying with all municipal guidelines and to working closely with the appropriate departments to ensure a smooth and lawful process.

Should you require any additional information or documentation, please do not hesitate to contact me at [redacted]

Thank you for your time and consideration. I look forward to your guidance on the next steps.

Sincerely,

Family Farm Investments, LLC

Stacy Taylor

[redacted]



Planning & Community Development
30 N. Broad St. Winder, GA 30680
(770) 307-3021
www.barrowcountyplanning.org

PROFFERED CONDITIONS

As part of an application for any zoning action, a property owner may proffer, in writing, proposed conditions to apply and be part of the rezoning being requested by the applicant. Proffered conditions may include written statements, development plans, profiles, elevations, or other demonstrative materials.

Please list any written proffered conditions below:

N/A

Any development plans, profiles, elevations, or other demonstrative materials presented as proffered conditions shall be referenced below and attached to this application:

N/A

I do hereby submit these proffered conditions as an attachment to my application and request that they be considered along with same.

Applicant's Signature: _____

Applicant's Name: Stacy Taylor Date: 11/24/25

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 25 DAY OF November, 2025.

_____
NOTARY PUBLIC
My Commission Expires: 1/28/28

JENNIFER LOPEZ NOTARY PUBLIC BARROW COUNTY GEORGIA EXPIRES JANUARY 28, 2028

Aerial Map

12/2/2025

BOC 2025-00040

Barrow COUNTY GEORGIA

Planning and Community Development



0 75 150

Feet

1:1,843

N W E S

DISCLAIMER
THIS MAP WAS COMPILED BY BARROW COUNTY. THE COUNTY ASSUMES NO RESPONSIBILITY FOR THE LEGAL ACCURACY OF THE INFORMATION CONTAINED HEREIN.

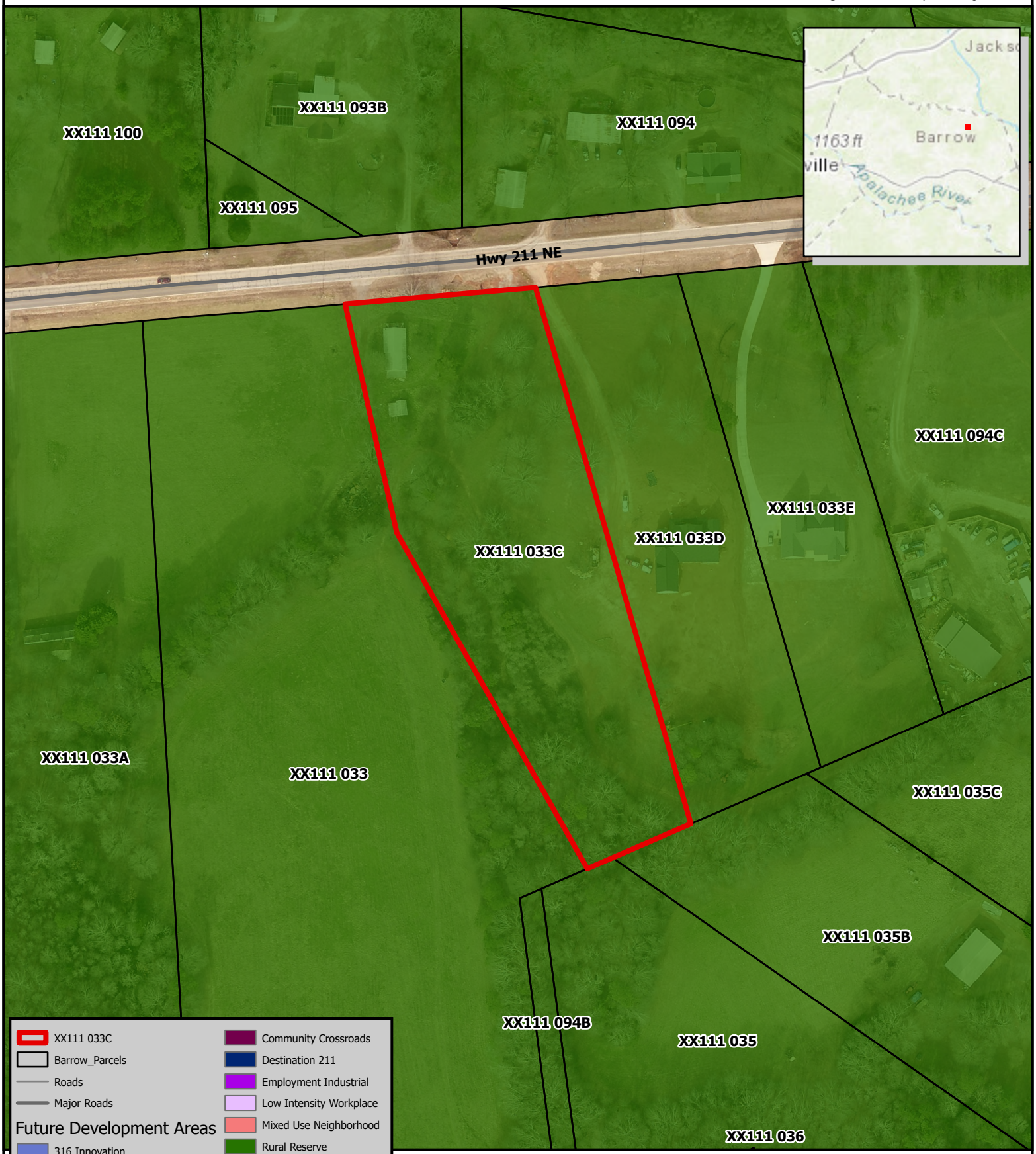
Future Land Use Map

12/2/2025

BOC 2025-00040

Barrow COUNTY GEORGIA

Planning and Community Development

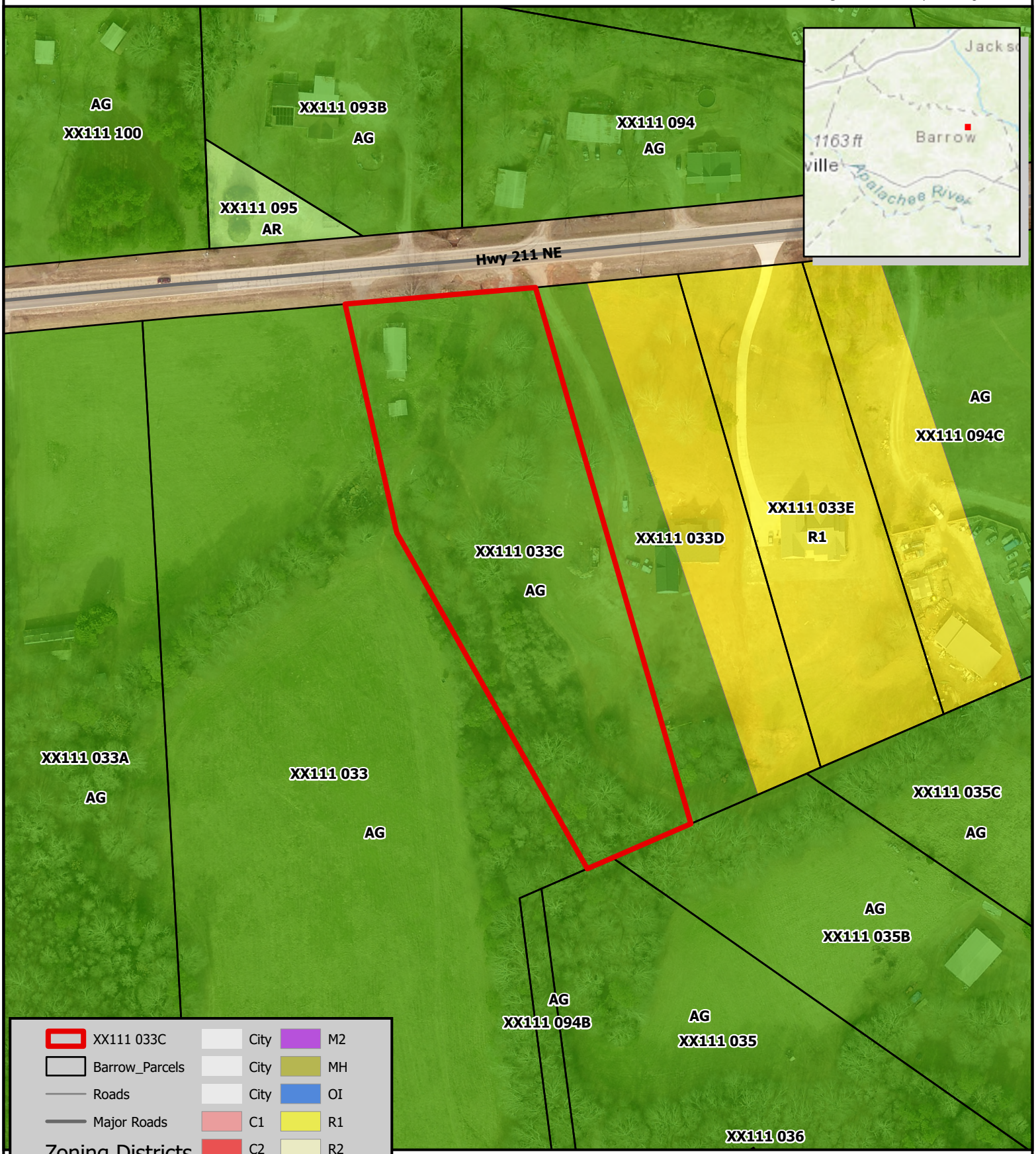


DISCLAIMER
THIS MAP WAS COMPILED BY BARROW COUNTY. THE COUNTY ASSUMES NO RESPONSIBILITY FOR THE LEGAL ACCURACY OF THE INFORMATION CONTAINED HEREIN.

Zoning Map
12/2/2025

BOC 2025-00040

Barrow COUNTY GEORGIA
Planning and Community Development



DISCLAIMER
THIS MAP WAS COMPILED BY BARROW COUNTY. THE COUNTY ASSUMES NO RESPONSIBILITY FOR THE LEGAL ACCURACY OF THE INFORMATION CONTAINED HEREIN.

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(770) 307-3034 • planning@barrowga.org

PLANNING STUDY

BOC2025-00040 (XX111 033C) 1349 Highway 211 NE; Stacy Taylor / Applicant; Family Farm Investments LLC / Owner. Request to rezone ± 5.14 acres from AG (Agriculture) to R-1 (Low Density Single Family Residential) for 2 additional single-family residential lots. Variance request to 89-402 for road frontage on the two new lots.

SUMMARY

Applicant is requesting to rezone a ±5.14-acre parcel from AG (Agriculture) to R-1 (Low Density Single-Family Residential). This R-1 Residential request is supported by the Future Land Use Map. The applicant proposes to subdivide the parcel into three (3) total tracts to allow for the construction of two (2) new single-family homes, with the existing single-family residence remaining on the parent parcel. The property lies entirely within the Large Water Supply Watershed.

Applicant is also requesting a variance to UDC Sec. 89-402 for reduced road frontage for the two newly created lots. Access to the proposed lots will be provided from Highway 211. The acreage of the tracts per the site plan submitted by the applicant may be found are Tract 1 (existing residence) - ±1.8 acres, Tract 2 - ±1.6 acres, Tract 3 - ±1.7 acres.

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PLANNING STUDY

BOC2025-00040 (XX111 033C) 1349 Highway 211 NE; Stacy Taylor / Applicant; Family Farm Investments LLC / Owner. Request to rezone ± 5.14 acres from AG (Agriculture) to R-1 (Low Density Single Family Residential) for 2 additional single-family residential lots. Variance request to 89-402 for road frontage on the two new lots.

DEPARTMENT / AGENCY COMMENTS

Request for comments sent on (12/5/2025)

GDOT – No Comments received as of 1/6/2026

Transportation – Reviewed by Jessica Jackson, Transportation Manager
entrance located on state route

Fire – No Comments Received as of 1/6/2026

Board of Education – No comments received as of 1/6/2026

Water – Reviewed by Dean Garrett
Barrow Utilities water letter provided

Sewer – Reviewed by Dean Garrett
Parcel served by septic

STAFF ANALYSIS

1. **Is the proposed use consistent with the stated purpose of the zoning district that is being requested?**

The proposed rezone to R-1 is consistent with the purpose of the zoning district, which is intended to accommodate low-density single-family residential development.

2. **Is the proposed use suitable in view of the zoning and development of adjacent and nearby property?**

The proposed use is suitable, as surrounding properties consist of agricultural land and single-family residences.

3. **Will the proposed use not adversely affect the existing use or usability of adjacent or nearby property?**

No, the proposed use will not adversely affect surrounding properties.

4. **Is the proposed use compatible with the goals, objectives, purpose, and intent of the Comprehensive Plan?**

The Comprehensive Plan supports low-density residential development within the Rural Reserve character area.

5. **Are there substantial reasons why the property cannot or should not be used as currently zoned?**

The property could remain AG; however, rezoning to R-1 better aligns with existing residential development patterns in the area.

6. **Will the proposed use not cause an excessive or burdensome use of public facilities or services?**

At this time, it is not anticipated that the request will result in an excessive or burdensome use of public facilities or services.

7. **Is the proposed use supported by new or changing conditions not anticipated by the Comprehensive Plan or reflected in the existing zoning?**

The proposed use is supported by continued residential development along Highway 211.

8. **Does the proposed use reflect a reasonable balance between the promotion of the public welfare and the right to unrestricted use of property?**

Yes. The proposed use reflects a reasonable balance between public welfare and private property rights.

VARIANCE STAFF ANALYSIS

1. **Will the variance cause substantial detriment to the public good?**

No, the variance allows the proposed lots to be developed with reduced road frontage while maintaining safe access to Highway 211.

2. **Will the variance be injurious to the use and enjoyment of the environment or of other property in the immediate vicinity?**

No, the proposed lots will access an existing roadway and do not introduce incompatible uses.

3. **Will the variance diminish or impair property values within the surrounding neighborhood?**

No, an accurate response cannot be given unless a property study is completed.

4. **Will the variance impair the purpose and intent of the Development Code?**

No. The purpose of the road frontage requirement is to ensure safe and legal access to lots. Access to the proposed lots should be provided by a recorded access easement, and all other applicable R-1 development standards will be met.

Barrow County
Barrow County Historic Courthouse
30 North Broad Street
Winder, GA 30680

RECORD DETAILS

Plan NO.: ***BOC2025-00040***
Plan Type: **Zoning Action**
Work Classification: **Zoning Action**
Plan Status: **Recommended for Approval with Conditions**
Apply Date: 11/24/2025
Expiration:

Location Address	Parcel Number
1349 211 HWY NE, WINDER, GA 30680	**XX111 033C**

Contacts

FAMILY FARM INVESTMENTS **Property Owner**
[redacted]

FAMILY FARM INVESTMENTS **Business Owner**
[redacted]

FAMILY FARM INVESTMENTS **Applicant**
[redacted]

Description: split / subdivide

Valuation:	**$0.00**
Total Sq Feet:	**0.00**

Fees	Amount
Rezone Individual Lot Split	$500.00
Variance request added to rezone req.	$200.00
Total:	**$700.00**

Payments	Amt Paid
Total Fees	**$700.00**
Credit Card	$700.00
Amount Due:	**$0.00**

Condition Name	Description	Comments

Additional Information

Tax Parcel of Subject Property(s): XX111 033C
Street Address: 1349 HWY 211 NE
Intent for the Subject Property: : SPLIT FOR CHILDREN'S HOME SITE
Is this Residential or Non-Residential?: Residential
Use Type: : Single Family
Is the Proposed Project Served by Sewer or Septic: Sewer
Property Division Type: Minor Subdivision
Is there a Master Plan Development?: No
Requested Zoning: R1
Zoning: AG
Planning Application Types: Rezone - Individual Lot Split, Variance (In combination with other applications)
Which type of condition is being requested?: Change in Condition RZ/SU
Variances to UDC Section: 89-402 NO ROAD FRONTAGE
Special Use Request of UDC Section: SUBDIVIDE FOR RESIDENTAL LOTS FOR FAMILY
Future Land Use: Rural Reserve
Requested Future Land Use: NO

Issued By:

November 24, 2025
Date

AGENDA ITEM NO. VI.b

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Jennifer Lopez, Planning & Community Development
ITEM TYPE:	Public Hearing
AGENDA SECTION:	**Public Hearings**
SUBJECT:	**BOC2025-00041 (XX078 134) 210 Lynn Rd; Tammy and Jonathan Grizzle / Applicant and Owners.** Request for a Change in Conditions to conditions #1 and #3 from case RZ2025-040.

Commission District:
District 2: Kenny Shook

Existing Land Use:
SINGLE FAMILY

Existing Zoning:
R-1

Future Land Use Map Category:
SUBURBAN RESIDENTIAL

Summary:

The applicant is requesting a change in conditions to amend Conditions #1 and #3 of rezoning case RZ 2025-040 approved by the Board of Commissioners on September 9,2025, the rezoning case allowed for the reclassification of ±5.16 acres from AG (Agricultural) to R-1 (Low Density Single-Family Residential), with an associated variance to UDC Sec. 89-403 for lot width. Conditions placed on the original rezoning approval are as follows:

1. All residential dwellings constructed shall have a minimum heated gross floor area of 2,500 square feet.
2. Each residence shall have a sodded front yard and a minimum of 15 feet of sod in both side and rear yards.
3. The primary exterior materials of each residence shall consist of brick, cementitious siding, stucco, or stone.

4. The development shall be limited to a maximum of two (2) lots pending Environmental Health Approval.
5. No development shall occur on Tract 2 in any area where the lot width is less than 100 feet, consistent with the minimum lot width requirement of the R-1 zoning district. The building site shall be limited to the portion of the lot where it widens to at least 100 feet.
6. Any further variance from this ordinance shall require approval from the Zoning Board of Appeals.

Applicants are requesting to change conditions 1 & 3 to allow the house plan that was submitted with the rezoning request.

Condition #1 - The applicant is requesting a change in this condition to allow a minimum heated gross floor area to 1,800 square feet. House plans reflecting an 1,800 square foot dwelling were submitted with the original rezoning application.

Condition #3 - The applicant is requesting to amend this condition to allow vinyl siding as an acceptable exterior building material.

ATTACHMENTS:

PC RECOMMENDATIONS.pdf
STAFF RECOMMENDATION.docx.pdf
SITE PLAN.pdf
LETTER OF INTENT.pdf
PROFFERED CONDITIONS.pdf
AERIAL MAP.pdf
FUTURE LAND USE MAP.pdf
ZONING MAP.pdf
SUMMARY.docx.pdf
DEPT COMMENTS & STAFF ANALYSIS.docx.pdf
APPLICATION.pdf

Planning Commission Recommendation

Planning Commission Public Hearing held on **February 19, 2026**

BOC2025-00041 (XX078 134) 210 Lynn Rd; Tammy and Jonathan Grizzle / Applicant and Owners; Request for a Change in Conditions to conditions #1 and #3 from case RZ 2025-040.

Motion to recommend APPROVAL for the request for a Change in Conditions #1 and #3 from case RZ 2025-040.

Motion made by District 6; Jean Morrow

Motion seconded by District 3; Robert Lanham

Motion PASSED

THE BOARD OF COMMISSIONERS MEETING WILL BE HELD ON March 10, 2026 at 6:00 PM AT THE BARROW COUNTY HISTORIC COURTHOUSE, 30 NORTH BROAD STREET, WINDER, GA 30680; 2ND FLOOR IN THE BOARD ROOM.

STAFF RECOMMENDATION

Staff recommends **APPROVAL** of the request to Change the Conditions of RZ 2025-040. #1 to reduce minimum heated gross floor area of 2,500 square feet to 1,800 heated sq. ft and #3 to allow Vinyl Siding as one of the exterior materials, based on findings that the requested changes are consistent with the underlying R-1 zoning district standards as set forth in the Barrow County Unified Development Code.

All other conditions from original case RZ 2025-040 shall apply.

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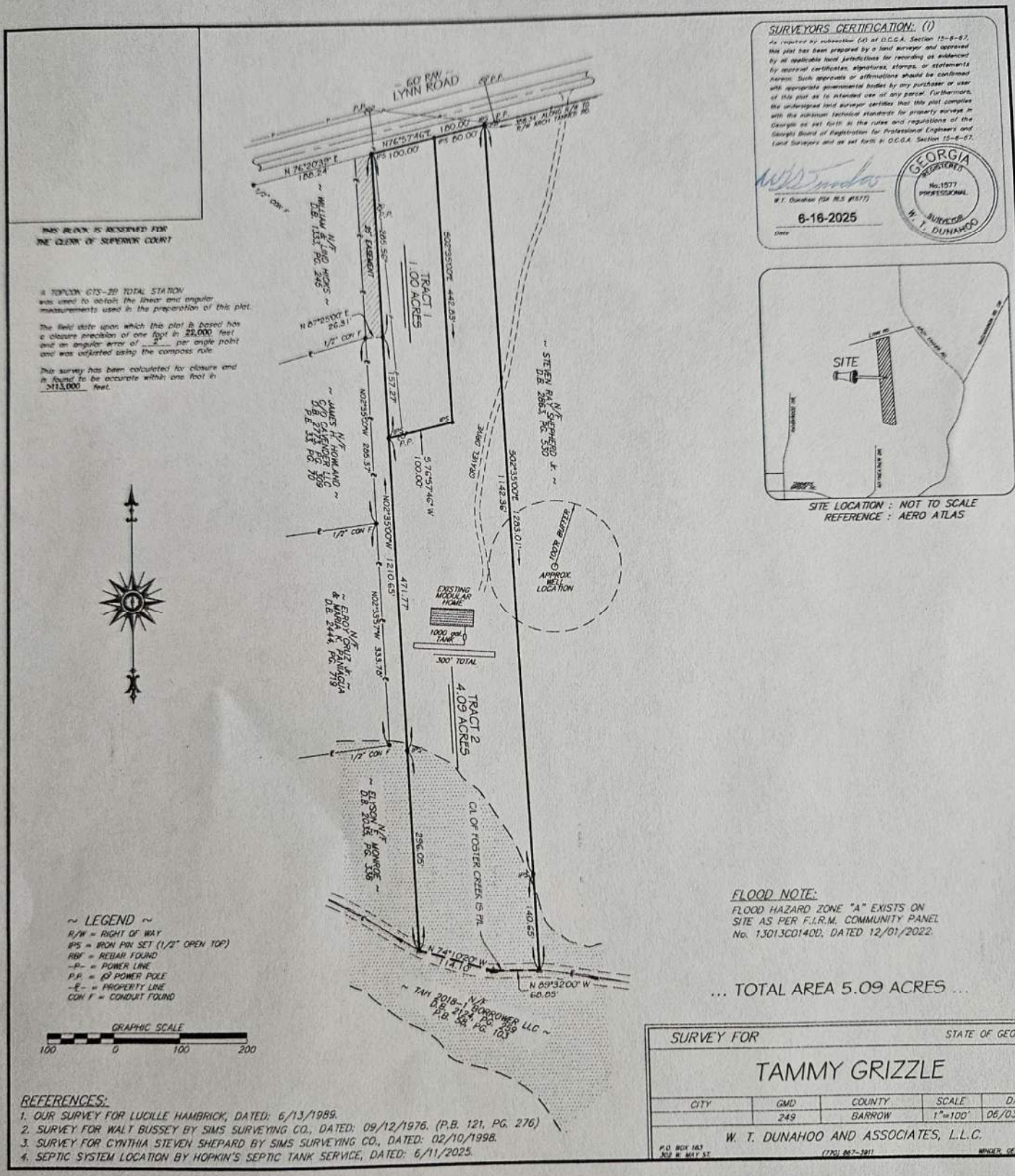
PLANNING STUDY

BOC2025-00041 (XX078 134) 210 Lynn Rd; Tammy and Jonathan Grizzle / Applicant and Owners; Request for a Change in Conditions to conditions #1 and #3 from case RZ 2025-040.

STAFF RECOMMENDATION

Staff recommends **APPROVAL** of the request to Change the Conditions of RZ 2025-040. #1 to reduce minimum heated gross floor area of 2,500 square feet to 1,800 heated sq. ft and #3 to allow Vinyl Siding as one of the exterior materials, based on findings that the requested changes are consistent with the underlying R-1 zoning district standards as set forth in the Barrow County Unified Development Code.

All other conditions from original case RZ 2025-040 shall apply.


SURVEYORS CERTIFICATION: (I)
As required by subsection (d) of O.C.G.A. Section 15-6-67, this plat has been prepared by a land surveyor and approved by all applicable local jurisdictions for recording as evidenced by approval certificates, signatures, stamps, or statements hereon. Such approvals or affirmations should be confirmed with appropriate governmental bodies by any purchaser or user of this plat as to intended use of any parcel. Furthermore, the undersigned land surveyor certifies that this plat complies with the minimum technical standards for property surveys in Georgia as set forth in the rules and regulations of the Georgia Board of Registration for Professional Engineers and Land Surveyors and as set forth in O.C.G.A. Section 15-6-67.
W.T. Dunahoo (GA RLS #1577)
6-16-2025
Date
GEORGIA REGISTERED No.1577 PROFESSIONAL SURVEYOR W. T. DUNAHOO
THIS BLOCK IS RESERVED FOR THE CLERK OF SUPERIOR COURT
A TOPCON GTS-229 TOTAL STATION was used to obtain the linear and angular measurements used in the preperation of this plat.
The field data upon which this plat is based has a closure precision of one foot in 22,000 feet and an angular error of 2 per angle point and was adjusted using the compass rule.
This survey has been calculated for closure and is found to be accurate within one foot in >113,000 feet.
~ 60 R/W ~ LYNN ROAD
N 76°57'46"E 100.00'
N 76°20'39" E 188.24'
IPS 100.00'
IPS 60.00'
~ WILLIAM & LINDA HICKS ~ D.B. 1351, PG. 245
25' EASEMENT
TRACT 1 1.00 ACRES
S02°35'00"E 442.59'
N 07°25'00" E 26.91'
1/2" CON F
157.27'
IPS
P.C.
~ JAMES H. HOWLAND C/O CATHER & SONS D.B. E 33, PG. 370
N02°35'00"W 205.37'
S 76°57'46" W 100.00'
1/2" CON F
N02°35'00"W 1210.65'
471.77'
~ EDDY N.F. ORTIZ JR. & ERIKA K. PANAGUA D.B. 2444, PG. 719
N02°35'00"W 339.78'
EXISTING MODULAR HOME
1000 gal TANK
300' TOTAL
TRACT 2 4.09 ACRES
1/2" CON F
~ ELLISON N.F. MONROE D.B. 2015, PG. 336 ~
296.05'
CL OF FOSTER CREEK IS PIL
140.65'
N 74°10'20" W 14.10'
N 89°32'00" W 60.65'
~ TAH 2018-1 N.F. BORROWER LLC ~ D.B. 2124, PG. 259 P.B. 124, PG. 163
~ STEVEN RAY SHEPARD JR. ~ D.B. 2064, PG. 530
S02°35'00"E 1233.01'
1142.36'
24480 SQ FT
100' BUFFER
APPROX. WELL LOCATION
SITE
SITE LOCATION : NOT TO SCALE
REFERENCE : AERO ATLAS
~ LEGEND ~
R/W = RIGHT OF WAY
IPS = IRON PIN SET (1/2" OPEN TOP)
RBF = REBAR FOUND
-P- = POWER LINE
P.P. = POWER POLE
-ℓ- = PROPERTY LINE
CON F = CONDUIT FOUND
GRAPHIC SCALE
100 0 100 200
FLOOD NOTE:
FLOOD HAZARD ZONE "A" EXISTS ON SITE AS PER F.I.R.M. COMMUNITY PANEL No. 13013C0140D, DATED 12/01/2022.
... TOTAL AREA 5.09 ACRES ...
REFERENCES:
1. OUR SURVEY FOR LUCILLE HAMBRICK, DATED: 6/13/1989.
2. SURVEY FOR WALT BUSSEY BY SIMS SURVEYING CO., DATED: 09/12/1976. (P.B. 121, PG. 276)
3. SURVEY FOR CYNTHIA STEVEN SHEPARD BY SIMS SURVEYING CO., DATED: 02/10/1998.
4. SEPTIC SYSTEM LOCATION BY HOPKIN'S SEPTIC TANK SERVICE, DATED: 6/11/2025.
SURVEY FOR
STATE OF GEORGIA
TAMMY GRIZZLE
CITY | GMD | COUNTY | SCALE | DATE
249 | BARROW | 1"=100' | 06/03/2025
W. T. DUNAHOO AND ASSOCIATES, L.L.C.
P.O. BOX 163 303 N. MAY ST.
(770) 867-3911
WINDER, GEORGIA

It is the intent of the owners of (XX078 134) 210 Lynn Rd Bethlehem, Ga currently zoned AG to be divided into two separate tracks for residential use. Proposed zoning is R1 for new 1 acre lot. On the new 1 acre lot a house will be built in accordance with R1 standards in reference to minimum heated space as needed.

Current property is 5.16ac.

After divided XX078 134A will be 4.16ac and XX078B will be 1 ac. With Variance request to UDC Section 89-403 for lot width.

This update is to request a change of conditions for the previous case Approved by the Board of Commissioners. The request is as follows:

1. All residential dwellings constructed shall have a minimum of heated gross floor area of 2,500 square feet.

*Change requested: All residential dwellings constructed shall have a minimum of heated gross floor area of 1,850 square feet.

The floor plan for the new home was submitted with the original application for the rezone. The home floor plan is 1,894 square feet. Unsure how this got overlooked.

3. The primary exterior materials of each residence shall consist of brick, cementitious siding, stucco, or stone.

*Change requested: The primary exterior materials of each residence shall consist of Vinyl siding.

This was also added into the original application for the rezone.

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30 N. Broad St. Winder, GA 30680
(770) 307-3021
www.barrowcountyplanning.org

PROFFERED CONDITIONS

As part of an application for any zoning action, a property owner may proffer, in writing, proposed conditions to apply and be part of the rezoning being requested by the applicant. Proffered conditions may include written statements, development plans, profiles, elevations, or other demonstrative materials.

Please list any written proffered conditions below:

1,800 square feet ~~home~~ home with Vinyl Siding.

Any development plans, profiles, elevations, or other demonstrative materials presented as proffered conditions shall be referenced below and attached to this application:

I do hereby submit these proffered conditions as an attachment to my application and request that they be considered along with same.

Applicant's Signature: Tammy Grizzle

Applicant's Name: Tammy Grizzle Date: 12/9/25

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 9 DAY OF DEC, 2025.

NOTARY PUBLIC
My Commission Expires: 10/02/29

MARK R SWINNIE
NOTARY PUBLIC
BARROW COUNTY
GEORGIA
EXPIRES
OCTOBER 2, 2029

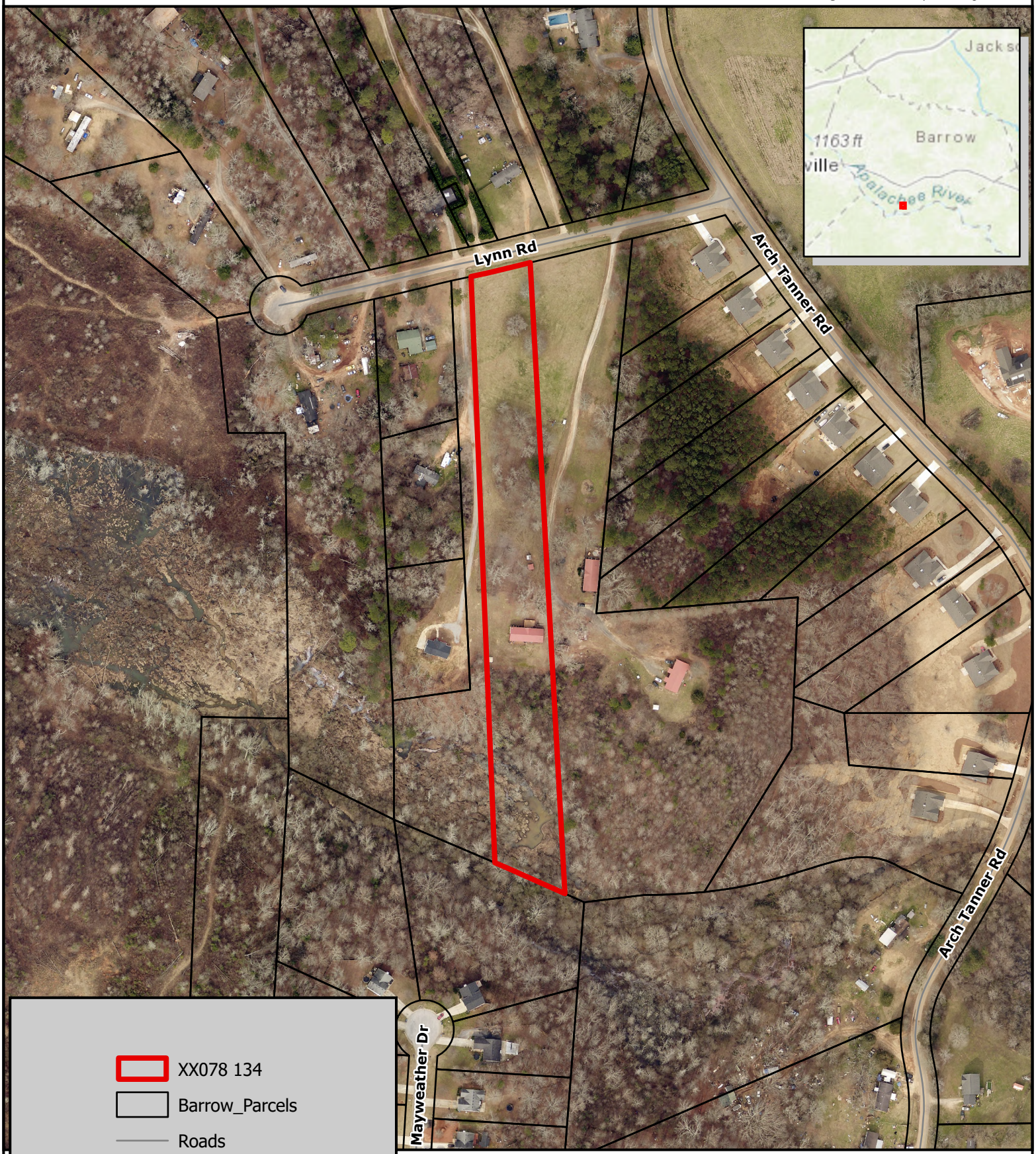
Aerial Map

1/7/2026

BOC 2025-00041

Barrow COUNTY GEORGIA

Planning and Community Development



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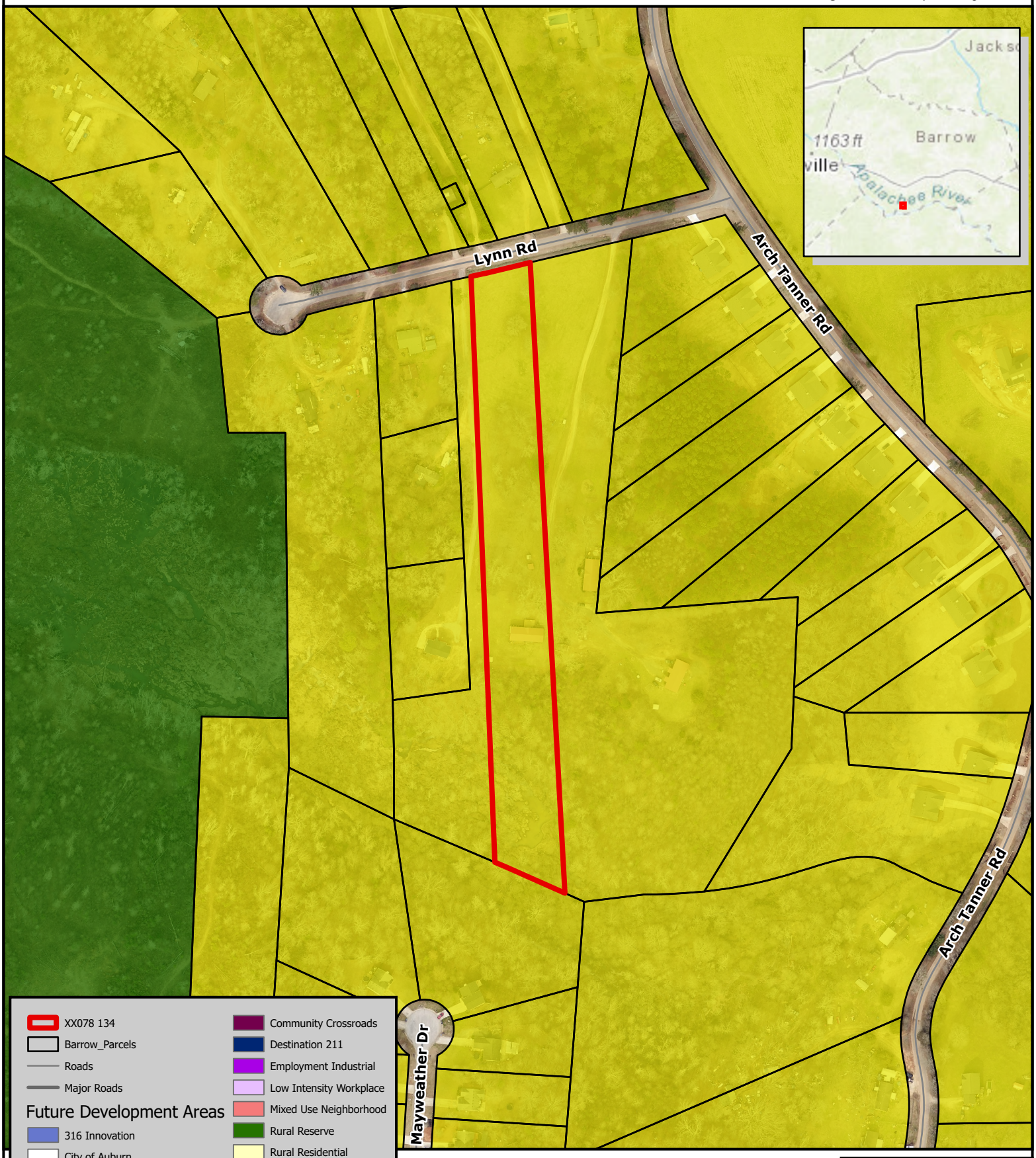
Future Development Map

1/7/2026

BOC 2025-00041

Barrow COUNTY GEORGIA

Planning and Community Development

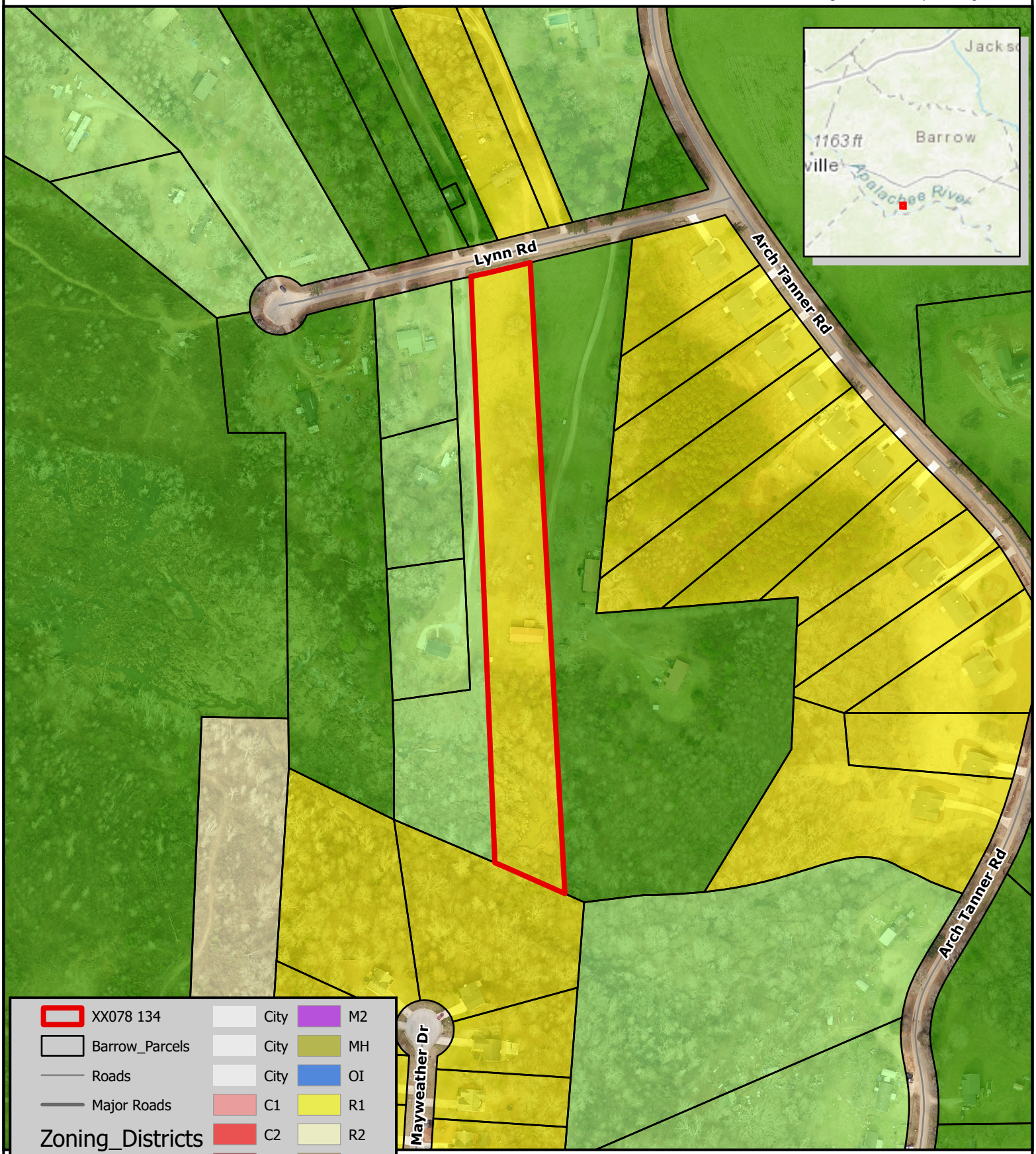


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Zoning Map
1/7/2026

BOC 2025-00041

Barrow COUNTY GEORGIA
Planning and Community Development



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PLANNING STUDY

BOC2025-00041 (XX078 134) 210 Lynn Rd; Tammy and Jonathan Grizzle / Applicant and Owners; Request for a Change in Conditions to conditions #1 and #3 from case RZ 2025-040.

SUMMARY

The applicant is requesting a change in conditions to amend Conditions #1 and #3 of rezoning case RZ 2025-040 approved by the Board of Commissioners on September 9,2025, the rezoning case allowed for the reclassification of ±5.16 acres from AG (Agricultural) to R-1 (Low Density Single-Family Residential), with an associated variance to UDC Sec. 89-403 for lot width. Conditions placed on the original rezoning approval are as follows:

1. All residential dwellings constructed shall have a minimum heated gross floor area of 2,500 square feet.
2. Each residence shall have a sodded front yard and a minimum of 15 feet of sod in both side and rear yards.
3. The primary exterior materials of each residence shall consist of brick, cementitious siding, stucco, or stone.
4. The development shall be limited to a maximum of two (2) lots pending Environmental Health Approval.
5. No development shall occur on Tract 2 in any area where the lot width is less than 100 feet, consistent with the minimum lot width requirement of the R-1 zoning district. The building site shall be limited to the portion of the lot where it widens to at least 100 feet.
6. Any further variance from this ordinance shall require approval from the Zoning Board of Appeals.

Applicants are requesting to change conditions 1 & 3 to allow the house plan that was submitted with the rezoning request.

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Condition #1 - The applicant is requesting a change in this condition to allow a minimum heated gross floor area to 1,800 square feet. House plans reflecting an 1,800 square foot dwelling were submitted with the original rezoning application.

Condition #3 - The applicant is requesting to amend this condition to allow vinyl siding as an acceptable exterior building material.

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PLANNING STUDY

BOC2025-00041 (XX078 134) 210 Lynn Rd; Tammy and Jonathan Grizzle / Applicant and Owners; Request for a Change in Conditions to conditions #1 and #3 from case RZ 2025-040.

DEPARTMENT / AGENCY COMMENTS

Request for comments sent on (1/6/2026)

GDOT – No Comments Received as of 2/10/2026

Transportation – No Comments Received as of 2/10/2026

Fire – No Comments Received as of 2/10/2026

Board of Education – No Comments Received as of 2/10/2026

STAFF ANALYSIS

1. **Is the proposed use consistent with the stated purpose of the zoning district that is being requested?**

Yes. The underlying zoning district is R-1 (Low Density Single-Family Residential). The Unified Development Code permits single-family detached dwellings with a minimum heated floor area of **1,800 square feet**. Amending Condition #1 to allow a minimum heated gross floor area of 1,800 square feet is consistent with the base standards of the R-1 zoning district.

2. **Is the proposed use suitable in view of the zoning and development of adjacent and nearby property?**

Yes. The surrounding area consists of single-family residential development with similar lot sizes and housing types. Allowing homes that meet the minimum R-1 standards does not introduce an incompatible use or development pattern.

3. **Will the proposed use not adversely affect the existing use or usability of adjacent or nearby property?**

Yes. The requested changes do not increase density, alter lot configuration, or change the approved residential use. Reducing the minimum heated floor area and allowing vinyl siding are not anticipated to adversely affect adjacent properties.

4. **Is the proposed use compatible with the goals, objectives, purpose, and intent of the Comprehensive Plan?**

Yes. The Comprehensive Plan supports low-density single-family residential development in areas designated for such use. Homes constructed in compliance with R-1 standards remain consistent with this intent.

5. **Are there substantial reasons why the property cannot or should not be used as currently zoned?**

The requested change in conditions does not alter the zoning classification,

6. **Will the proposed uses not cause an excessive or burdensome use of public facilities or services, including but not limited to streets, schools, water or sewer facilities, and fire protection?**

No additional burden on public facilities or services is anticipated. The number of residential units remains unchanged, and no increase in intensity is proposed.

7. **Is the proposed use supported by new or changing conditions not anticipated by the Comprehensive Plan or reflected in the existing zoning on the property of surrounding properties?**

The request does not rely on new or changing conditions but instead seeks alignment with the minimum development standards already permitted by the Unified Development Code for the R-1 zoning district.

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8. **Does the proposed use reflect a reasonable balance between the promotions of the public health, safety, morality, or general welfare and the right to unrestricted use of property?**

Yes. Allowing development consistent with the base R-1 standards provides reasonable use of the property while maintaining compliance with adopted zoning regulations and development expectations.

Barrow County
Barrow County Historic Courthouse
30 North Broad Street
Winder, GA 30680

RECORD DETAILS

Plan NO.: ***BOC2025-00041***
Plan Type: **Zoning Action**
Work Classification: **Zoning Action**
Plan Status: **In Review**

Apply Date: 12/09/2025

Expiration:

Location Address	Parcel Number
210 LYNN RD, BETHLEHEM, GA 30620	**XX078 134**

Contacts

Tammy Grizzle — **Property Owner**	Tammy Grizzle — **Applicant**
[redacted]	[redacted]

Description: The change of conditions requested are for as follows:

1. All residential dwellings constructed shall have a minimum heated gross floor area of 2,500 square feet.
Change requested: Minimum heated gross floor area of 1,800 square feet.
The floor plan was submitted with the original application.

4. The primary exterior materials of each residence shall consist of brick, cementitious siding, stucco, or stone.
Change requested: Exterior materials consist of vinyl siding.

Valuation:	**$0.00**
Total Sq Feet:	**0.00**

Fees	Amount
Total:	

Payments	Amt Paid
Total Fees	
Amount Due:	

Condition Name	Description	Comments

Additional Information

Tax Parcel of Subject Property(s): XX078 134
Intent for the Subject Property: : The intent for (XX078 134) 210 Lynn Rd is to build a single family residence on the 1 acre tract that was subdivided from the original 5.16 acre tract.
Is this Residential or Non-Residential?: Residential
Use Type: : Single Family
Is the Proposed Project Served by Sewer or Septic: Septic
Subdivision Name: LYNN ACRES
Planning Application Types: Change In Conditions
Reason for changing conditions: The change of conditions requested are for as follows: 1. All residential dwellings constructed shall have a minimum heated gross floor area of 2,500 square feet. Change requested: Minimum heated gross floor area of 1,800 square feet. The floor plan was submitted with the original application. 4. The primary exterior materials of each residence shall consist of brick, cementitious siding, stucco, or stone. Change requested: Exterior materials consist of vinyl siding. House plans for a 1,800 square feet home were submitted with the original rezone application.
Which type of condition is being requested?: Change in Condition Individual Residential Lot
Variances to UDC Section: UDC Section 89-403

Issued By:

December 09, 2025
Date

AGENDA ITEM NO. VI.c

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Jennifer Lopez, Planning & Community Development
ITEM TYPE:	Public Hearing
AGENDA SECTION:	**Public Hearings**
SUBJECT:	**BOC2025-00043 (XX103 010) 826 James Jackson Rd; William Brantley / Applicant; Joyce Coles / Owner.** Request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision.

Commission District:
District 2: Kenny Shook

Existing Land Use:
SINGLE-FAMILY HOME

Existing Zoning:
AG (AGRICULTURAL)

Future Land Use Map Category:
RURAL RESERVE

Summary:

The applicant is requesting to rezone approximately ±90.24 acres of a ±136.68-acre tract from AG (Agricultural) to R-1 (Low Density Single-Family Residential) to allow the development of a major residential subdivision. The remaining ±46.44 acres of the parent tract would retain AG (Agricultural) zoning.

The subject property is currently developed with a single-family residence and is designated Rural Reserve on the Barrow County Future Land Use Map. The property contains areas of FEMA-mapped floodplain classified as Flood Zone “A”, located primarily along the rear portion of the site. Development within these areas will be subject to applicable floodplain regulations of the Barrow County Unified Development Code.

ATTACHMENTS:

PC RECOMMENDATIONS.docx.pdf
STAFF RECOMMENDATION.docx.pdf
Letter of Opposition rcv'd 2-17-26.pdf
SITE PLAN.pdf
LETTER OF INTENT.pdf
Hannah ELEVATIONS pdf_v1.pdf
Sarah ELEVATIONS pdf_v1.pdf
PROFFERED CONDITIONS.pdf
AERIAL MAP.pdf
FUTURE LAND USE MAP.pdf
ZONING MAP.pdf
SUMMARY.docx.pdf
DEPT COMMENTS & STAFF ANALYSIS.docx.pdf
APPLICATION.pdf

Planning Commission Recommendation

Planning Commission Public Hearing held on **February 19, 2026**

BOC2025-00043 (XX103 010) 826 James Jackson Rd; William Brantley / Applicant; Joyce Coles / Owner; Request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision.

Motion to recommend APPROVAL of the request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision with staff recommendations and to include condition #7.

1. The exterior of any and all residential units constructed on the property shall consist of brick, stone, stucco, or fiber-cement siding, or any combination thereof.
2. Sod and landscaping shall be installed and maintained in the disturbed areas of all front yards and fifteen (15) feet of side yards.
3. The side setback for Lot 1 shall be 100' ft from Pleasant Hill Church Rd NE.
4. Lot 1 as shown in Exhibit "A" shall have a 10' no access screening buffer along Pleasant Hill Church Rd NE. The screen buffer shall, at a minimum, include evergreen trees suitable to local growing conditions. This will provide an opaque visual screen of the yards of individual lots during all seasons of the year, and which are a minimum of six feet in height upon planting.
5. Any portion of James Jackson Road that will be absorbed by the subdivision will have to be formally abandoned.
6. If an entrance or access will be provided from James Jackson Rd, no driveways will be permitted off of James Jackson unless the road is improved to county road standards.
7. Install a 20' landscape buffer running the property lines for lots 69, 70, 71 and 72.

Motion made by District 1; Joe Vann

Motion seconded by District 6; Jean Morrow

Motion PASSED

THE BOARD OF COMMISSIONERS MEETING WILL BE HELD ON March 10, 2026 at 6:00 PM AT THE BARROW COUNTY HISTORIC COURTHOUSE, 30 NORTH BROAD STREET, WINDER, GA 30680; 2ND FLOOR IN THE BOARD ROOM.

STAFF RECOMMENDATION

Staff recommends **APPROVAL** of the request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision.
Such approvals shall be accompanied by the following conditions:

1. The exterior of any and all residential units constructed on the property shall consist of brick, stone, stucco, or fiber-cement siding, or any combination thereof.
2. Sod and landscaping shall be installed and maintained in the disturbed areas of all front yards and fifteen (15) feet of side yards.
3. The side setback for Lot 1 shall be 100' ft from Pleasant Hill Church Rd NE.
4. Lot 1 as shown in Exhibit "A" shall have a 10' no access screening buffer along Pleasant Hill Church Rd NE. The screen buffer shall, at a minimum, include evergreen trees suitable to local growing conditions. This will provide an opaque visual screen of the yards of individual lots during all seasons of the year, and which are a minimum of six feet in height upon planting.
5. Any portion of James Jackson Road that will be absorbed by the subdivision will have to be formally abandoned.
6. If an entrance or access will be provided from James Jackson Rd, no driveways will be permitted off of James Jackson unless the road is improved to county road standards.

Planning & Community Development • 30 N. Broad St., Winder, GA 30680
(770) 307-3000 • planning@barrowga.org

PLANNING STUDY

BOC2025-00043 (XX103 010) 826 James Jackson Rd; William Brantley / Applicant; Joyce Coles / Owner; Request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision.

STAFF RECOMMENDATION

Staff recommends **APPROVAL** of the request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision.

Such approvals shall be accompanied by the following conditions:

1. The exterior of any and all residential units constructed on the property shall consist of brick, stone, stucco, or fiber-cement siding, or any combination thereof.
2. Sod and landscaping shall be installed and maintained in the disturbed areas of all front yards and fifteen (15) feet of side yards.
3. The side setback for Lot 1 shall be 100' ft from Pleasant Hill Church Rd NE.
4. Lot 1 as shown in Exhibit "A" shall have a 10' no access screening buffer along Pleasant Hill Church Rd NE. The screen buffer shall, at a minimum, include evergreen trees suitable to local growing conditions. This will provide an opaque visual screen of the yards of individual lots during all seasons of the year, and which are a minimum of six feet in height upon planting.
5. Any portion of James Jackson Road that will be absorbed by the subdivision will have to be formally abandoned.
6. If an entrance or access will be provided from James Jackson Rd, no driveways will be permitted off of James Jackson unless the road is improved to county road standards.

To: Barrow County Planning Commission

Barrow County Board of Commissioners

RE: BOC 2025 – 00043 (Rezone 90.24 AC from AG to R-1)

From: Mrs. C.R. Oliver

Date: February 15, 2026

This is my formal objection to the above-mentioned rezoning request for a R1Conventional subdivision as it is currently proposed referenced at 826 James Jackson Rd., Winder ,Ga.

As we have lived at [redacted] since 1979, we have had decades of first-hand knowledge of the water run-off patterns for, not only our yard, but also for the adjoining properties. Looking at the developer's drawing, I notice that lots 69 and 70 would directly be affected by water run-off from the adjoining land grade. This area in particular has experienced significant flooding in past years and would not be suitable for building lots. Please consider removing these building lots from development as you move through the rezoning decisions.

(As a side note, since it is raining hard today, I took pictures of the rain's run-off pattern, which exactly matches the above concern ...water flowing exactly towards Lots 69 and 70.)

I would also request a tree buffer be installed, as part of the development, at the property line for lots 69, 70, 71 and 72 to minimize noise and privacy, for both the development as well as for our property.

This subdivision will forever change the current peaceful nature of the area, so any suggestions for minimizing the impact to the adjoining properties would be much appreciated.

I do appreciate the developers setting aside acres to remain AG zoning...because of an existing pond and creek.

As the planning and zoning process continues, please keep these concerns in mind so as to adjust the subdivision plans to incorporate the concerns of the long-time owners of the adjoining properties.

Thank you,

Mrs. C.R. Oliver

R1 CONVENTIONAL SUBDIVISION

826 JAMES JACKSON RD

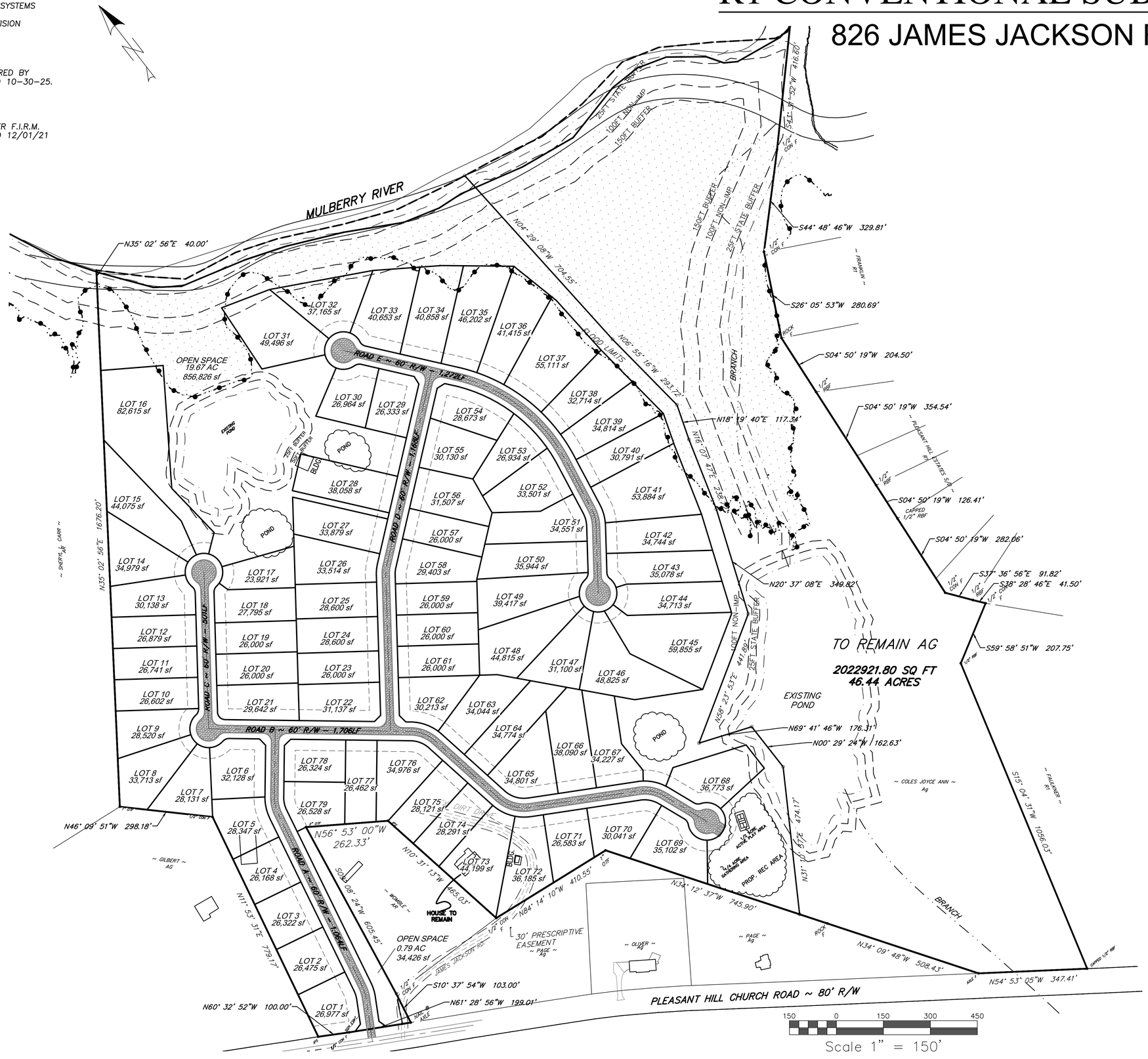
GENERAL NOTES
- –DOMESTIC WATER SUPPLY TO BE BCWSA.
- –SANITARY SEWER TO BE INDIVIDUAL SEPTIC SYSTEMS
- –CURRENT ZONING: AG
- –TO BE REZONED: R1 CONVENTIONAL SUBDIVISION
- –MIMIMUM LOT WIDTH 100FT
- –(NEW COUNTY ROW): ~5,711 LF

BOUNDARY SURVEY
- –BOUNDARY REFERENCED FROM PLAT PREPARED BY WT DUNAHOO for JOYCE ANN COLES DATED 10–30–25.
- –SOURCE OF DATUM IS MEAN SEA LEVEL

FLOOD NOTE:
FLOOD HAZARD AREA EXISTS ON SITE AS PER F.I.R.M. COMMUNITY PANEL No. 13013C0075D, DATED 12/01/21

BUILDING SETBACKS R1:
FRONT: 35' FROM R/W OF ROADS
SIDE: 15' FROM PROPERTY LINES
REAR: 40' FROM PROPERTY LINES

PARCELS XX103 010
- –TO BE REZONED TO R1 CONVENTIONAL
- –DENSITY TO BE 1UNIT/AC
- –TOTAL SITE AREA IS 90.24 AC
- –MIN. 20% OPEN SPACE REQUIRED
- –20.46AC OF OPEN SPACE SHOWN
- –FUTURE LANDUSE IS RURAL RESIDENTIAL
- –NO OVERLAY / NO WATER CRITICAL AREA



DATE:	REVISION:

ALL MATERIAL, CONSTRUCTION, AND WORKMANSHIP ON THIS PROJECT SHALL BE IN STRICT ACCORDANCE WITH THE APPROPRIATE LOCAL SPECIFICATIONS AND REQUIREMENTS AND SHALL BE SUBJECT TO INSPECTION BY LOCAL AUTHORITIES.
THE CONTRACTOR SHALL BE RESPONSIBLE FOR NOTIFYING ALL UTILITY OWNERS, DETERMINING THE LOCATION OF ALL EXISTING UNDERGROUND UTILITIES, INCLUDING ALL THOSE NOT SHOWN ON THE PLANS, PRIOR TO CONSTRUCTION AND SHALL BE LIABLE FOR ANY DAMAGE TO EXISTING UTILITIES.
THE DESIGNER DISCLAIMS ANY RESPONSIBILITY FOR DESIGN CHANGES MADE BY OTHERS.
THE CONTRACTOR SHALL CALL THE UTILITIES PROTECTION CENTER THREE WORKING DAYS BEFORE DIGGING. IN METRO ATLANTA DIAL 404/525-5000. THROUGHOUT GEORGIA DIAL 800/282-7411.

26 EAST ATHENS STREET
Sullins Engineering,LLC
CONTACT: MATTHEW SULLINS
CIVIL ENGINEERS ~ LAND PLANNERS

REZONE CONCEPT PLAN FOR:

PLEASANT HILL CHURCH RD NE

LOCATED IN:
PARCEL: XX103 010 GMD: 1742
BARROW COUNTY, GEORGIA

GEORGIA REGISTERED No. 34443 PROFESSIONAL ENGINEER MATTHEW W. SULLINS

DATE	JOB #
12/4/2025	3575

SHEET 1

Sarahplace, LLC

[redacted]

January 7, 2026

Barrow County Georgia
Planning & Zoning
Attn: Dhwani Patel
30 N Broad Street
Winder, Georgia 30680

In RE: Letter of Intent—Rezone From AG to R-1
826 James Jackson Rd

Dear Ms. Patel,

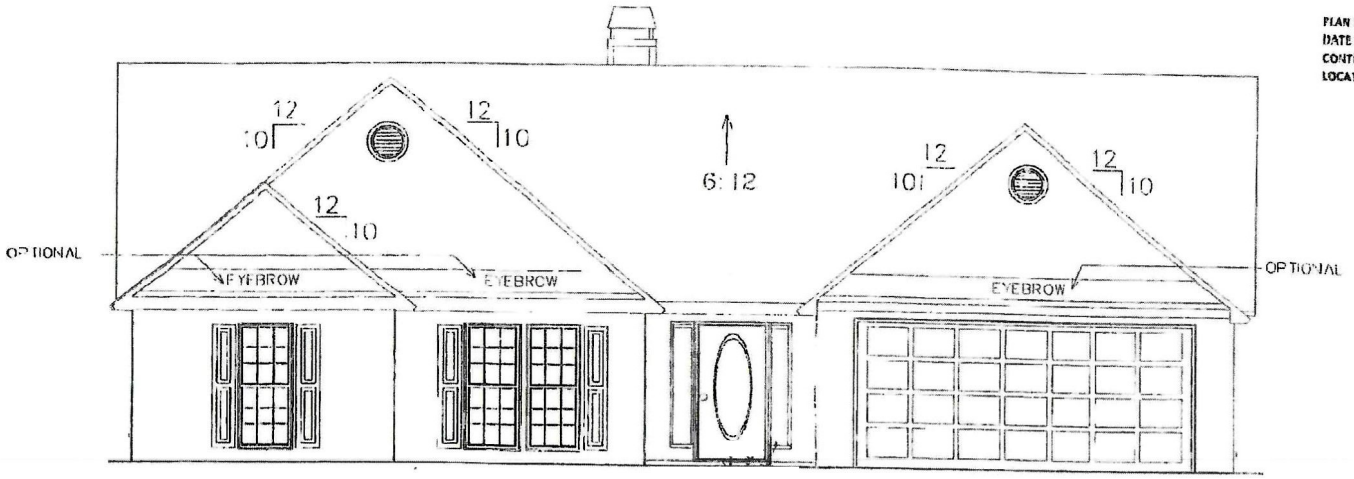
Please accept this letter as our intent to rezone 90.24 acres from AG to R-1 located On 826 James Jackson Road, Winder, Georgia 30680. The purpose of this rezone is to construct detached single-family homes.

Should you have any questions or concerns, please contact Michael Carter [redacted]

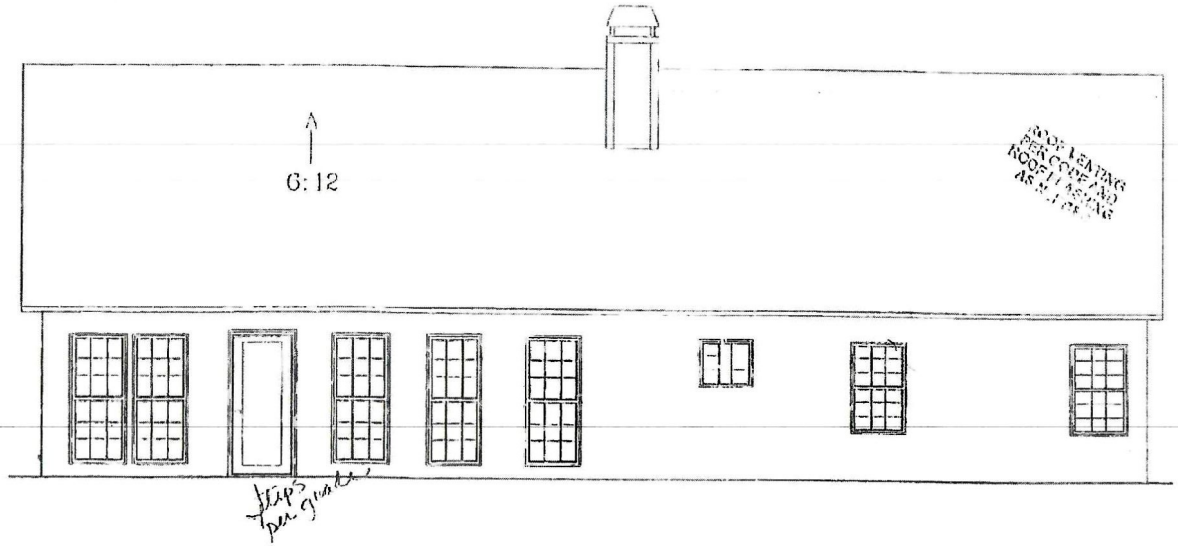
Sincerely,

Saraplace, LLC

PLAN REVIEW # 20110629
DATE RECD 2/21/11
CONTRACTOR John Fair
LOCATION 517 Capstan, Hay Bangroo



FRONT VIEW
1/4" = 1'-0"



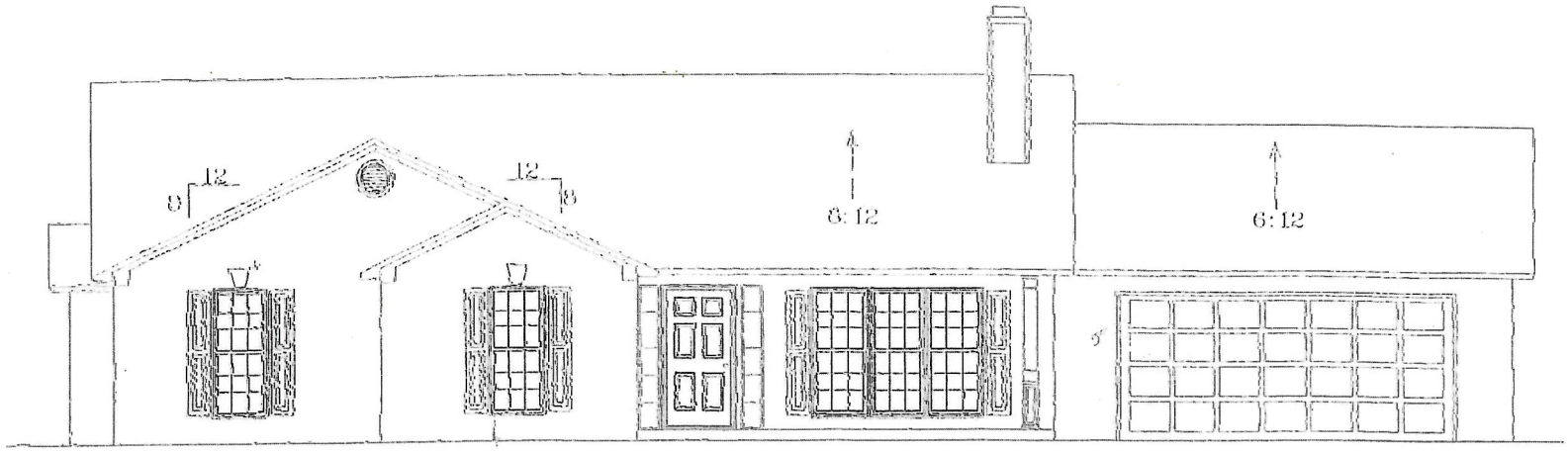
REAR VIEW
1/4" = 1'-0"

THE HANNAH

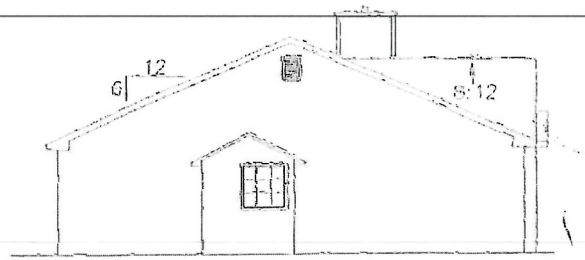
ELEVATION PLAN

REVISIONS	BY

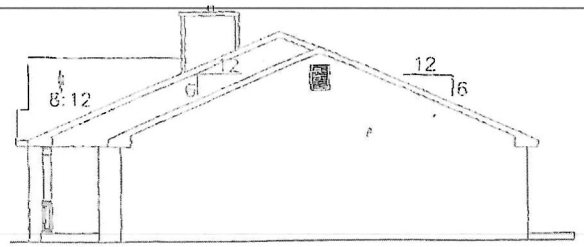
Date 02/08/11
Scale AS NOTED
Drawn JPF
Job
Sheet A1
Of Sheets



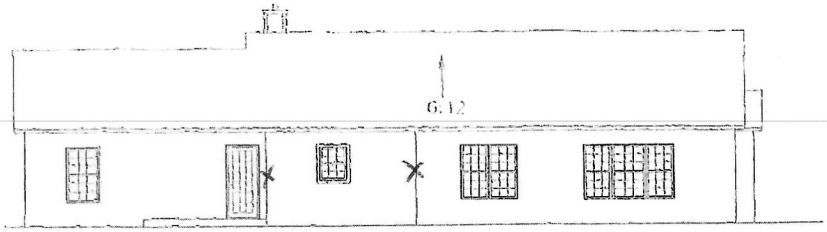
FRONT ELEVATION
1/4" = 1'-0"



LEFT ELEVATION
1/8" = 1'-0"



RIGHT ELEVATION
1/8" = 1'-0"



REAR ELEVATION
1/8" = 1'-0"

REVISIONS BY

ELEVATIONS - 4th BEDROOM
(NO BONUS PLAN)

THE SARAH

COPY

STAR HOME BUILDERS

DATE: 8/13/03
SCALE AS NOTED
DRAWN BY
JOB:
SHEET
A1
OF SHEETS

Planning & Community Development
30 N. Broad St. Winder, GA 30680
(770) 307-3021
www.barrowcountyplanning.org

PROFFERED CONDITIONS

As part of an application for any zoning action, a property owner may proffer, in writing, proposed conditions to apply and be part of the rezoning being requested by the applicant. Proffered conditions may include written statements, development plans, profiles, elevations, or other demonstrative materials.

Please list any written proffered conditions below:

None

Any development plans, profiles, elevations, or other demonstrative materials presented as proffered conditions shall be referenced below and attached to this application:

None

I do hereby submit these proffered conditions as an attachment to my application and request that they be considered along with same.

Applicant's Signature: W. Bentley

Applicant's Name: Sarahplace, LLC Date: 11/20/2025

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 20 DAY OF November, 2025.

NOTARY PUBLIC
My Commission Expires: 11/1/26

MICHELLE H KAYE NOTARY PUBLIC MADISON COUNTY, GA Comm. Exp. 11/01/26

Aerial Map

1/7/2026

BOC 2025-00043

Barrow COUNTY GEORGIA

Planning and Community Development



0 250 500

Feet

1:6,130

N W E S

DISCLAIMER
THIS MAP WAS COMPILED BY BARROW COUNTY. THE COUNTY ASSUMES NO RESPONSIBILITY FOR THE LEGAL ACCURACY OF THE INFORMATION CONTAINED HEREIN.

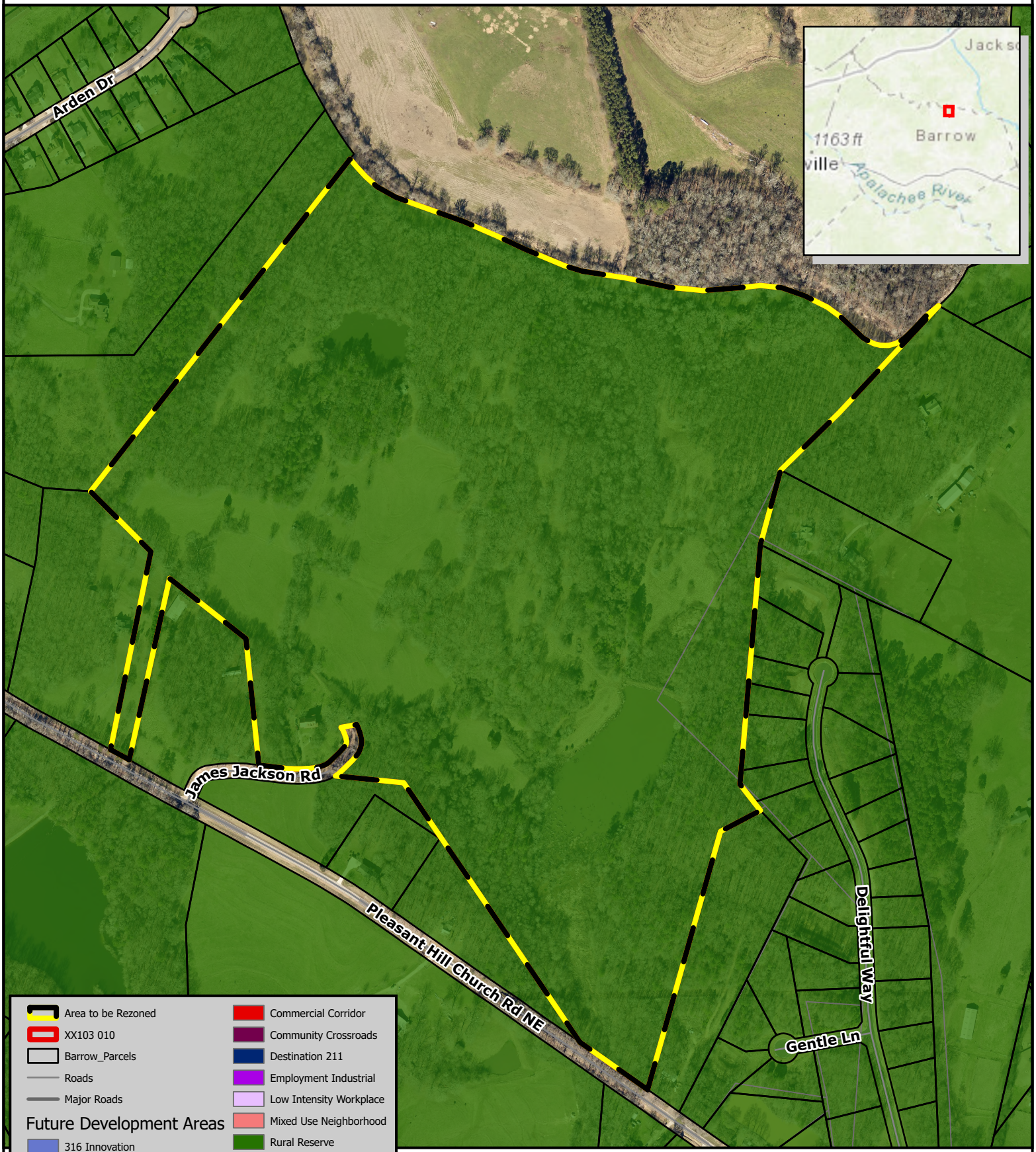
Future Land Use Map

1/7/2026

BOC 2025-00043

Barrow COUNTY GEORGIA

Planning and Community Development



0 250 500

Feet

1:6,130

N W E S

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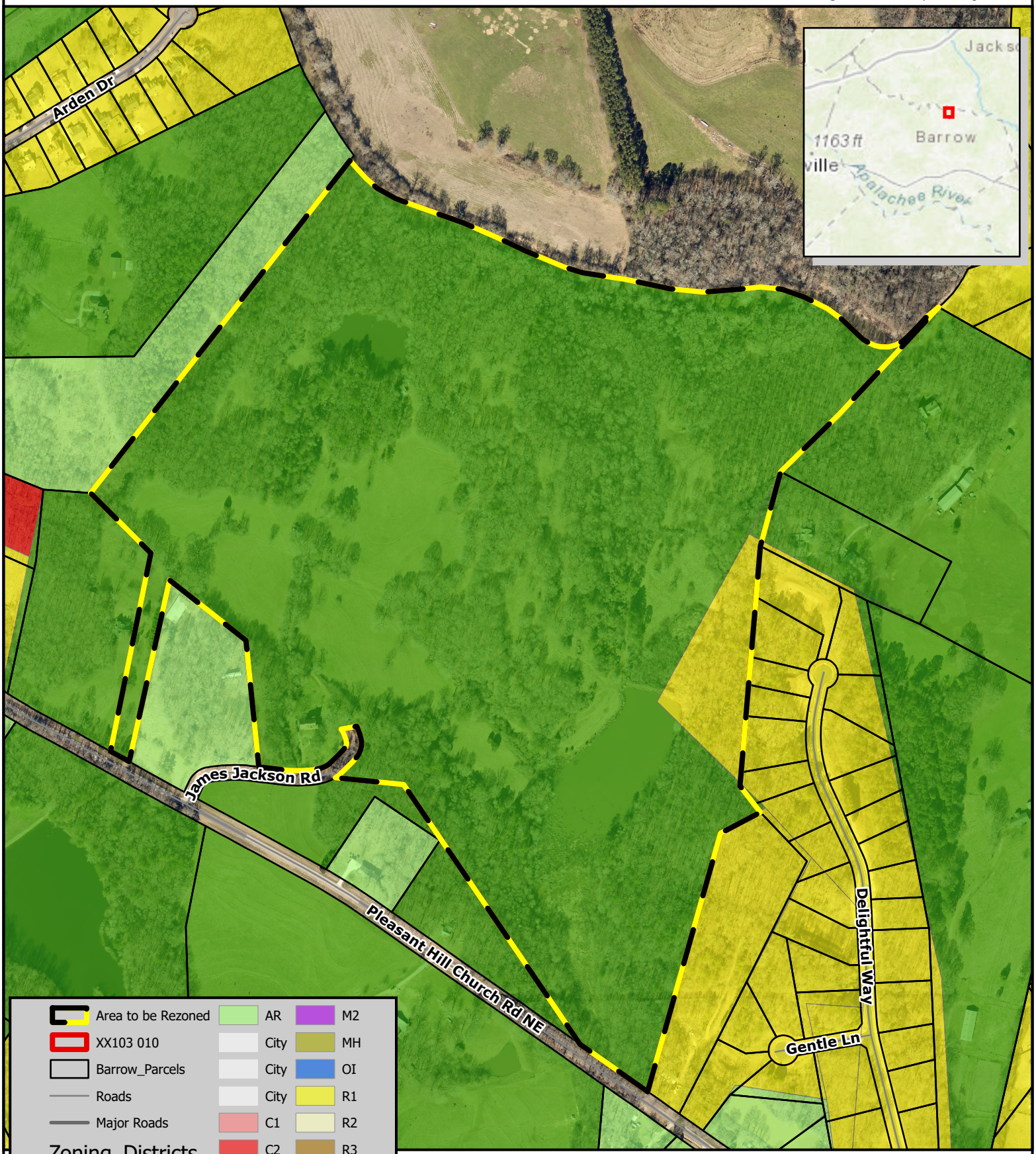
Zoning Map

1/7/2026

BOC 2025-00043

Barrow COUNTY GEORGIA

Planning and Community Development



0 250 500

Feet

1:6,130

N W E S

DISCLAIMER
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(770) 307-3000 • planning@barrowga.org

PLANNING STUDY

BOC2025-00043 (XX103 010) 826 James Jackson Rd; William Brantley / Applicant; Joyce Coles / Owner; Request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision.

SUMMARY

The applicant is requesting to rezone approximately ±90.24 acres of a ±136.68-acre tract from AG (Agricultural) to R-1 (Low Density Single-Family Residential) to allow the development of a major residential subdivision. The remaining ±46.44 acres of the parent tract would retain AG (Agricultural) zoning.

The subject property is currently developed with a single-family residence and is designated Rural Reserve on the Barrow County Future Land Use Map. The property contains areas of FEMA-mapped floodplain classified as Flood Zone “A”, located primarily along the rear portion of the site. Development within these areas will be subject to applicable floodplain regulations of the Barrow County Unified Development Code.

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PLANNING STUDY

BOC2025-00043 (XX103 010) 826 James Jackson Rd; William Brantley / Applicant; Joyce Coles / Owner; Request to rezone ± 90.24 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a major subdivision.

DEPARTMENT / AGENCY COMMENTS

Request for comments sent on (1/6/2026)

GDOT - No Comments Received as of 1/28/2026

Transportation – Reviewed by Jessica Jackson, Transportation Manager
1) Any portion of James Jackson Road that will be absorbed by the subdivision needs to be formally abandoned.
2) It appears from the concept plan that there will be only one entrance on Pleasant Hill Church Road and no access from James Jackson, please confirm that this is the case. No driveways will be permitted off of James Jackson unless the road is improved to county standards.

Fire – Reviewed by Fire Marshal
Please ensure the location references State and International Fire Code for road widths, hydrant placement, and cul-de-sac.

Board of Education – Reviewed by Matt Thompson
The applicant has requested that 90.24 acres be rezoned from AG to R-1 for the development of a 79-unit single-family residential subdivision. The proposed 79 lot subdivision would utilize a single access point to Pleasant Hill Church Road. This development sits in the enrollment zone of Holsenbeck Elem/Bear Creek Middle/Winder-Barrow High. Based on prior housing study estimates a development of this magnitude would be expected to add 18 Elementary, 9 Middle, and 10 High school students per year. This is not one of our faster growing enrollment zones, so this is far easier for us to accommodate than in some other areas of the county. Nonetheless, Holsenbeck is already near capacity so some external units may be a possibility going forward.

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STAFF ANALYSIS

1. **Is the proposed use consistent with the stated purpose of the zoning district that is being requested?**

Yes. The R-1 (Low Density Single-Family Residential) zoning district is intended to accommodate low-density detached residential development. The proposed rezoning of ±90.24 acres to R-1 is consistent with the purpose of the district and would allow residential development at densities appropriate for the area, while the remaining acreage retains AG zoning.

2. **Is the proposed use suitable in view of the zoning and development of adjacent and nearby property?**

Yes. The surrounding area includes a mix of agricultural land, single-family residences, and low-density residential development. Rezoning a portion of the property to R-1 is suitable given existing development patterns and the large acreage involved, which allows residential development to be buffered from surrounding agricultural uses.

3. **Will the proposed use not adversely affect the existing use or usability of adjacent or nearby property?**

The proposed use is not anticipated to adversely affect adjacent or nearby properties. Impacts related to access, stormwater, and infrastructure will be addressed through compliance with subdivision regulations and applicable development standards. Retention of a portion of the property in AG zoning further mitigates potential impacts.

4. **Is the proposed use compatible with the goals, objectives, purpose, and intent of the Comprehensive Plan?**

Yes. While the Future Land Use Map designates the property as **Rural Reserve**, this category supports low-density residential development that preserves open space and environmental features. The proposed R-1 zoning allows for such development and is consistent with the intent of maintaining lower density residential patterns in rural areas.

5. **Are there substantial reasons why the property cannot or should not be used as currently zoned?**

Yes. The AG zoning district is primarily intended for agricultural uses and does not allow for traditional residential subdivision development. Rezoning a portion of the property to R-1 provides a reasonable transition from agricultural use while maintaining a significant portion of the tract under AG zoning.

6. **Will the proposed use not cause an excessive or burdensome use of public facilities or services, including but not limited to streets, schools, water or sewer facilities, and fire protection?**

The proposed development is not anticipated to create an excessive or burdensome demand on public facilities or services. Impacts related to transportation, utilities, and emergency services will be evaluated and addressed during the subdivision and permitting process in accordance with County standards.

7. **Is the proposed use supported by new or changing conditions not anticipated by the Comprehensive Plan or reflected in the existing zoning on the property or surrounding properties?**

Yes. The area has experienced gradual residential growth, and the proposed rezoning reflects changing land use patterns while maintaining low-density development consistent with surrounding properties.

8. **Does the proposed use reflect a reasonable balance between the promotion of the public health, safety, morality, or general welfare and the right to unrestricted use of property?**

Yes. The request balances the applicant's right to develop a portion of the property for residential use with the public interest by retaining agricultural zoning on the remaining acreage, complying with floodplain regulations, and adhering to all R-1 and subdivision standards.

Barrow County
Barrow County Historic Courthouse
30 North Broad Street
Winder, GA 30680

RECORD DETAILS

Plan NO.: ***BOC2025-00043***
Plan Type: **Zoning Action**
Work Classification: **Zoning Action**
Plan Status: **In Review**

Apply Date: 12/26/2025

Expiration:

Location Address	Parcel Number
826 JAMES JACKSON RD, WINDER, GA 30680	**XX103 010**

Contacts

Joyce Coles **Property Owner** [redacted]	William Brantley, Jr. **Applicant** [redacted]
MICHAEL DALTON CARTER **24 Hour Contact** [redacted]	

Description:

Valuation:	**$0.00**
Total Sq Feet:	**0.00**

Fees	Amount
Total:	

Payments	Amt Paid
Total Fees	
Amount Due:	

Condition Name	Description	Comments

Additional Information

Tax Parcel of Subject Property(s): XX103 010
Intent for the Subject Property: : Rezone from AG to R1 for Onsite construction of detached single family residences
Is this Residential or Non-Residential?: Residential
Use Type: : Single Family
Is the Proposed Project Served by Sewer or Septic: Septic
Property Division Type: Major Subdivision
Is there a Master Plan Development?: No
Requested Zoning: R1
Planning Application Types: Rezone - Major Subdivision
Reason for changing conditions: n/a

Issued By:

December 26, 2025
Date

AGENDA ITEM NO. VI.d

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Jennifer Lopez, Planning & Community Development
ITEM TYPE:	Public Hearing
AGENDA SECTION:	**Public Hearings**
SUBJECT:	**BOC2025-00044 (XX048 053) 0 County Line-Auburn Rd; Verterra Development, LLC / Applicant; Jessica Ogburn / Owner.** Request to rezone ± 23.86 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a minor subdivision. Request for a variance to UDC Sec. 89-1186 for shared driveway length and a variance request to UDC Sec. 89-402 for minimum lot frontage.

Commission District:
District 5: Tim Walker

Existing Land Use:
VACANT AGRICULTURAL TRACT

Existing Zoning:
AG (AGRICULTURAL)

Future Land Use Map Category:
RURAL RESIDENTIAL

Summary:

The applicant is requesting to rezone ±23.86 acres from AG (Agricultural) to R-1 (Low Density Single-Family Residential) to allow development of a five (5) lot minor subdivision. The property is currently undeveloped and is surrounded by existing single-family residential subdivisions. The Future Land Use Map designates the property as Rural Residential.

The proposed minor subdivision consists of five (5) single-family residential lots. Tract 1 - 3.1 Acres; Tract 2 - 3.2 Acres; Tract 3 - 3.2 Acres; Tract 4 - 5.9 Acres; Tract 5 - 8.8 Acres

The applicant is also requesting a variance to UDC Sec. 89-1186 to allow a shared driveway exceeding the maximum permitted length of 100 feet due to the depth of the property.

Additionally, a variance to UDC Sec. 89-402 is requested to reduce the minimum required road frontage of 50 feet to 0 feet for four of the five lots, as those lots will be accessed via a shared driveway.

The subject property is located within the Large Water Supply Watershed. The property also contains areas of floodplain Zone A at the rear of the property. Domestic water service will be provided by Barrow County, and each lot will be served by individual septic systems as approved by Environmental Health.

ATTACHMENTS:

PC RECOMMENDATIONS.docx.pdf
STAFF RECOMMENDATION.docx.pdf
SITE PLAN and Exhibit A.pdf
LETTER OF INTENT.pdf
RENDERINGS.pdf
PROFFERED CONDITIONS.pdf
AERIAL MAP.pdf
FUTURE LAND USE MAP.pdf
ZONING MAP.pdf
SUMMARY.docx.pdf
DEPT COMMENTS & STAFF ANALYSIS.docx.pdf
APPLICATION.pdf

Planning Commission Recommendation

Planning Commission Public Hearing held on **February 19, 2026**

BOC2025-00044 (XX048 053) 0 County Line-Auburn Rd; Verterra Development, LLC / Applicant; Jessica Ogburn / Owner; Request to rezone ± 23.86 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a minor subdivision. Request for a variance to UDC Sec. 89-1186 for shared driveway length and a variance request to UDC Sec. 89-402 for minimum lot frontage

Motion to recommend APPROVAL of the request to rezone ±23.86 acres from AG (Agricultural) to R-1 (Low Density Single-Family Residential) for a five-lot minor subdivision and both variance requests to UDC Sec. 89-1186 & UDC Sec 89-402 with staff recommendations.

Motion made by District 3; Robert Lanham

Motion seconded by District 1; Joe Vann

Motion PASSED

THE BOARD OF COMMISSIONERS MEETING WILL BE HELD ON March 10, 2026 at 6:00 PM AT THE BARROW COUNTY HISTORIC COURTHOUSE, 30 NORTH BROAD STREET, WINDER, GA 30680; 2ND FLOOR IN THE BOARD ROOM.

STAFF RECOMMENDATION

Staff recommends **APPROVAL** of the request to rezone ±23.86 acres from AG (Agricultural) to R-1 (Low Density Single-Family Residential) for a five-lot minor subdivision.

Staff recommends **APPROVAL** of the variance request to UDC Sec. 89-1186 to allow a shared driveway exceeding the maximum permitted length of 100 feet as shown in Exhibit A.

Staff recommends **APPROVAL** of the variance request UDC Sec. 89-402 to reduce the minimum required road frontage of 50 feet for four of the five lots as shown in Exhibit A.

Such approvals shall be accompanied by the following conditions:

1. The exterior of any and all residential units constructed on the property shall consist of brick, stone, stucco, or fiber-cement siding, or any combination thereof.
2. Sod and landscaping shall be installed and maintained in the disturbed areas of all front yards and fifteen (15) feet of side yards.
3. There shall be no further division of the properties.

4. An approved private drive name from Barrow County is to be obtained by builder before submittal of the 1st building permit.
5. Shared drive shall be paved with a minimum 20' width. *(**proffered**)*
6. Shared drive shall include an approved fire access turn around at dead end. *(**proffered**)*
7. A shared maintenance agreement shall be prepared and recorded prior to the final subdivision plat to ensure clear responsibility among each parcel. *(**proffered**)*

Planning & Community Development • 30 N. Broad St., Winder, GA 30680
(770) 307-3000 • planning@barrowga.org

PLANNING STUDY

BOC2025-00044 (XX048 053) 0 County Line-Auburn Rd; Verterra Development, LLC / Applicant; Jessica Ogburn / Owner; Request to rezone ± 23.86 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a minor subdivision. Request for a variance to UDC Sec. 89-1186 for shared driveway length and a variance request to UDC Sec. 89-402 for minimum lot frontage.

STAFF RECOMMENDATION

Staff recommends **APPROVAL** of the request to rezone ±23.86 acres from AG (Agricultural) to R-1 (Low Density Single-Family Residential) for a five-lot minor subdivision.

Staff recommends **APPROVAL** of the variance request to UDC Sec. 89-1186 to allow a shared driveway exceeding the maximum permitted length of 100 feet as shown in Exhibit A.

Staff recommends **APPROVAL** of the variance request UDC Sec. 89-402 to reduce the minimum required road frontage of 50 feet for four of the five lots as shown in Exhibit A.

Such approvals shall be accompanied by the following conditions:

1. The exterior of any and all residential units constructed on the property shall consist of brick, stone, stucco, or fiber-cement siding, or any combination thereof.
2. Sod and landscaping shall be installed and maintained in the disturbed areas of all front yards and fifteen (15) feet of side yards.
3. There shall be no further division of the properties.
4. An approved private drive name from Barrow County is to be obtained by builder before submittal of the 1st building permit.
5. Shared drive shall be paved with a minimum 20’ width. ***(proffered)***
6. Shared drive shall include an approved fire access turn around at dead end. ***(proffered)***
7. A shared maintenance agreement shall be prepared and recorded prior to the final subdivision plat to ensure clear responsibility among each parcel. ***(proffered)***

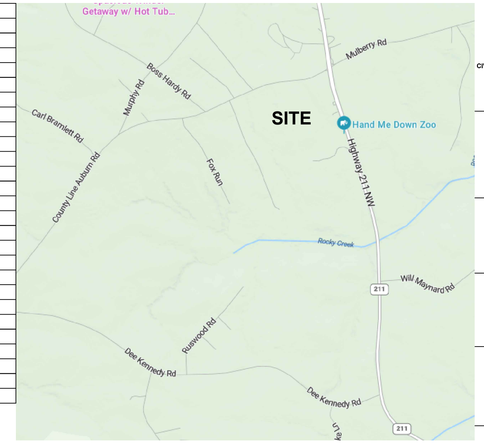
Exhibit "A"

R1 MINOR SUBDIVISION
TOTAL AREA: 23.86 AC
TOTAL LOTS: 5
0.21 DU/AC

VARIANCE REQUESTS:

1. **SEC. 89-1186(c)(9)(f): REQUEST TO ALLOW A SHARED PRIVATE DRIVE THAT EXCEEDS THE MAXIMUM LENGTH OF 100 LF.**
2. **SEC 89-402: REQUEST TO ALLOW THE REDUCTION OF REQUIRED ROAD FRONTAGE OF 50 LF TO 0 LF.**

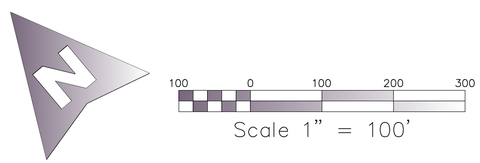
SITE DATA	
ADDRESS:	COUNTY LINE-AUBURN ROAD
PARCEL ID:	XX048 053
TOTAL ACREAGE:	23.86
CURRENT OWNER:	DOUGLAS SYKES
OWNER ADDRESS:	1039 BOSS HARDY ROAD
OWNER CITY, STATE, ZIP:	AUBURN, GA 30011
BOUNDARY:	PB 10; PG. 235
APPLICANT:	VERTERRA DEVELOPMENT
APPLICANT ADDRESS:	7722 B HAMPTON PLACE
APPLICANT CITY, STATE, ZIP:	LOGANVILLE, GA 30052
EXISTING ZONING:	AG
PROPOSED ZONING:	R1
CURRENT FLUM DESIGNATION:	RURAL RESIDENTIAL
TOTAL UNITS:	5
ALLOWABLE R1 DENSITY:	1.0 UNIT/ACRE
PROPOSED DENSITY:	0.21 UNITS/ACRE
MINIMUM LOT SIZE:	25,500 SF
MINIMUM LOT WIDTH:	100 FT
BUILDING SETBACKS:	
FRONT:	35'
SIDE:	15'
REAR:	40'
MINIMUM BUILDING HEATED SF:	1,600 SF (1-STORY); 1,850 SF (2-STORY)
MAXIMUM BUILDING HEIGHT:	50'
WATER SOURCE:	CITY OF WINDER
WASTE WATER MANAGEMENT:	ONSITE SEPTIC



VICINITY MAP
NOT TO SCALE

100-YR FLOOD HAZARD AREA (ZONE A) EXISTS ON SITE PER FIRM COMMUNITY PANEL 13013C0045D; 12/01/2022

JADEN LANE
BOSS HARDY ROAD
COUNTY LINE-AUBURN ROAD
FOX RUN
JADEN POINT SUBDIVISION ZONED R1
HUNTERS CROSSING SUBDIVISION ZONED R1
550.6'
1
137,180 sf
3.1 ac
121.5'
228'
121.1'
576.0'
2
137,440 sf
3.2 ac
40' S/B
35' S/B
15' S/B
228'
123.4'
567.8'
3
137,489 sf
3.2 ac
FIRE TURNAROUND
237'
123.4'
30.0' ACCESS EASEMENT
4
255,346 sf
5.9 ac
5
384,709 sf
8.8 ac
30.0' ACCESS & UTILITY EASEMENT
20' WIDE PAVED PRIVATE ACCESS DRIVE
150-NON-IMPERVIOUS BUFFER
100'-UNDISTURBED BUFFER
25'-STATE WATERS BUFFER
ROCKY CREEK
100-YEAR FLOODPLAIN
N/F
DANIEL KENT CHILDERS
XX049 219
ZONED AG



E&A ENG
CIVIL ENGINEERING • LAND PLANNING • EROSION CONTROL
3675 CRESTWOOD PKWY, SUITE 400
DULUTH, GA 30096
(919) 809-2213
DREW@E-AENGINEERING.COM

LIABILITY DISCLAIMER:
These plans and specifications have been prepared in accordance with accepted engineering practices and are intended for the exclusive use of the project owner and their designated contractors. The undersigned engineer assumes no responsibility for any errors or omissions in the construction or implementation of these plans resulting from deviations, unauthorized modifications, or improper execution by others. Any party using these plans does so at their own risk and assumes full responsibility for the results of their application.

STATEMENT OF PROPRIETARY RIGHTS:
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UTILITY LOCATION & EXCAVATION SAFETY GUIDELINES:
Before commencing any excavation or site work, the contractor is required to contact 811 to request a utility locate. Field paint markings indicating the location of underground utilities must be present prior to the start of any work. If any conflicts or discrepancies are discovered during the locate process, they shall be reported to the engineer immediately for resolution.

CONSTRUCTION & SAFETY COMPLIANCE STATEMENT:
All construction work, materials, procedures, and safety protocols associated with this project shall be performed in strict accordance with the requirements, standards, and guidelines established by all applicable local, state, and federal agencies. Compliance with relevant construction codes, environmental regulations, life safety standards, and occupational safety standards is mandatory throughout the construction process.

COUNTY-LINE MINOR SUBDIVISION

VerterraDevelopment

REVISION:

DATE:

PRELIMINARY NOT FOR CONSTRUCTION

DATE:	12/29/25
MUNICIPALITY:	BARROW COUNTY, GA
LAND LOT:	N/A
GMD:	1743
ACREAGE:	23.86
JOB NUMBER:	1059

PRELIMINARY PLAT

E&A ENG

CIVIL ENGINEERING • LAND PLANNING • EROSION CONTROL

Applicant's Letter of Intent

Verterra Development, LLC
Rezoning and Variance – Minor Subdivision
0 County Line-Auburn Road; Parcel: XX048 053

Verterra Development, LLC (the "Applicant") respectfully requests rezoning and two variances for approximately 23.86 acres located at 0 County Line-Auburn Road (Parcel Number: XX048 053) to allow for the development of a five-lot minor subdivision.

Requested Actions:

- Rezone from AG to R-1
- Variance to UDC Sec. 89-1186(c)(9)(f) – to allow a shared driveway that exceeds the maximum length of 100 feet.
- Variance to UDC Sec. 89-402 – to reduce required road frontage for four lots from 50 feet to 0 feet.

Project Overview

The proposed development consists of five large estate lots ranging from approximately 3 to 9 acres**.** The surrounding area is exclusively residential, characterized by single-family detached homes. The property sits sandwiched in between two older subdivisions, Hunters Crossing and Jaden Point. The request is consistent with the Comprehensive Plan, which designates this area as Rural Neighborhood. The property is right off Dee Kennedy road which has seen the continued build out of high end estate homes such as in the Amelia Acres neighborhood.

Originally, a 21-lot subdivision with half-acre lots was proposed. Upon further due diligence, we discovered there is a 150-foot setback from the Rocky Creek stream at the back of the site, and our soils report came back reducing our buildable area. Taking these items into account, we revised the plan down to a 16-lot subdivision. We then coordinated with Michelle Huff at Barrow County Environmental Health and after some back and forth, due to marginal soils, we decided to further increase lot sizes and reduce density. The resulting plan is a 5-lot minor subdivision with spacious lot acreage that will be able to adequality meet environmental health standards. The final five-lot layout consists of three ±3-acre lot, one ±6-acre lot and one ±9-acre lot. Each home will be accessed via a shared 20-foot paved driveway off County-Line Auburn Road. The shared driveway shall include an approved fire access turnaround at the dead end of the shared driveway.

Variance Justification

The first variance request pertains to UDC Sec. 89-1186(c)(9)(f), which limits shared driveways to a maximum of 100 feet. Due to the deepness of the site, the shared driveway will need to extend past this length to be able to reach all lots.

The second variance request pertains to UDC Sec. 89-402, which requires road frontage of 50 feet for each lot. Because, each lot will be accessed via a shared driveway, four of the lots will not achieve the 50-foot road frontage along a *public* road.

Precedent

The design of this project looked to a recent case with the same rezoning and variance requests. Case BOC2025-00006 (Parcel XX043 017, 706 Patrick Mill Road) was approved at the December 9, 2025, Board of Commissioners Hearing. In the meeting the Board expressed concern over shared driveways as it relates to fire/emergency serviceability. The Board ultimately voted to approve the case after adding conditions to address the emergency access concerns. Those items are detailed below, and we are proffering these conditions in advance so as to stay in line with the established precedent for a development of this type.

- The shared driveway shall be paved with a minimum width of 20 feet.
- The shared driveway shall include an approved fire access turnaround at the dead end.
- A shared maintenance agreement shall be prepared and recorded prior to the final subdivision plat to ensure clear responsibility among each parcel.

Conclusion

This request reflects a thoughtful adaptation to site-specific constraints while maintaining consistency with surrounding land use, the County's Comprehensive Plan, and established development pattern precedent. The proposed layout will enhance the character of County Line-Auburn Road by creating low-density, estate-style homes that align with existing development patterns.

This letter is submitted without prejudice to any legal or equitable rights that the property owner may have. By submitting this application, the property owner does not waive any rights to seek further remedies, administrative appeals, or legal relief under applicable law should the rezoning and variance be denied. All rights are expressly reserved.

Sincerely,
Andrew Wilson, P.E.

GA Registration No. 50637





Barrow
COUNTY GEORGIA

Planning & Community Development
30 N. Broad St. Winder, GA 30680
(770) 307-3021
www.barrowcountyplanning.org

PROFFERED CONDITIONS

As part of an application for any zoning action, a property owner may proffer, in writing, proposed conditions to apply and be part of the rezoning being requested by the applicant. Proffered conditions may include written statements, development plans, profiles, elevations, or other demonstrative materials.

Please list any written proffered conditions below:

- A shared maintenance agreement shall be prepared and recorded prior to the final subdivision plat to ensure clear responsibility among each parcel.
- The shared driveway shall be paved with a minimum width of 20 feet.
- The shared driveway shall include an approved fire access turnaround at the dead end.

Any development plans, profiles, elevations, or other demonstrative materials presented as proffered conditions shall be referenced below and attached to this application:

I do hereby submit these proffered conditions as an attachment to my application and request that they be considered along with same.

Applicant's Signature: Charles Wesley Warbington

Applicant's Name: Charles Wesley Warbington Date: 12/29/25

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 29th DAY OF December, 2025.

NOTARY PUBLIC
My Commission Expires:

T. B. SMITH NOTARY PUBLIC GWINNETT COUNTY, GEORGIA COMMISSION EXPIRES FEBRUARY 7, 2027

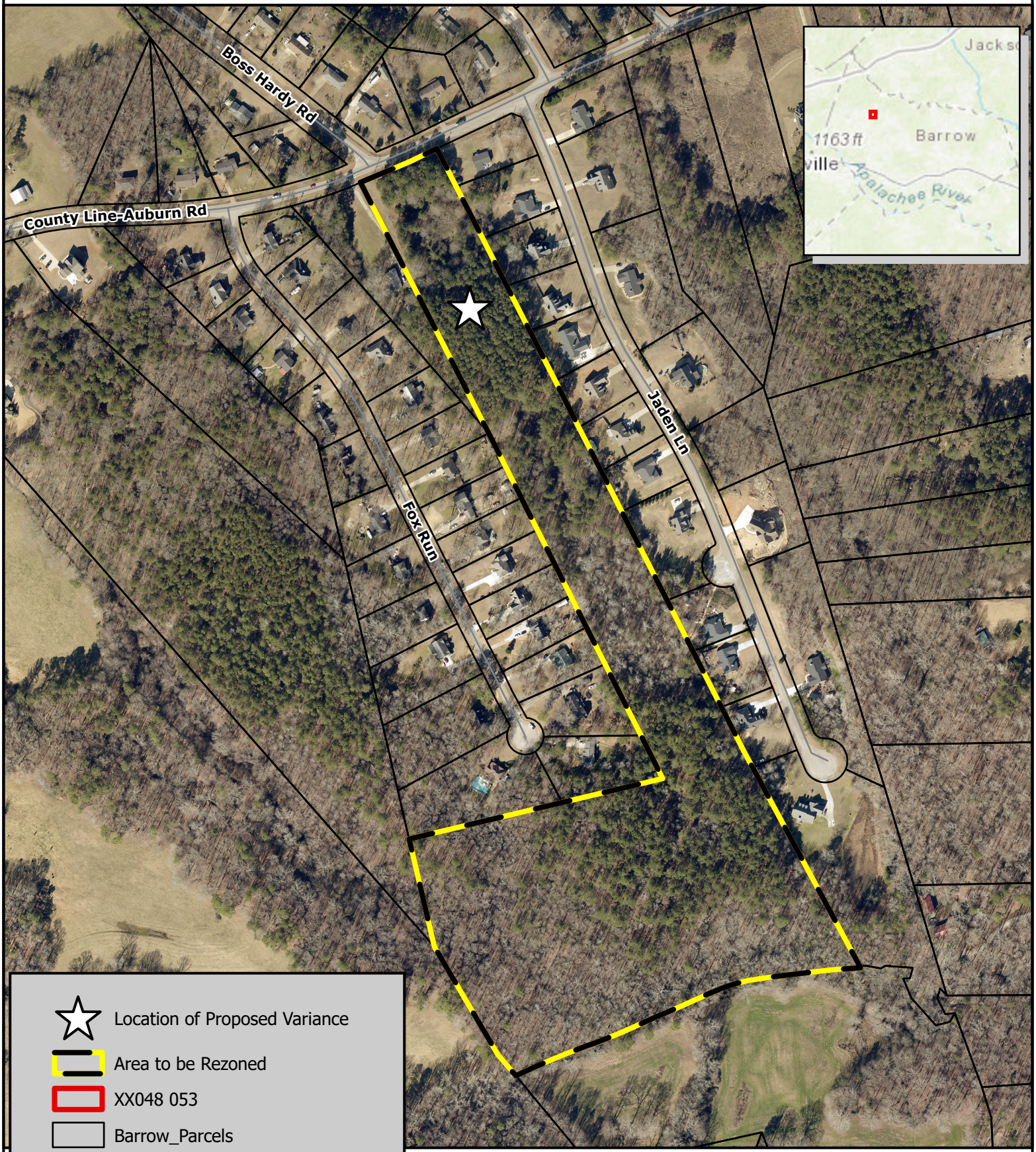
Aerial Map

1/7/2026

BOC 2025-00044

Barrow COUNTY GEORGIA

Planning and Community Development



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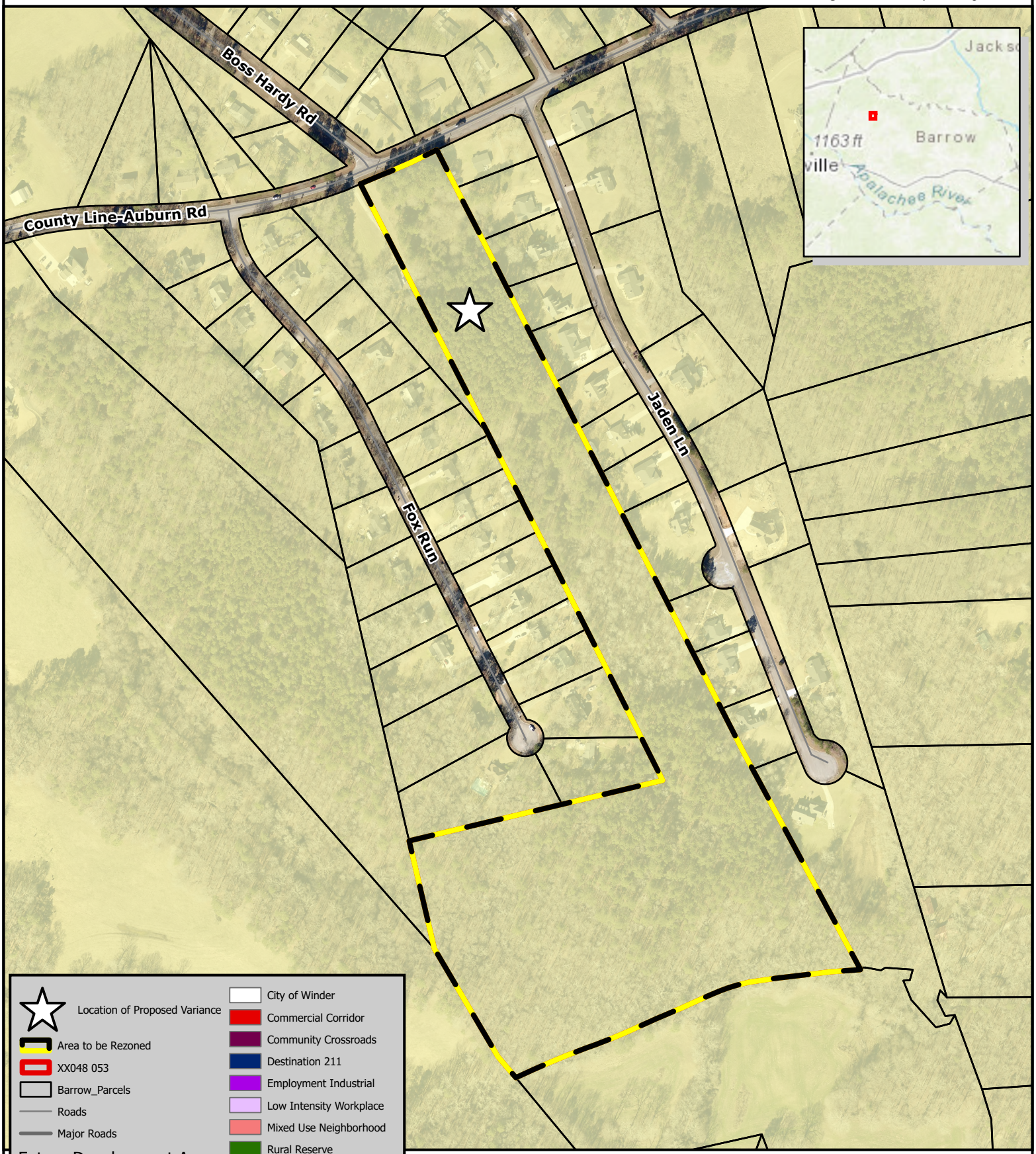
Future Land Use Map

1/7/2026

BOC 2025-00044

Barrow COUNTY GEORGIA

Planning and Community Development



Location of Proposed Variance

Area to be Rezoned

XX048 053

Barrow_Parcels

Roads

Major Roads

Future Development Areas

316 Innovation

City of Auburn

City of Statham

City of Winder

Commercial Corridor

Community Crossroads

Destination 211

Employment Industrial

Low Intensity Workplace

Mixed Use Neighborhood

Rural Reserve

Rural Residential

Suburban Residential

Town of Braselton

Traditional Residential

0 200 400

Feet

1:4,150

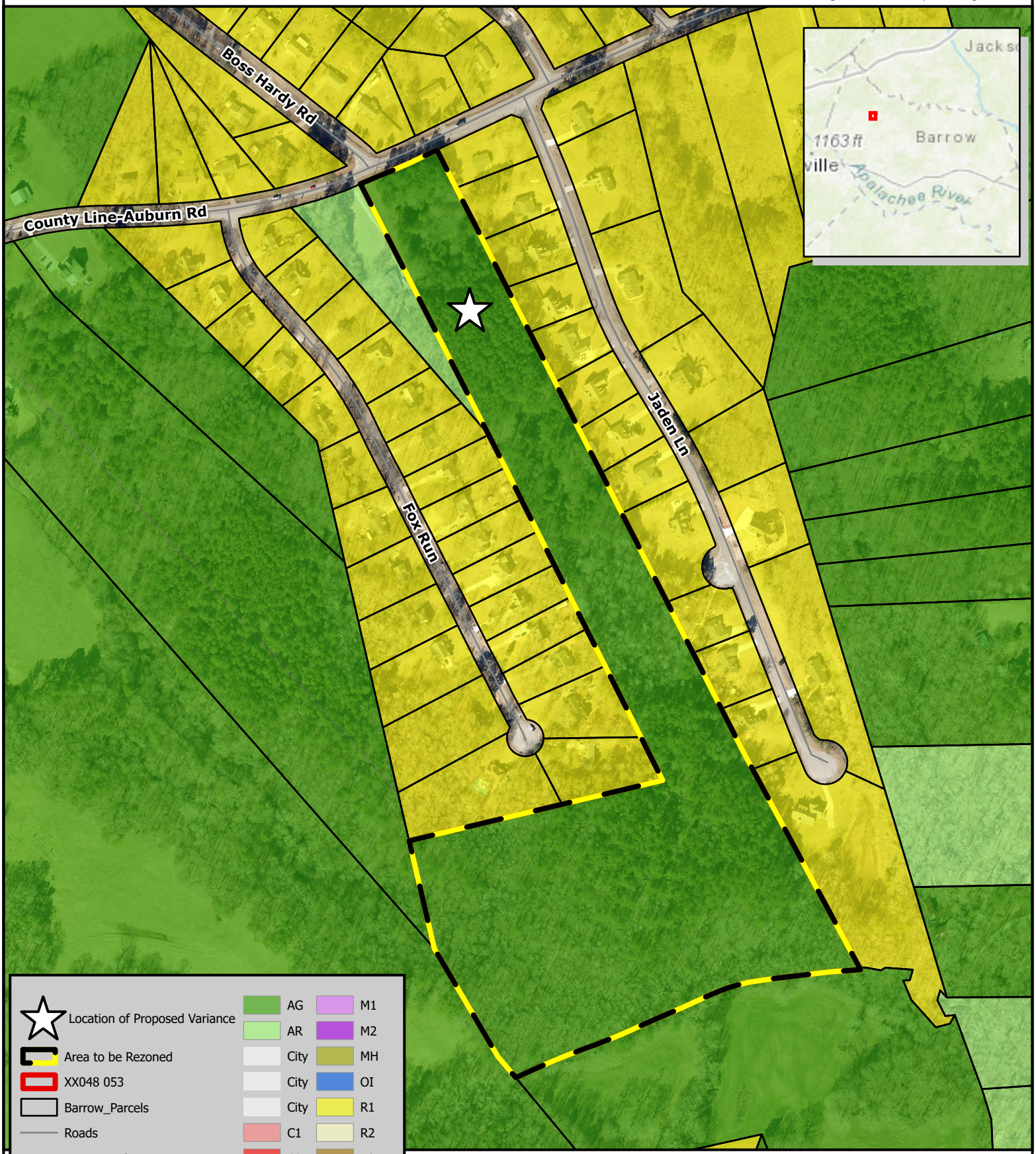
N W E S

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Zoning Map
1/7/2026

BOC 2025-00044

Barrow COUNTY GEORGIA
Planning and Community Development



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PLANNING STUDY

BOC2025-00044 (XX048 053) 0 County Line-Auburn Rd; Verterra Development, LLC / Applicant; Jessica Ogburn / Owner; Request to rezone ± 23.86 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a minor subdivision. Request for a variance to UDC Sec. 89-1186 for shared driveway length and a variance request to UDC Sec. 89-402 for minimum lot frontage.

SUMMARY

The applicant is requesting to rezone ±23.86 acres from AG (Agricultural) to R-1 (Low Density Single-Family Residential) to allow development of a five-lot minor subdivision. The property is currently undeveloped and is surrounded by existing single-family residential subdivisions. The Future Land Use Map designates the property as Rural Residential.

The proposed minor subdivision consists of five single-family residential lots. Tract 1 - 3.1 Acres; Tract 2 - 3.2 Acres; Tract 3 - 3.2 Acres; Tract 4 - 5.9 Acres; Tract 5 - 8.8 Acres

The applicant is also requesting a variance to UDC Sec. 89-1186 to allow a shared driveway exceeding the maximum permitted length of 100 feet due to the depth of the property. Additionally, a variance to UDC Sec. 89-402 is requested to reduce the minimum required road frontage of 50 feet to 0 feet for four of the five lots, as those lots will be accessed via a shared driveway.

The subject property is located within the Large Water Supply Watershed. The property also contains areas of floodplain Zone A at the rear of the property. Domestic water service will be provided by Barrow County, and each lot will be served by individual septic systems as approved by Environmental Health.

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PLANNING STUDY

BOC2025-00044 (XX048 053) 0 County Line-Auburn Rd; Verterra Development, LLC / Applicant; Jessica Ogburn / Owner; Request to rezone ± 23.86 acres from AG (Agriculture) to R-1 (Low Density Single Family) for a minor subdivision. Request for a variance to UDC Sec. 89-1186 for shared driveway length and a variance request to UDC Sec. 89-402 for minimum lot frontage.

DEPARTMENT / AGENCY COMMENTS

Request for comments sent on (1/6/2026)

GDOT - No Comments Received as of 2/11/2026

Transportation – Reviewed by Jessica Jackson, Transportation Manager
If this is built as an unnamed shared drive with all addresses coming off of County Line Auburn Road, then we have no comments. However, if this is going to be a named private road with houses addressed off of the private road, the road will need to be built to county standards including a cul-de-sac.

Fire – No Comments Received as of 2/11/2026

Board of Education – Reviewed by Matt Thompson Received as of 02/05/2026
The applicant has requested that 23.86 acres be rezoned from AG to R-1 for the development of a 5-unit single-family residential subdivision. The proposed 5 lot subdivision would utilize a single access point to County Line – Auburn Road. The requested change decreases the number of lots from the 21 in the original plan to only 5. As such, the enrollment impact is negligible to Barrow County School System.

REZONING STAFF ANALYSIS

1. **Is the proposed use consistent with the stated purpose of the zoning district that is being requested?**

Yes. The R-1 (Low Density Single-Family Residential) zoning district is intended to accommodate single-family detached residential development at low densities. The proposed five-lot minor

subdivision is consistent with the purpose and intent of the R-1 zoning district as set forth in the Unified Development Code.

2. **Is the proposed use suitable in view of the zoning and development of adjacent and nearby property?** Yes. Surrounding properties consist primarily of single-family residential subdivisions and residential tracts. The proposed R-1 zoning and lot configuration are compatible with the existing development pattern in the area.
3. **Will the proposed use not adversely affect the existing use or usability of adjacent or nearby property?**

Yes. The proposed development is limited in scale and intensity. Compliance with applicable zoning, driveway access, watershed protection, and floodplain regulations will ensure that adjacent and nearby properties are not adversely affected.

4. **Is the proposed use compatible with the goals, objectives, purpose, and intent of the Comprehensive Plan?**

Yes. The Future Land Use Map designates the property as **Rural Residential**, which supports low-density single-family residential development. The proposed rezoning to R-1 is consistent with this designation.

5. **Are there substantial reasons why the property cannot or should not be used as currently zoned?**

Yes. The AG zoning district is intended primarily for agricultural uses and large-lot development. The proposed subdivision cannot be reasonably developed under the existing AG zoning without rezoning.

6. **Will the proposed use not cause an excessive or burdensome use of public facilities or services, including but not limited to streets, schools, water or sewer facilities, and fire protection?**

Yes. Domestic water service will be provided by Barrow County, and each lot will be served by individual septic systems approved by Environmental Health. The scale of development is not anticipated to place an excessive burden on public facilities or services.

7. **Is the proposed use supported by new or changing conditions not anticipated by the Comprehensive Plan or reflected in the existing zoning on the property or surrounding properties?**

Yes. The surrounding area has transitioned toward low-density residential development, consistent with the Rural Residential character area and current development trends.

8. **Does the proposed use reflect a reasonable balance between the promotion of the public health, safety, morality, or general welfare and the right to unrestricted use of property?**

Yes. The proposal allows reasonable residential use of the property while maintaining compliance with watershed protection, floodplain management, and zoning standards.

VARIANCE STAFF ANALYSIS

Variance to UDC Sec. 89-1186 – Shared Driveway Length

1. **Will the variance cause substantial detriment to the public good?**

No. The shared driveway will provide safe and controlled access to multiple lots while limiting the number of individual curb cuts along the public roadway.

2. **Will the variance be injurious to the use and enjoyment of other property in the immediate vicinity?**

No. The shared driveway configuration reduces traffic conflict points and is consistent with access patterns in similar developments.

3. **Will the variance diminish or impair property values within the surrounding neighborhood?**

No. The variance is not anticipated to negatively impact surrounding property values.

4. **Will the variance impair the purpose and intent of the Development Code?**

No. The intent of the shared driveway regulations is to promote safe access and minimize roadway impacts. Allowing additional driveway length in this case supports that intent.

Variance to UDC Sec. 89-402 – Minimum Lot Frontage

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1. **Will the variance cause substantial detriment to the public good?**

No. The lots will maintain legal and safe access via a shared driveway.

2. **Will the variance be injurious to the use and enjoyment of other property in the immediate vicinity?**

No. The variance does not increase density or alter the character of the surrounding area.

3. **Will the variance diminish or impair property values within the surrounding neighborhood?**

No. The development pattern remains consistent with surrounding residential properties.

4. **Will the variance impair the purpose and intent of the Development Code?**

No. The intent of the frontage requirement is to ensure adequate access. This intent is met through the shared driveway arrangement.

Barrow County
Barrow County Historic Courthouse
30 North Broad Street
Winder, GA 30680

RECORD DETAILS

Plan NO.: ***BOC2025-00044***
Plan Type: **Zoning Action**
Work Classification: **Zoning Action**
Plan Status: **Submitted - Online**

Apply Date: 12/29/2025

Expiration:

Location Address	Parcel Number
0 County Line-Auburn Rd	**XX048 053**

Contacts

Douglas Sykes **Property Owner** [redacted]	Verterra Development **Applicant** [redacted]
Andrew Wilson **Engineer** [redacted]	

Description: Rezone from AG to R-1

Valuation:	**$0.00**
Total Sq Feet:	**0.00**

Fees	Amount
Total:	

Payments	Amt Paid
Total Fees	
Amount Due:	

Condition Name	Description	Comments

Additional Information

Tax Parcel of Subject Property(s): XX048 053
Street Address: 626 FOX RUN
Intent for the Subject Property: : Rezone a 24 acre parcel from AG to R-1 for 5 large estate lots ranging from 3 - 9 acres.
Is this Residential or Non-Residential?: Residential
Use Type: : Single Family
Is the Proposed Project Served by Sewer or Septic: Septic
Property Division Type: Minor Subdivision
Is there a Master Plan Development?: No
Requested Zoning: R-1
Subdivision Name: HUNTER'S CROSSING
Planning Application Types: Rezone - Minor Subdivision, Variance (In combination with other applications)
Variances to UDC Section: UDC Sec. 89-1186(c)(9)(f) – to allow a shared driveway that exceeds the maximum length of 100 feet. UDC Sec. 89-402 – to reduce required road frontage for four lots from 50 feet to 0 feet.
Requested Future Land Use: No Change

Issued By:

December 29, 2025
Date

AGENDA ITEM NO. VII.a

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Nic Bourchier, Emergency Services
ITEM TYPE:	Board Action
AGENDA SECTION:	**New Business**
SUBJECT:	Consideration to approve the Construction Services Agreement for concrete repair at Fire Station #1 for the Fire Department from Lions Pride Oconee, LLC of Statham, GA, in the amount of $176,035.60, and authorize the Chairman to execute the agreement.

Purpose:
The concrete at Fire Station #1 has deteriorated due to age and continuous exposure to the extreme weight of fire apparatus operating daily from the facility. Years of heavy axle loads have caused cracking, surface failure, and structural fatigue that now impact safety, drainage, and operational efficiency. If left unaddressed, these conditions will continue to worsen and could lead to apparatus damage, increased maintenance costs, and potential safety hazards for personnel. Removal and full replacement with reinforced, load-rated concrete will restore structural integrity, protect critical emergency equipment, and ensure uninterrupted response capability for the community.

Background/Summary:
The concrete at Fire Station #1 was originally installed over 20 years ago when the facility operated as a volunteer station with significantly lower apparatus traffic and call volume. Since transitioning to a full-time department, response activity and daily vehicle movements have increased substantially, placing far greater stress on the original surface than it was designed to withstand. As a result, the concrete has experienced accelerated deterioration due to the sustained weight and frequency of modern fire apparatus operations. Fire Administration recommends removing and replacing the damaged concrete to ensure long-term structural integrity, safety, and continued operational readiness.

Options:
- Approval of the purchase
- Denial of the purchase

Finance Officer Comments (if applicable):

If approved, the Construction Services Agreement for Fire Station #1 for the Fire Department from Lions Pride Oconee, LLC of Statham, GA, in the amount of $176,035.60, and to authorize the Chairman to execute the agreement were approved in the FY 2026 Budget to be funded by SPLOST 2022. Cost Estimate was re-confirmed on 3/6/2026.

Funding Source	Account Code	FY 2026 Approved Budget	FY 2026 Expenditures	FY 2026 Remaining Budget
SPLOST 2022	3353505-542000-FD001	$368,500.00	$120,338.15	$248,161.85

ATTACHMENTS:

Lions Pride Oconee LLC Foundations Concrete Quote.pdf
Lions Pride Oconee, LLC Agreement.pdf

Estimate

Date	Estimate #
1/7/2026	295

Lions Pride Oconee, LLC

1935 Statham Drive
Statham, GA 30666
678-753-0128
admin@oconeefoundations.com

Name / Address
Barrow County Fire Department

Project
Fire Station #1-Statham

Description	Qty	U/M	Rate	Total
Back Parking Lot	4,620		2.10	9,702.00
Front Parking Lot	2,680		2.10	5,628.00
Interior	360		1.85	666.00
10 mil Plastic	7,660	sqft	0.15	1,149.00
#5 Steel Material per Linear Feet	18,384	ft	1.30	23,899.20
#5 Steel Tying Labor per Linear Foot	18,384		0.85	15,626.40
Smooth Pin Dowels (Estimated)	120		6.25	750.00
Bobcat/Skid Steer	1	ea	2,500.00	2,500.00
Gravel	4		950.00	3,800.00
4000 psi Concrete (Concrete, Footing , Fuel Surcharge, Environmental Fee & Sales Tax	290	yd	216.00	62,640.00
Saw Cut	1	ea	1,250.00	1,250.00
Wire Sheets	55	ea	78.00	4,290.00
Demo existing concrete	7,660		2.25	17,235.00
Dumpster	38		550.00	20,900.00
Jack Hammer/Mini Ex	1		4,500.00	4,500.00
Pump Truck Charges (Estimated)	1		1,500.00	1,500.00
This estimate does not include any soil mediation.				
This document is only to provide estimated material and labor based on information provided by builder/owner. This is not intended to be a legal document or a contract. Changes by builder/owner or site and grade conditions may effect final cost. Estimates are good for fourteen (14) days. Estimates are for budgeting purposes only and not a guarantee of final bill.				

Estimates over fourteen (14) days should be updated prior to work beginning.

Total $176,035.60

BARROW COUNTY CONSTRUCTION SERVICES AGREEMENT

Fire Department Concrete Project
Station No. 1

This Construction Services Agreement (the "Agreement") is made and entered into this ___ day of _____, 2026 (the "Effective Date"), by and between **BARROW COUNTY, GEORGIA**, a political subdivision of the State of Georgia, (the "County") and **LIONS PRIDE OCONEE, LLC,** a Georgia limited liability company, (hereinafter referred to as the "Contractor"), collectively referred to herein as the "Parties".

W I T N E S S E T H:

WHEREAS, the County desires to retain a contractor to perform a concrete project at Barrow County Fire Station No. 1 (defined below); and

WHEREAS, the Contractor has represented that it is qualified by training and experience to perform the Work (defined below) and desires to perform the Work under the terms and conditions provided in the Contract Documents (defined below); and

NOW THEREFORE, for and in consideration of the mutual promises, the public purposes, and the acknowledgements and agreements contained herein and other good and adequate consideration, the sufficiency of which is hereby acknowledged, the Parties hereto do mutually agree as follows:

Section 1. Contract Documents

This Agreement along with the following documents, attached hereto (except as expressly noted otherwise below) and incorporated herein by reference, constitute the "Contract Documents":

A. Lions Pride Oconee, LLC Estimate dated January 7, 2026, attached hereto as **"Exhibit A"**;
B. Insurance Certificate(s), attached hereto as **"Exhibit B"**;
C. Contractor Affidavit, attached hereto as **"Exhibit C"**;
D. Subcontractor Affidavit, attached hereto as **"Exhibit D"**;
E. Barrow County Code of Ethics (codified in the official Code of Barrow County); and
F. The following, which may be delivered or issued after the Effective Date of the Agreement and are not attached hereto: All Change Orders (defined in Section 6 below), other written amendments, and other documents amending, modifying, or supplementing the Contract Documents if properly adopted in writing and executed by the Parties.

In the event of any discrepancy among the terms of the various Contract Documents, the

provision most beneficial to the County, as determined by the County in its sole discretion, shall govern.

Section 2. The Work

A general description of the Project is as follows: to perform a concrete project at Barrow County Fire Station No. 1 (the "Project"). The Work to be completed under this Agreement (the "Work") includes, but shall not be limited to, the work described in the Estimate provided in **"Exhibit A"**, attached hereto and incorporated herein by reference. The Work includes all material, labor, insurance, tools, equipment, transportation, services and any other miscellaneous items and work reasonably inferable from the Contract Documents. The term "reasonably inferable" takes into consideration the understanding of the Parties that some details necessary for proper execution and completion of the Work may not be shown on the drawings or included in the specifications or Scope of Work, but they are a requirement of the Work if they are a usual and customary component of the Work or are otherwise necessary for proper and complete installation and operation of the Work. Contractor shall complete the Work in strict accordance with the Contract Documents.

Section 3. Work Changes

Any changes to the Work requiring an increase in the Contract Price (defined below) shall require a written change order executed by the County in accordance with its purchasing regulations.

Section 4. Contract Term; Termination

Contractor understands that time is of the essence of this Agreement and warrants and represents that it will perform the Work in a prompt and timely manner, which shall not impose delays on the progress of the Work. Contractor shall commence Work pursuant to this Agreement on or before the start date to be specified on a written "Notice to Proceed" issued by the County and shall fully complete the Work within the timeframe to be specified by the County. The County may terminate this Agreement for convenience at any time upon providing written notice thereof to Contractor. Provided that no damages are due to the County for Contractor's breach of this Agreement, the County shall pay Contractor for Work performed to date in accordance with Section 5 herein.

Section 5. Compensation; Method of Payment

The total amount paid under this Agreement as compensation for Work performed and reimbursement for costs incurred shall not, in any case, exceed **$176,035.60** (the "Contract Price"), except as outlined in Section 3 above. The compensation for Work performed shall be based upon information provided in Exhibit A, and Contractor represents that the Contract Price is sufficient to perform all of the Work set forth in and contemplated by this Agreement. Contractor shall take no calculated risk in the performance of the Work. Specifically, Contractor agrees that in the event it cannot perform the Work within the budgetary limitations established without disregarding sound principles of Contractor's industry, Contractor will give written notice thereof immediately

to the County.

County agrees to pay Contractor for the Work performed and costs incurred by Contractor upon the County's certification that the Work was actually performed and costs actually incurred in accordance with this Agreement. No payments will be made for unauthorized work. Compensation for Work performed and, if applicable, reimbursement for costs incurred shall be paid to Contractor upon the County's receipt and approval of invoices setting forth in detail the Work performed and costs incurred, along with all supporting documents required by the Contract Documents or requested by the County to process the invoice. Invoices shall be submitted on a monthly basis, and such invoices shall reflect costs incurred versus costs budgeted. Each invoice shall be accompanied by an Interim Waiver and Release upon Payment (or a Waiver and Release upon Final Payment, as appropriate) procured by the Contractor from all subcontractors in accordance with O.C.G.A. § 44-14-366.

Section 6. Covenants of Contractor

A. Ethics Code; Conflict of Interest. Contractor agrees that it shall not engage in any activity or conduct that would result in a violation of the Barrow County Code of Ethics or any other similar law or regulation. Contractor certifies that to the best of his knowledge no circumstances exist which will cause a conflict of interest in performing the Work.

B. Expertise of Contractor; County's Reliance on the Work. The Contractor acknowledges and agrees that the County does not undertake to approve or pass upon matters of expertise of the Contractor and that, therefore, the County bears no responsibility for Contractor's Work performed under this Agreement. The County will not, and need not, inquire into adequacy, fitness, suitability or correctness of Contractor's performance. The Contractor acknowledges and agrees that the acceptance or approval of any Work by the County is limited to the function of determining whether there has been compliance with what is required to be produced under this Agreement and shall not relieve Contractor of the responsibility for adequacy, fitness, suitability, and correctness of Contractor's Work under professional and industry standards.

C. Contractor's Reliance on Submissions by the County. Contractor must have timely information and input from the County in order to perform the Work required under this Agreement. Contractor is entitled to rely upon information provided by the County, but Contractor shall be required to provide immediate written notice to the County if Contractor knows or reasonably should know that any information provided by the County is erroneous, inconsistent, or otherwise problematic.

D. Contractor's Representative; Meetings. **Nicholas Bourchier** shall be authorized to act on Contractor's behalf with respect to the Work as Contractor's designated representative. Contractor shall meet with County's personnel or designated representatives to resolve technical or contractual problems that may occur during the term of this Agreement at no additional cost to County.

E. Independent Contractor. Contractor hereby covenants and declares that it is engaged in an independent business and agrees to perform the Work as an independent contractor. The

Contractor agrees to be solely responsible for its own matters relating to the time and place the Work is performed and the method used to perform such Work; the instrumentalities, tools, supplies, and/or materials necessary to complete the Work; hiring and payment of subcontractors, agents, or employees to complete the Work, including compliance with Social Security, withholding, and all other regulations governing such matters. Any provisions of this Agreement that may appear to give the County the right to exercise a measure of control over such services will be deemed to mean that Contractor shall follow the directions of the County with regard to the results of such services only. Inasmuch as the County and the Contractor are independent of each other, neither has the authority to bind the other to any third person or otherwise to act in any way as the representative of the other, unless otherwise expressly agreed to in writing signed by both Parties hereto. The Contractor agrees not to represent itself as the County's agent for any purpose to any party or to allow any employee of the Contractor to do so, unless specifically authorized, in advance and in writing, to do so, and then only for the limited purpose stated in such authorization. The Contractor shall assume full liability for any contracts or agreements the Contractor enters into on behalf of the County without the express knowledge and prior written consent of the County.

F. Responsibility of Contractor and Indemnification of County. Contractor covenants and agrees to take and assume all responsibility for the Work rendered in connection with this Agreement. Contractor shall bear all losses and damages directly or indirectly resulting to it and/or the County on account of the performance or character of the Work rendered pursuant to this Agreement. Contractor shall defend, indemnify, and hold harmless the County and the County's elected and appointed officials, officers, boards, commissions, employees, representatives, consultants, servants, agents, attorneys and volunteers (individually an "Indemnified Party" and collectively "Indemnified Parties") from and against any and all claims, suits, actions, judgments, injuries, damages, losses, costs, expenses and liability of any kind whatsoever, including, but not limited to, attorney's fees and costs of defense ("Liabilities"), which may arise from or be the result of a willful, negligent, or tortious act or omission arising out of the Work, performance of contracted services, or operations by the Contractor, any subcontractor, anyone directly or indirectly employed by the Contractor or subcontractor, or anyone for whose acts the Contractor or subcontractor may be liable, regardless of whether or not the negligent act or omission is caused in part by a party indemnified hereunder. This indemnity obligation does not include Liabilities caused by or resulting from the sole negligence of an Indemnified Party. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this provision. This obligation to indemnify, defend, and hold harmless the Indemnified Party(ies) shall survive expiration or termination of this Agreement, provided that the claims are based upon or arise out of actions or omissions that occurred during the performance of this Agreement.

G. Insurance. Contractor shall have and maintain in full force and effect for the duration of this Agreement, insurance of the types and amounts approved by the County, as shown on "Exhibit B," attached hereto and incorporated herein by reference. Contractor shall also ensure that any subcontractors are covered by insurance policies meeting the requirements specified herein and provide proof of such coverage. As it relates to any general liability, automobile liability or umbrella policies, and except where such requirement is specifically waived in writing by the County, Contractor shall ensure that its insurer waives all rights of subrogation against the County

for losses arising from Contractor's Work and that the County and its officials, employees or agents are named as additional insureds.

H. Assignment of Agreement. The Contractor covenants and agrees not to assign or transfer any interest in, nor delegate any duties of, this Agreement, without the prior express written consent of the County.

I. Employment of Unauthorized Aliens Prohibited – *E-Verify Affidavit*. Pursuant to O.C.G.A. § 13-10-91, the County shall not enter into a contract for the physical performance of services unless the Contractor shall provide evidence on County-provided forms, attached hereto as **"Exhibits C and D"**, that it and its subcontractors have registered with, are authorized to use and use the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91, and that they will continue to use the federal work authorization program throughout the contract period.

The Contractor hereby verifies that it has, prior to executing this Agreement, executed a notarized affidavit, the form of which is provided in **"Exhibit C"**, and submitted such affidavit to County. Further, Contractor hereby agrees to comply with the requirements of the federal Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603, O.C.G.A. § 13-10-91 and Georgia Department of Labor Rule 300-10-1-.02.

In the event the Contractor employs or contracts with any subcontractor(s) in connection with the covered contract, the Contractor agrees to secure from such subcontractor(s) attestation of the subcontractor's compliance with O.C.G.A. § 13-10-91 and Rule 300-10-1-.02 by the subcontractor's execution of the subcontractor affidavit, the form of which is attached hereto as **"Exhibit D",** which subcontractor affidavit shall become part of the contractor/subcontractor agreement. If a subcontractor affidavit is obtained, Contractor agrees to provide a completed copy to the County within five (5) business days of receipt from any subcontractor. The Contractor and Contractor's subcontractors shall retain all documents and records of their respective verification process for a period of five (5) years following completion of the contract.

Contractor agrees that the employee-number category designated below is applicable to the Contractor. [Information only required if a contractor affidavit is required pursuant to O.C.G.A. § 13-10-91.]

____ 500 or more employees.
____ 100 or more employees.
 Fewer than 100 employees.

Contractor hereby agrees that, in the event Contractor employs or contracts with any subcontractor(s) in connection with this Agreement and where the subcontractor is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, the Contractor will secure from the subcontractor(s) such subcontractor(s') indication of the above employee-number category that is applicable to the subcontractor. The above requirements shall be in addition to the requirements of State and federal law and shall be construed to be in conformity with those laws.

J. Confidentiality. Contractor acknowledges that it may receive confidential information of the County and that it will protect the confidentiality of any such confidential information and will require any of its subcontractors, contractors, and/or staff to likewise protect such confidential information.

K. Licenses, Certifications and Permits. Contractor covenants and declares that it has obtained all diplomas, certificates, licenses, permits, or the like required of the Contractor by any and all national, state, regional, county or local boards, agencies, commissions, committees or other regulatory bodies in order to perform the Work. The Contractor shall secure and pay for the building permit and other permits and governmental fees, licenses and inspections necessary for proper execution and completion of the Work.

L. Authority to Contract. The individual executing this Agreement on behalf of Contractor covenants and declares that it has obtained all necessary approvals of its board of directors, stockholders, general partners, limited partners, or similar authorities to simultaneously execute and bind Contractor to the terms of this Agreement, if applicable.

M. Ownership of Work. All reports, designs, drawings, plans, specifications, schedules, work product, and other materials, including those in electronic form, prepared or in the process of being prepared for the Work to be performed by the Contractor ("Materials") shall be the property of the County, and the County shall be entitled to full access and copies of all Materials in the form prescribed by the County. Any and all copyrightable subject matter in all Materials is hereby assigned to the County, and the Contractor agrees to execute any additional documents that may be necessary to evidence such assignment.

N. Nondiscrimination. In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and all other provisions of Federal law, the Contractor agrees that, during performance of this Agreement, Contractor, for itself, its assignees and successors in interest, will not discriminate against any employee or applicant for employment, any subcontractor, or any supplier because of race, color, creed, national origin, gender, age or disability. In addition, Contractor agrees to comply with all applicable implementing regulations and shall include the provisions of this paragraph in every subcontract for services contemplated under this Agreement.

Section 7. Final Project Documents; Warranty.

Prior to final payment, Contractor shall deliver to County copies of any as-built drawings, operations, and maintenance manuals, and any other pertinent documents relating to the construction and operation of the Work that is not otherwise in the possession of the County. Contractor shall repair or replace all defects in materials, equipment, or workmanship appearing within one (1) year from the date of completion at no additional cost to the County and shall honor all additional manufacturing and other applicable warranties.

Section 8. Miscellaneous

A. Complete Agreement; Counterparts; Third Party Rights. This Agreement, including all of the Contract Documents, constitutes the complete agreement between the Parties and supersedes any and all other agreements, either oral or in writing, between the Parties with respect to the subject matter of this Agreement. This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument. This Agreement shall be exclusively for the benefit of the Parties and shall not provide any third parties with any remedy, claim, liability, reimbursement, cause of action or other right.

B. Governing Law; Business License; Proper Execution. This Agreement shall be governed by and construed in accordance with the laws of the State of Georgia without regard to choice of law principles. Any action or suit related to this Agreement shall be brought in the Superior Court of Barrow County, Georgia, and Contractor submits to the jurisdiction and venue of such court. During the Term of this Agreement, Contractor shall maintain a business license with the County, unless Contractor provides evidence that no such license is required. Contractor agrees that it will perform its services in accordance with the usual and customary standards of the Contractor's profession or business and in compliance with all applicable federal, state, and local laws, regulations, codes, ordinances, or orders applicable to the Project, including, but not limited to, O.C.G.A. § 50-5-63, any applicable records retention requirements, and Georgia's Open Records Act (O.C.G.A. § 50-18-70, et seq.).

C. Notices. All notices, requests, demands, writings, or correspondence, as required by this Agreement, shall be in writing and shall be deemed received, and shall be effective, when (1) personally delivered, or (2) on the third calendar day after the postmark date when mailed by certified mail, postage prepaid, return receipt requested, or (3) upon actual delivery when sent via national overnight commercial carrier to the Party at the addresses first given above or at a substitute address previously furnished to the other Party by written notice in accordance herewith.

D. Waiver; Sovereign Immunity. No express or implied waiver shall affect any term or condition other than the one specified in such waiver, and that one only to the extent specifically stated. Nothing contained in this Agreement shall be construed to be a waiver of the County's sovereign immunity or any individual's qualified good faith or official immunities.

E. Agreement Construction and Interpretation; Invalidity of Provisions; Severability. Contractor represents that it has reviewed and become familiar with the Contract Documents, the nature and extent of the Work, work site(s), locality, and all local conditions, laws and regulations that in any manner may affect cost, progress, performance, or furnishing of the Work. Contractor represents that it has given the County written notice of all conflicts, errors, or discrepancies that the Contractor has discovered in the Contract Documents, and the written resolution thereof by the County is acceptable to the Contractor. The Parties hereto agree that, if an ambiguity or question of intent or interpretation arises, this Agreement is to be construed as if the Parties had drafted it jointly, as opposed to being construed against a Party because it was responsible for drafting one

or more provisions of the Agreement. In the interest of brevity, the Contract Documents may omit modifying words such as "all" and "any" and articles such as "the" and "an," but the fact that a modifier or an article is absent from one statement and appears in another is not intended to affect the interpretation of either statement. Should any article(s) or section(s) of this Agreement, or any part thereof, later be deemed illegal, invalid or unenforceable by a court of competent jurisdiction, the offending portion of the Agreement should be severed, and the remainder of this Agreement shall remain in full force and effect to the extent possible as if this Agreement had been executed with the invalid portion hereof eliminated, it being the intention of the Parties that they would have executed the remaining portion of this Agreement without including any such part, parts, or portions that may for any reason be hereafter declared invalid.

IN WITNESS WHEREOF, the County and the Contractor have executed this Agreement effective as of the Effective Date first above written.

COUNTY:

BARROW COUNY, GEORGIA

By: _____
Printed Name: _____
Title: _____

Attest:

By: _____
Abril Olivas, County Clerk

CONTRACTOR:

LIONS PRIDE OCONEE, LLC

By: _____
Printed Name: Cary L. McCabe
Title: Senior Vice President

[CORPORATE SEAL]

Attest/Witness:

By: _____

"EXHIBIT A"

LIONS PRIDE OCONEE, LLC ESTIMATE

oconee foundations

Estimate

Date	Estimate #
1/7/2026	295

Lions Pride Oconee, LLC

1935 Statham Drive
Statham, GA 30666
678-753-0128
admin@oconeefoundations.com

Name / Address
Barrow County Fire Department

Project
Fire Station #1-Statham

Description	Qty	U/M	Rate	Total
Back Parking Lot	4,620		2.10	9,702.00
Front Parking Lot	2,680		2.10	5,628.00
Interior	360		1.85	666.00
10 mil Plastic	7,660	sqft	0.15	1,149.00
#5 Steel Material per Linear Feet	18,384	ft	1.30	23,899.20
#5 Steel Tying Labor per Linear Foot	18,384		0.85	15,626.40
Smooth Pin Dowels (Estimated)	120		6.25	750.00
Bobcat/Skid Steer	1	ea	2,500.00	2,500.00
Gravel	4		950.00	3,800.00
4000 psi Concrete (Concrete, Footing , Fuel Surcharge, Environmental Fee & Sales Tax	290	yd	216.00	62,640.00
Saw Cut	1	ea	1,250.00	1,250.00
Wire Sheets	55	ea	78.00	4,290.00
Demo existing concrete	7,660		2.25	17,235.00
Dumpster	38		550.00	20,900.00
Jack Hammer/Mini Ex	1		4,500.00	4,500.00
Pump Truck Charges (Estimated)	1		1,500.00	1,500.00
This estimate does not include any soil mediation.				
This document is only to provide estimated material and labor based on information provided by builder/owner. This is not intended to be a legal document or a contract. Changes by builder/owner or site and grade conditions may effect final cost. Estimates are good for fourteen (14) days. Estimates are for budgeting purposes only and not a guarantee of final bill.				

Estimates over fourteen (14) days should be updated prior to work beginning.

Total $176,035.60

"EXHIBIT B"

CONTRACTOR INSURANCE CERTIFICATES

ACORD®

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 02/24/2026

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

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

PRODUCER	CONTACT NAME: Kristen Heaton	
Chastain & Associates Ins P.O. Box 1908 Athens GA 30603	PHONE (A/C, No, Ext): (706) 543-2575	FAX (A/C, No): (706) 543-4847
	E-MAIL ADDRESS: kheaton@chastain-assoc.com	

INSURED	INSURER(S) AFFORDING COVERAGE	NAIC #
Lions Pride Building Company, Lion Pride Oconee, LLC, DBA GA Pumping, Lions Pride GPS, LLC Oconee Foundations 1935 Statham Drive Statham GA 30666	INSURER A: Owners Ins Co	32700
	INSURER B: AutoOwners	18988
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

COVERAGES **CERTIFICATE NUMBER:** CL253346133 **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 INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☐ POLICY ☒ PRO-JECT ☐ LOC ☐ OTHER:			80856700	03/07/2025	03/07/2026	EACH OCCURRENCE	$ 1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$ 300,000
							MED EXP (Any one person)	$ 10,000
							PERSONAL & ADV INJURY	$ 1,000,000
							GENERAL AGGREGATE	$ 2,000,000
							PRODUCTS - COMP/OP AGG	$ 2,000,000
								$
A	AUTOMOBILE LIABILITY ☒ ANY AUTO ☐ OWNED AUTOS ONLY ☐ HIRED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ NON-OWNED AUTOS ONLY			5585670900	03/07/2025	03/07/2026	COMBINED SINGLE LIMIT (Ea accident)	$ 1,000,000
							BODILY INJURY (Per person)	$
							BODILY INJURY (Per accident)	$
							PROPERTY DAMAGE (Per accident)	$
								$
A	☒ UMBRELLA LIAB ☒ OCCUR ☐ EXCESS LIAB ☐ CLAIMS-MADE ☐ DED ☐ RETENTION $			5585764300	03/07/2025	03/07/2026	EACH OCCURRENCE	$ 2,000,000
							AGGREGATE	$ 2,000,000
								$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) Y/N: Y If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		A106663102	03/07/2025	03/07/2026	☒ PER STATUTE ☐ OTH-ER	
							E.L. EACH ACCIDENT	$ 1,000,000
							E.L. DISEASE - EA EMPLOYEE	$ 1,000,000
							E.L. DISEASE - POLICY LIMIT	$ 1,000,000

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

CERTIFICATE HOLDER

** Insurance Purposes Only **

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

Kristen Heaton

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EXHIBIT
tabbies
C

BARROW COUNTY
FINANCE DEPARTMENT
PURCHASING DIVISION

30 North Broad Street | Winder, GA 30680
(O) 770.867.1953 (F) 770.307.3141
www.barrowga.org

CONTRACTOR AFFIDAVIT

STATE OF GEORGIA

COUNTY OF BARROW

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is engaged in the physical performance of services on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period, and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b).

Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Company ID 2707445

6|27|2025

Date of Enrollment

LIONS PRIDE BUILDING CO.

Name of Contractor

FIRE STATION # 1

Name of Project

BARROW COUNTY BOARD OF COMMISSIONERS

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on FEB 26, 2026

in STATHAM (city), GA (state).

Signature of Authorized Officer or Agent

MUNASHE MAKAVA

Printed Name of Authorized Officer or Agent

PRESIDENT

Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS 26 DAY OF February, 2026

Jennifer Ryan Wages

Notary Public

My Commission Expires: January 5th 2030

JENNIFER RYAN WAGES NOTARY PUBLIC BARROW COUNTY EXPIRES GEORGIA JANUARY 5TH 2030

"EXHIBIT D"

SUBCONTRACTOR AFFIDAVIT

STATE OF _____
COUNTY OF _____

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with _____ (name of contractor) on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period, and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five (5) business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five (5) business days of receipt, a copy of the notice to the contractor.

Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

_____
Federal Work Authorization User Identification Number

_____
Date of Authorization

_____
Name of Subcontractor

_____
Name of Project

Barrow County, Georgia
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____ ___, 20__ in _____(city), _____(state).

_____
Signature of Authorized Officer or Agent

_____
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE _____ DAY OF _____,20__.

_____
NOTARY PUBLIC

[NOTARY SEAL]

My Commission Expires: _____

AGENDA ITEM NO. VII.b

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Nic Bourchier, Emergency Services
ITEM TYPE:	Board Action
AGENDA SECTION:	**New Business**
SUBJECT:	Consideration to approve the Construction Services Agreement for generator installation for Fire Station #1 and Fire Station #4 for the Fire Department from AMSCO Inc., of Winder, GA, in the amount of $76,590.00, and authorize the Chairman to execute the agreement.

Purpose:
The purpose of this project is to install permanently mounted emergency generators at Fire Station #1 ($37,750.00) and Fire Station #4 ($38,840.00) to ensure uninterrupted operations during power outages. Both stations serve as critical response hubs and must remain fully functional during severe weather events, natural disasters, and utility failures. The installation of dedicated backup power will maintain lighting, communications, bay door operation, HVAC systems, and essential life-safety equipment without disruption.

Background/Summary:
Fire Stations #1 and #4 were constructed over 20 years ago and were not equipped with permanent back-up power systems at the time of construction. As full-time emergency response facilities, both stations house personnel, apparatus, communications equipment, and critical infrastructure that must remain operational at all times. Any extended power outage directly impacts response readiness, safety, and the department's ability to serve the community. Fire Administration recommends the installation of per the generators were approved in the FY 2026 Budget to be funded by SPLOST 2022 permanent generators at each station to ensure continuous, reliable operations during utility disruptions.

Options:
- Approval of the purchase
- Denial of the purchase

Finance Officer Comments (if applicable):
If approved, the Construction Services Agreement for Fire Stations #1 and #4 for the Fire

Department from AMSCO Incorporated of Winder, GA in the amount of $76,590.00 the generators (Fire Station #1 - $37,750.00 and Fire Station #4 - $38,840.00) were approved in the FY 2026 Budget to be funded by SPLOST 2022.

Funding Source	Account Code	FY 2026 Approved Budget	FY 2026 Expenditures	FY 2026 Remaining Budget
SPLOST 2022	3353505-542000-FD001	$368,500.00	$120,338.15	$248,161.85
SPLOST 2022	3353505-542000-FD004	$175,000.00	$120,338.15	$54,661.85

ATTACHMENTS:

AMSCO Generator Quote - Station 1.pdf

AMSCO Generator Quote - Station 4.pdf

AMSCO Inc. Agreement.pdf

AMSCO INCORPORATED
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Quote # 1042627
Page 1 of 1

Customer

Barrow County Fire Station No. 1
1625 Bethlehem Rd
Statham, GA 30666

Contact: Nic Bourchier
Phone: 678-356-6172
Email: nbourchier@barrowga.org

Location

Fire Station No. 1
Statham, GA 30666

Notes: Turnkey project, Standby Generator Sys. with ATS, GenSet, Pad, Gas, Electrical & Start-up
1. Utility coordination included, GaPwr & ATL Gas
2. NG meter @ 2 PSI, genset regulator included
3. Electrical and gas connections included

Description of work: Whole building automatic standby power system

Genset	•Generac RG02515, 25 kW-NG, 208/120, 3Phase, $ 13,595		
	•OEM battery, Custom poured concrete equipment pad, $915		
	•4G LTE monitor with 1-year 24/7 dealer monitored subscription, $495	$	15,005.00
ATS & PMMS	•Generac TX Series 400A, 208/120 3 PH ATS, SER, NEMA3R, $ 12,495		
	•No (Power Management Modules) PMMs required		
	•5-year limited warranty on generator and transfer switch, included	$	12,495.00
Electrical & Gas Materials	•Rated conductors, NEC grounding, conduits, junctions, hardware, $1,855		
	•Pipe & fittings, 2 NG regulators (One 1-1/4" for genset), $895		
	Electrical & gas design per AHJ, NEC and NFPA requirements, included	$	2,750.00
Installation Labor & Start-up	Equipment handling, installation of new equipment, NEC updates, etc.		
	Electrical & gas connections. Factory warranty-certified system start-up		
	2 Hour Load Bank Testing, NFPA 110 compliance	$	7,500.00
	Total Quote	$	37,750.00

Notes: •Facilities/site coordination included.

Terms: Equipment deposit & mobilization: $ 27,500
Balance due at system installation: $ 10,250

Acceptance of Quote: The undersigned authorizes contractor to order equipment, materials and begin the work referenced in this quote. The undersigned agrees to the terms specified. Any changes which require additional equipment, materials, or labor are subject to charges.

Signed Printed Name Date

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Quote # 1042625
Page 1 of 1

Customer

Barrow County Fire Station No. 4
1335 Fourth Ave
Auburn, GA 30011

Contact: Nic Bourchier
Phone: 678-356-6172
Email: nbourchier@barrowga.org

Location

Fire Station No. 4
Auburn, GA 30011

Notes: Turnkey project, Standby Generator Sys. with ATS, GenSet, Pad, Gas, Electrical & Start-up
1. Utility coordination included, GaPwr & ATL Gas
2. Update NG meter to 2 PSI delivery, regulator
3. Electrical and gas connections included

Description of work: Whole building automatic standby power system

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Installation Labor & Start-up	Equipment handling, installation of new equipment, NEC updates, etc. Electrical & gas connections. Factory warranty-certified system start-up 2 Hour Load Bank Testing, NFPA 110 compliance	$	7,500.00
	Total Quote	$	38,840.00

Notes: •Facilities/site coordination included.

Terms: Equipment deposit & mobilization: $ 27,500
Balance due at system installation: $ 11,340

Acceptance of Quote: The undersigned authorizes contractor to order equipment, materials and begin the work referenced in this quote. The undersigned agrees to the terms specified. Any changes which require additional equipment, materials, or labor are subject to charges.

Signed Printed Name Date

BARROW COUNTY CONSTRUCTION SERVICES AGREEMENT

Fire Department Generator Project
Station Nos. 1 and 4

This Construction Services Agreement (the "Agreement") is made and entered into this ___ day of _____, 2026 (the "Effective Date"), by and between **BARROW COUNTY, GEORGIA**, a political subdivision of the State of Georgia, (the "County") and **AMSCO, INC.,** a Georgia corporation, (hereinafter referred to as the "Contractor"), collectively referred to herein as the "Parties".

W I T N E S S E T H:

WHEREAS, the County desires to retain a contractor to supply and install generators at Barrow County Fire Station Nos. 1 and 4 (defined below); and

WHEREAS, the Contractor has represented that it is qualified by training and experience to perform the Work (defined below) and desires to perform the Work under the terms and conditions provided in the Contract Documents (defined below); and

NOW THEREFORE, for and in consideration of the mutual promises, the public purposes, and the acknowledgements and agreements contained herein and other good and adequate consideration, the sufficiency of which is hereby acknowledged, the Parties hereto do mutually agree as follows:

Section 1. Contract Documents

This Agreement along with the following documents, attached hereto (except as expressly noted otherwise below) and incorporated herein by reference, constitute the "Contract Documents":

A. AMSCO Quote Nos. 1042627 and 1042625 dated February 24, 2026, attached hereto as **"Exhibit A"**;
B. Insurance Certificate(s), attached hereto as **"Exhibit B"**;
C. Contractor Affidavit, attached hereto as **"Exhibit C"**;
D. Subcontractor Affidavit, attached hereto as **"Exhibit D"**;
E. Barrow County Code of Ethics (codified in the official Code of Barrow County); and
F. The following, which may be delivered or issued after the Effective Date of the Agreement and are not attached hereto: All Change Orders (defined in Section 6 below), other written amendments, and other documents amending, modifying, or supplementing the Contract Documents if properly adopted in writing and executed by the Parties.

In the event of any discrepancy among the terms of the various Contract Documents, the

provision most beneficial to the County, as determined by the County in its sole discretion, shall govern.

Section 2. The Work

A general description of the Project is as follows: to provide and install generators and related equipment at Barrow County Fire Station Nos. 1 and 4 (the "Project"). The Work to be completed under this Agreement (the "Work") includes, but shall not be limited to, the work described in the Estimate provided in **"Exhibit A"**, attached hereto and incorporated herein by reference. The Work includes all material, labor, insurance, tools, equipment, transportation, services and any other miscellaneous items and work reasonably inferable from the Contract Documents. The term "reasonably inferable" takes into consideration the understanding of the Parties that some details necessary for proper execution and completion of the Work may not be shown on the drawings or included in the specifications or Scope of Work, but they are a requirement of the Work if they are a usual and customary component of the Work or are otherwise necessary for proper and complete installation and operation of the Work. Contractor shall complete the Work in strict accordance with the Contract Documents.

Section 3. Work Changes

Any changes to the Work requiring an increase in the Contract Price (defined below) shall require a written change order executed by the County in accordance with its purchasing regulations.

Section 4. Contract Term; Termination

Contractor understands that time is of the essence of this Agreement and warrants and represents that it will perform the Work in a prompt and timely manner, which shall not impose delays on the progress of the Work. Contractor shall commence Work pursuant to this Agreement on or before the start date to be specified on a written "Notice to Proceed" issued by the County and shall fully complete the Work within the timeframe to be specified by the County. The County may terminate this Agreement for convenience at any time upon providing written notice thereof to Contractor. Provided that no damages are due to the County for Contractor's breach of this Agreement, the County shall pay Contractor for Work performed to date in accordance with Section 5 herein.

Section 5. Compensation; Method of Payment

The total amount paid under this Agreement as compensation for Work performed and reimbursement for costs incurred shall not, in any case, exceed **$37,750.00** for Fire Station No. 1 and **$38,840.00** for Fire Station No. 4 (the "Contract Price"), except as outlined in Section 3 above. The compensation for Work performed shall be based upon information provided in Exhibit A, and Contractor represents that the Contract Price is sufficient to perform all of the Work set forth in and contemplated by this Agreement. Contractor shall take no calculated risk in the performance of the Work. Specifically, Contractor agrees that in the event it cannot perform the Work within the budgetary limitations established without disregarding sound principles of Contractor's

industry, Contractor will give written notice thereof immediately to the County.

County agrees to pay Contractor for the Work performed and costs incurred by Contractor upon the County's certification that the Work was actually performed and costs actually incurred in accordance with this Agreement. No payments will be made for unauthorized work. Compensation for Work performed and, if applicable, reimbursement for costs incurred shall be paid to Contractor upon the County's receipt and approval of invoices setting forth in detail the Work performed and costs incurred, along with all supporting documents required by the Contract Documents or requested by the County to process the invoice. Invoices shall be submitted on a monthly basis, and such invoices shall reflect costs incurred versus costs budgeted. Each invoice shall be accompanied by an Interim Waiver and Release upon Payment (or a Waiver and Release upon Final Payment, as appropriate) procured by the Contractor from all subcontractors in accordance with O.C.G.A. § 44-14-366.

Section 6. Covenants of Contractor

A. Ethics Code; Conflict of Interest. Contractor agrees that it shall not engage in any activity or conduct that would result in a violation of the Barrow County Code of Ethics or any other similar law or regulation. Contractor certifies that to the best of his knowledge no circumstances exist which will cause a conflict of interest in performing the Work.

B. Expertise of Contractor; County's Reliance on the Work. The Contractor acknowledges and agrees that the County does not undertake to approve or pass upon matters of expertise of the Contractor and that, therefore, the County bears no responsibility for Contractor's Work performed under this Agreement. The County will not, and need not, inquire into adequacy, fitness, suitability or correctness of Contractor's performance. The Contractor acknowledges and agrees that the acceptance or approval of any Work by the County is limited to the function of determining whether there has been compliance with what is required to be produced under this Agreement and shall not relieve Contractor of the responsibility for adequacy, fitness, suitability, and correctness of Contractor's Work under professional and industry standards.

C. Contractor's Reliance on Submissions by the County. Contractor must have timely information and input from the County in order to perform the Work required under this Agreement. Contractor is entitled to rely upon information provided by the County, but Contractor shall be required to provide immediate written notice to the County if Contractor knows or reasonably should know that any information provided by the County is erroneous, inconsistent, or otherwise problematic.

D. Contractor's Representative; Meetings. **Nicholas Bourchier** shall be authorized to act on Contractor's behalf with respect to the Work as Contractor's designated representative. Contractor shall meet with County's personnel or designated representatives to resolve technical or contractual problems that may occur during the term of this Agreement at no additional cost to County.

E. Independent Contractor. Contractor hereby covenants and declares that it is engaged in an independent business and agrees to perform the Work as an independent contractor. The

Contractor agrees to be solely responsible for its own matters relating to the time and place the Work is performed and the method used to perform such Work; the instrumentalities, tools, supplies, and/or materials necessary to complete the Work; hiring and payment of subcontractors, agents, or employees to complete the Work, including compliance with Social Security, withholding, and all other regulations governing such matters. Any provisions of this Agreement that may appear to give the County the right to exercise a measure of control over such services will be deemed to mean that Contractor shall follow the directions of the County with regard to the results of such services only. Inasmuch as the County and the Contractor are independent of each other, neither has the authority to bind the other to any third person or otherwise to act in any way as the representative of the other, unless otherwise expressly agreed to in writing signed by both Parties hereto. The Contractor agrees not to represent itself as the County's agent for any purpose to any party or to allow any employee of the Contractor to do so, unless specifically authorized, in advance and in writing, to do so, and then only for the limited purpose stated in such authorization. The Contractor shall assume full liability for any contracts or agreements the Contractor enters into on behalf of the County without the express knowledge and prior written consent of the County.

F. Responsibility of Contractor and Indemnification of County. Contractor covenants and agrees to take and assume all responsibility for the Work rendered in connection with this Agreement. Contractor shall bear all losses and damages directly or indirectly resulting to it and/or the County on account of the performance or character of the Work rendered pursuant to this Agreement. Contractor shall defend, indemnify, and hold harmless the County and the County's elected and appointed officials, officers, boards, commissions, employees, representatives, consultants, servants, agents, attorneys and volunteers (individually an "Indemnified Party" and collectively "Indemnified Parties") from and against any and all claims, suits, actions, judgments, injuries, damages, losses, costs, expenses and liability of any kind whatsoever, including, but not limited to, attorney's fees and costs of defense ("Liabilities"), which may arise from or be the result of a willful, negligent, or tortious act or omission arising out of the Work, performance of contracted services, or operations by the Contractor, any subcontractor, anyone directly or indirectly employed by the Contractor or subcontractor, or anyone for whose acts the Contractor or subcontractor may be liable, regardless of whether or not the negligent act or omission is caused in part by a party indemnified hereunder. This indemnity obligation does not include Liabilities caused by or resulting from the sole negligence of an Indemnified Party. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this provision. This obligation to indemnify, defend, and hold harmless the Indemnified Party(ies) shall survive expiration or termination of this Agreement, provided that the claims are based upon or arise out of actions or omissions that occurred during the performance of this Agreement.

G. Insurance. Contractor shall have and maintain in full force and effect for the duration of this Agreement, insurance of the types and amounts approved by the County, as shown on "Exhibit B," attached hereto and incorporated herein by reference. Contractor shall also ensure that any subcontractors are covered by insurance policies meeting the requirements specified herein and provide proof of such coverage. As it relates to any general liability, automobile liability or umbrella policies, and except where such requirement is specifically waived in writing by the County, Contractor shall ensure that its insurer waives all rights of subrogation against the County

for losses arising from Contractor's Work and that the County and its officials, employees or agents are named as additional insureds.

H. Assignment of Agreement. The Contractor covenants and agrees not to assign or transfer any interest in, nor delegate any duties of, this Agreement, without the prior express written consent of the County.

I. Employment of Unauthorized Aliens Prohibited – *E-Verify Affidavit.* Pursuant to O.C.G.A. § 13-10-91, the County shall not enter into a contract for the physical performance of services unless the Contractor shall provide evidence on County-provided forms, attached hereto as **"Exhibits C and D"**, that it and its subcontractors have registered with, are authorized to use and use the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91, and that they will continue to use the federal work authorization program throughout the contract period.

The Contractor hereby verifies that it has, prior to executing this Agreement, executed a notarized affidavit, the form of which is provided in **"Exhibit C"**, and submitted such affidavit to County. Further, Contractor hereby agrees to comply with the requirements of the federal Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603, O.C.G.A. § 13-10-91 and Georgia Department of Labor Rule 300-10-1-.02.

In the event the Contractor employs or contracts with any subcontractor(s) in connection with the covered contract, the Contractor agrees to secure from such subcontractor(s) attestation of the subcontractor's compliance with O.C.G.A. § 13-10-91 and Rule 300-10-1-.02 by the subcontractor's execution of the subcontractor affidavit, the form of which is attached hereto as **"Exhibit D"**, which subcontractor affidavit shall become part of the contractor/subcontractor agreement. If a subcontractor affidavit is obtained, Contractor agrees to provide a completed copy to the County within five (5) business days of receipt from any subcontractor. The Contractor and Contractor's subcontractors shall retain all documents and records of their respective verification process for a period of five (5) years following completion of the contract.

Contractor agrees that the employee-number category designated below is applicable to the Contractor. [Information only required if a contractor affidavit is required pursuant to O.C.G.A. § 13-10-91.]

____ 500 or more employees.
____ 100 or more employees.
_✓_ Fewer than 100 employees.

Contractor hereby agrees that, in the event Contractor employs or contracts with any subcontractor(s) in connection with this Agreement and where the subcontractor is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, the Contractor will secure from the subcontractor(s) such subcontractor(s') indication of the above employee-number category that is applicable to the subcontractor. The above requirements shall be in addition to the requirements of State and federal law and shall be construed to be in conformity with those laws.

J. Confidentiality. Contractor acknowledges that it may receive confidential information of the County and that it will protect the confidentiality of any such confidential information and will require any of its subcontractors, contractors, and/or staff to likewise protect such confidential information.

K. Licenses, Certifications and Permits. Contractor covenants and declares that it has obtained all diplomas, certificates, licenses, permits, or the like required of the Contractor by any and all national, state, regional, county or local boards, agencies, commissions, committees or other regulatory bodies in order to perform the Work. The Contractor shall secure and pay for the building permit and other permits and governmental fees, licenses and inspections necessary for proper execution and completion of the Work.

L. Authority to Contract. The individual executing this Agreement on behalf of Contractor covenants and declares that it has obtained all necessary approvals of its board of directors, stockholders, general partners, limited partners, or similar authorities to simultaneously execute and bind Contractor to the terms of this Agreement, if applicable.

M. Ownership of Work. All reports, designs, drawings, plans, specifications, schedules, work product, and other materials, including those in electronic form, prepared or in the process of being prepared for the Work to be performed by the Contractor ("Materials") shall be the property of the County, and the County shall be entitled to full access and copies of all Materials in the form prescribed by the County. Any and all copyrightable subject matter in all Materials is hereby assigned to the County, and the Contractor agrees to execute any additional documents that may be necessary to evidence such assignment.

N. Nondiscrimination. In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and all other provisions of Federal law, the Contractor agrees that, during performance of this Agreement, Contractor, for itself, its assignees and successors in interest, will not discriminate against any employee or applicant for employment, any subcontractor, or any supplier because of race, color, creed, national origin, gender, age or disability. In addition, Contractor agrees to comply with all applicable implementing regulations and shall include the provisions of this paragraph in every subcontract for services contemplated under this Agreement.

Section 7. Final Project Documents; Warranty.

Prior to final payment, Contractor shall deliver to County copies of any as-built drawings, operations, and maintenance manuals, and any other pertinent documents relating to the construction and operation of the Work that is not otherwise in the possession of the County. Contractor shall repair or replace all defects in materials, equipment, or workmanship appearing within one (1) year from the date of completion at no additional cost to the County and shall honor all additional manufacturing and other applicable warranties.

Section 8. Miscellaneous

A. Complete Agreement; Counterparts; Third Party Rights. This Agreement, including all of the Contract Documents, constitutes the complete agreement between the Parties and supersedes any and all other agreements, either oral or in writing, between the Parties with respect to the subject matter of this Agreement. This Agreement may be executed in any number of counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument. This Agreement shall be exclusively for the benefit of the Parties and shall not provide any third parties with any remedy, claim, liability, reimbursement, cause of action or other right.

B. Governing Law; Business License; Proper Execution. This Agreement shall be governed by and construed in accordance with the laws of the State of Georgia without regard to choice of law principles. Any action or suit related to this Agreement shall be brought in the Superior Court of Barrow County, Georgia, and Contractor submits to the jurisdiction and venue of such court. During the Term of this Agreement, Contractor shall maintain a business license with the County, unless Contractor provides evidence that no such license is required. Contractor agrees that it will perform its services in accordance with the usual and customary standards of the Contractor's profession or business and in compliance with all applicable federal, state, and local laws, regulations, codes, ordinances, or orders applicable to the Project, including, but not limited to, O.C.G.A. § 50-5-63, any applicable records retention requirements, and Georgia's Open Records Act (O.C.G.A. § 50-18-70, et seq.).

C. Notices. All notices, requests, demands, writings, or correspondence, as required by this Agreement, shall be in writing and shall be deemed received, and shall be effective, when (1) personally delivered, or (2) on the third calendar day after the postmark date when mailed by certified mail, postage prepaid, return receipt requested, or (3) upon actual delivery when sent via national overnight commercial carrier to the Party at the addresses first given above or at a substitute address previously furnished to the other Party by written notice in accordance herewith.

D. Waiver; Sovereign Immunity. No express or implied waiver shall affect any term or condition other than the one specified in such waiver, and that one only to the extent specifically stated. Nothing contained in this Agreement shall be construed to be a waiver of the County's sovereign immunity or any individual's qualified good faith or official immunities.

E. Agreement Construction and Interpretation; Invalidity of Provisions; Severability. Contractor represents that it has reviewed and become familiar with the Contract Documents, the nature and extent of the Work, work site(s), locality, and all local conditions, laws and regulations that in any manner may affect cost, progress, performance, or furnishing of the Work. Contractor represents that it has given the County written notice of all conflicts, errors, or discrepancies that the Contractor has discovered in the Contract Documents, and the written resolution thereof by the County is acceptable to the Contractor. The Parties hereto agree that, if an ambiguity or question of intent or interpretation arises, this Agreement is to be construed as if the Parties had drafted it jointly, as opposed to being construed against a Party because it was responsible for drafting one

or more provisions of the Agreement. In the interest of brevity, the Contract Documents may omit modifying words such as "all" and "any" and articles such as "the" and "an," but the fact that a modifier or an article is absent from one statement and appears in another is not intended to affect the interpretation of either statement. Should any article(s) or section(s) of this Agreement, or any part thereof, later be deemed illegal, invalid or unenforceable by a court of competent jurisdiction, the offending portion of the Agreement should be severed, and the remainder of this Agreement shall remain in full force and effect to the extent possible as if this Agreement had been executed with the invalid portion hereof eliminated, it being the intention of the Parties that they would have executed the remaining portion of this Agreement without including any such part, parts, or portions that may for any reason be hereafter declared invalid.

IN WITNESS WHEREOF, the County and the Contractor have executed this Agreement effective as of the Effective Date first above written.

COUNTY:

BARROW COUNY, GEORGIA

By: _____
Pat Graham, Chairman

Attest:

By: _____
Abril Olivas, County Clerk

CONTRACTOR:

AMSCO, INC.

By: _____
Printed Name: Scott Miller
Title: CEO, AMSCO Inc

[CORPORATE SEAL]

Attest/Witness:

By: _____

"EXHIBIT A"

AMSCO QUOTES

AMSCO INCORPORATED
EMERGENCY POWER & GREEN ENERGY SOLUTIONS

CELEBRATING 25 Years 2001-2026

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Quote # 1042627
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Customer

Barrow County Fire Station No. 1
1625 Bethlehem Rd
Statham, GA 30666

Contact: Nic Bourchier
Phone: 678-356-6172
Email: nbourchier@barrowga.org

Location

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Statham, GA 30666

Notes: Turnkey project, Standby Generator Sys. with ATS, GenSet, Pad, Gas, Electrical & Start-up
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		Total Quote $	37,750.00

Notes: •Facilities/site coordination included.

Terms: Equipment Purchase: $ 27,500
Balance due at system installation: $ 10,250

Acceptance of Quote: The undersigned authorizes contractor to order equipment, materials and begin the work referenced in this quote. The undersigned agrees to the terms specified. Any changes which require additional equipment, materials, or labor are subject to charges.

Signed Printed Name Date

AMSCO INCORPORATED
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Quote # 1042625
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Customer

Barrow County Fire Station No. 4
1335 Fourth Ave
Auburn, GA 30011

Contact: Nic Bourchier
Phone: 678-356-6172
Email: nbourchier@barrowga.org

Location

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Auburn, GA 30011

Notes: Turnkey project, Standby Generator Sys. with ATS, GenSet, Pad, Gas, Electrical & Start-up
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Balance due at system installation: $ 11,340

Acceptance of Quote: The undersigned authorizes contractor to order equipment, materials and begin the work referenced in this quote. The undersigned agrees to the terms specified. Any changes which require additional equipment, materials, or labor are subject to charges.

Signed Printed Name Date

"EXHIBIT B"

CONTRACTOR INSURANCE CERTIFICATES

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY): 02/13/2026

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

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

PRODUCER Winder Insurance Center 73 Church Street Winder, GA 30680	CONTACT NAME: Russell E Shepley PHONE (A/C, No, Ext): (770) 867-7441 FAX (A/C, No): (770) 867-1234 E-MAIL ADDRESS: LYNDSEY@winderinsurance.com		
	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A : Auto Owners Insurance		18988
INSURED AMSCO INC PO Box 613 Winder, GA 30680	INSURER B : Owners Insurance Co		32700
	INSURER C :		
	INSURER D :		
	INSURER E :		
	INSURER F :		

COVERAGES **CERTIFICATE NUMBER:** **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 INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS		
A	✓ COMMERCIAL GENERAL LIABILITY CLAIMS-MADE ✓ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ✓ POLICY PRO-JECT LOC OTHER:			80079128	10/22/2025	10/22/2026	EACH OCCURRENCE	$	1,000,000
							DAMAGE TO RENTED PREMISES (Ea occurrence)	$	50,000
							MED EXP (Any one person)	$	5,000
							PERSONAL & ADV INJURY	$	1,000,000
							GENERAL AGGREGATE	$	2,000,000
							PRODUCTS - COMP/OP AGG	$	2,000,000
								$	
B	AUTOMOBILE LIABILITY ✓ ANY AUTO OWNED AUTOS ONLY HIRED AUTOS ONLY SCHEDULED AUTOS NON-OWNED AUTOS ONLY			5307996901	12/29/2025	06/29/2026	COMBINED SINGLE LIMIT (Ea accident)	$	1,000,000
							BODILY INJURY (Per person)	$	
							BODILY INJURY (Per accident)	$	
							PROPERTY DAMAGE (Per accident)	$	
								$	
A	✓ UMBRELLA LIAB ✓ OCCUR EXCESS LIAB CLAIMS-MADE DED ✓ RETENTION $ 10000			5307996900	10/22/2025	10/22/2026	EACH OCCURRENCE	$	4,000,000
							AGGREGATE	$	4,000,000
								$	
	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY Y/N ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? N/A (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below						PER STATUTE OTH-ER		
							E.L. EACH ACCIDENT	$	
							E.L. DISEASE - EA EMPLOYEE	$	
							E.L. DISEASE - POLICY LIMIT	$	

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

CERTIFICATE HOLDER

Email: nswenson@barrowga.org

Barrow County Board of Commissioners
30 N. Broad Street
Winder, GA 30680

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

Lyndsey Whidden

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ACORD

CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY) 02/19/2026

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

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATIONIS 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	CONTACT NAME:	
FIRST BALDWIN INSURANCE LLC 21254076 8154 HWY 59 STE 201 FOLEY AL 36535	PHONE (A/C, No, Ext): (251) 943-6677	FAX (A/C, No): (251) 943-5436
	E-MAIL ADDRESS:	
	INSURER(S) AFFORDING COVERAGE	NAIC#
	INSURER A : Hartford Fire and Its P&C Affiliates	00914
INSURED AMSCO, INC PO BOX 613 WINDER GA 30680	INSURER B :	
	INSURER C :	
	INSURER D :	
	INSURER E :	
	INSURER F :	

COVERAGES **CERTIFICATE NUMBER:** **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 INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/Y YYY)	LIMITS	
	COMMERCIAL GENERAL LIABILITY						EACH OCCURRENCE	
	CLAIMS-MADE OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	
							MED EXP (Any one person)	
							PERSONAL & ADV INJURY	
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	
	POLICY PRO-JECT LOC						PRODUCTS - COMP/OP AGG	
	OTHER:							
	AUTOMOBILE LIABILITY						COMBINED SINGLE LIMIT (Ea accident)	
	ANY AUTO						BODILY INJURY (Per person)	
	ALL OWNED AUTOS / SCHEDULED AUTOS						BODILY INJURY (Per accident)	
	HIRED AUTOS / NON-OWNED AUTOS						PROPERTY DAMAGE (Per accident)	
	UMBRELLA LIAB / OCCUR						EACH OCCURRENCE	
	EXCESS LIAB / CLAIMS-MADE						AGGREGATE	
	DED RETENTION $							
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		21 WEC BZ7RHJ	01/13/2026	01/13/2027	X PER STATUTE / OTH-ER	
							E.L. EACH ACCIDENT	$1,000,000
							E.L. DISEASE -EA EMPLOYEE	$1,000,000
							E.L. DISEASE - POLICY LIMIT	$1,000,000

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

Those usual to the Insured's Operations. Reference: 1042627, 104262.

CERTIFICATE HOLDER

Barrow County Board of Commissioners
30 N BROAD ST
WINDER GA 30680

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

Susan L. Castaneda

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"EXHIBIT C"

CONTRACTOR AFFIDAVIT AND AGREEMENT

STATE OF Georgia
COUNTY OF Barrow

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is engaged in the physical performance of services on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period, and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b).

Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

2971853
Federal Work Authorization User Identification Number

2-20-2026
Date of Authorization

AMSCO, INC
Name of Contractor

Fire Station Generator Project
Name of Project

Barrow County, Georgia
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.
Executed on March 3, 2026 in Winder (city), Georgia (state).

Signature of Authorized Officer or Agent

Scott Miller, CEO
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE 3rd DAY OF March, 2026

Notary Public

[NOTARY SEAL]

KELLY YARBROUGH NOTARY PUBLIC BARROW COUNTY EXPIRES GEORGIA 08/19/2028

My Commission Expires: 8/19/28

"EXHIBIT D"

SUBCONTRACTOR AFFIDAVIT

STATE OF _____
COUNTY OF _____

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with _____ (name of contractor) on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period, and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five (5) business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five (5) business days of receipt, a copy of the notice to the contractor.

Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

_____
Federal Work Authorization User Identification Number

_____
Date of Authorization

_____
Name of Subcontractor

_____
Name of Project

Barrow County, Georgia
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____ ___, 20__ in _____(city), _____(state).

_____
Signature of Authorized Officer or Agent

_____
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE _____ DAY OF _____,20__.

_____
NOTARY PUBLIC

[NOTARY SEAL]

My Commission Expires: _____

AGENDA ITEM NO. VII.c

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Nic Bourchier, Emergency Services
ITEM TYPE:	Board Action
AGENDA SECTION:	**New Business**
SUBJECT:	Consideration to approve RFQ/P 2026-11 Emergency Medical Services (EMS) Provider for the Fire Department between Barrow County, Georgia and American Medical Response (AMR) of Stone Mountain, GA, in the amount of $3,965,000.00 and authorize the chairman to execute the agreement.

Purpose:

The purpose of this agenda item is to request approval of the EMS Services Agreement between Barrow County and AMR for the provision of countywide emergency medical services. In accordance with best practices, a comprehensive five (5) year review of services was conducted. Following that review, a formal Request for Qualifications/Proposals was issued, resulting in responses from five (5) companies, including one no-bid submission. Each proposal was evaluated through an extensive review process to assess service delivery, system design, operational capabilities, and overall benefit to the community.

As part of its proposal, AMR offered to buy a fleet of six (6) new ambulances at no cost to the county and absorb the current NGHS employee workforce assigned to Barrow County EMS, helping maintain continuity of local experienced personnel serving our community.

Background/Summary:

Northeast Georgia Health System has served as the Emergency Medical Services (EMS) provider for Barrow County since 2019. As part of the County's commitment to responsible oversight and long-term planning, a comprehensive five (5) year review of the current EMS agreement was conducted. The current agreement with NGHS is a breakeven model, which means the County has no way to control or predict annual cost increases. Between FY 2022 and FY 2026 the cost of the EMS contract increased from $2.3 million to $4.4 million (a 91.3% increase) while the scope of services has remained the same.

Options:

- Approval of the agreement

- Denial of the agreement

Finance Officer Comments (if applicable):

If approved, the agreement between Barrow County and American Medical Response (AMR) of Stone Mountain, GA, in the amount of $3,965,000.00 and and Barrow County would begin FY 2027 (July 1, 2026) with four (4) additional years of FY 2028 - FY 2031. The cost associated with the agreement would be allocated to the EMS Department account number 1003600-521200.

ATTACHMENTS:

EMS RFQ Vendor Comparision.pdf
AMR Cost Proposal.pdf
Metro Ambulance Services, Inc. DBA American Medical Response (AMR) Agreement.pdf
AMR Vendor Packet.pdf

EMS RFQ/P Side-by-Side Comparison

Category	Ameripro Health	AMR	NGHS	Puckett EMS
Year 1 Subsidy / Cost	$3,167,904	$3,965,000	$4,509,751	$4,200,000 (7/5) / $3,700,000 (6/5)
Day / Night Units	6 Day / 5 Night	6 Day / 5 Night	6 Day / 6 Night	7 Day / 5 Night (Option 1) or 6 Day / 5 Night (Option 2)
Truck Type / Fleet Condition	Type III; ≤5 yrs; ≤150k miles	6 Brand New Type II or III at start	Remount 1 unit; Replace 2 later; No formal schedule	Type II High Roof; <2 yrs avg; <40k miles
5-Year Projection Provided?	No	Yes – Fixed (4% increase annually for years 2 through 5)	Breakeven model, which means the County has no way to control or predict annual cost increases.	No
Ancillary Services	High school EMT program; EMT classes; PR & outreach	911 Nurse Navigation (ET3); KPI reporting; FTO/Clinical Leads; Recruitment initiatives	High school standby; PR support; Body armor on med units	Telehealth care navigation; Mobile health tech; Event standby; Community education
Extra / Specialty Services	Blood products	Bariatric; Critical Care; Air Ambulance; Blood products	Blood products	Blood products
Transport Cost	Not Provided	Second Lowest	Lowest	Third Lowest
Other	NA	Offered to absorb the current NGHS employee workforce assigned to Barrow County EMS.	NA	NA

EMERGENCY MEDICAL SERVICES (EMS) PROVIDER

Barrow County, Georgia

RFQ/P2026-11 | COST PROPOSAL |FEBRUARY 16, 2026



COPY

A Global Medical Response Solution

5. Cost Proposal & Financial Stability

The County can count on AMR to provide a fiscally responsible service in all that we do. We offer a simplified, one-price billing process, ensuring that the invoiced party only pays for the service received and nothing more.

We are a subsidiary of Global Medical Response (GMR), which specializes in ground and air medical transportation services with more than 34,000 employees and one of the largest fleets of ambulances and medical aircraft in the world.

As demonstrated in **EXHIBIT-06**, which we included with our narrative response, GMR has significant liquidity to support ongoing operations, with approximately $600 million cash on hand and more than $800 million available on our line of credit at the start of February 2026. In addition, GMR received a ratings upgrade from Moody's in February 2025 and from Standard & Poor's in July 2025. This further enhances the fiscal strength of this new alliance.

Compensation/Subsidy

The table below contains our proposed financial subsidies requested from the County for each year of the contract. We are happy to provide a detailed breakdown upon request. Our competitive and cost-effective pricing will support the provision of the personnel, equipment, resources and infrastructure.

Year	Subsidy Amount
Year 1	$3,965,000
Year 2	$4,124,000
Year 3	$4,289,000
Year 4	$4,460,000
Year 5	$4,638,000

911 Nurse Navigation as a Stabilizing Force

The costs of our 911 Nurse Navigation program has been included as part of our overall solution for the County. We believe this enhancement to RFQ/P2026-11 will be a transformative innovation for Barrow County's citizens.

From a financial perspective, the addition of 911 Nurse Navigation to our proposal will act as a stabilizing force as the system continues to grow. We recognize that there has a been a 2.8% increase in 911 call volume recently for the County, which aligns with national trends. 911 Nurse Navigation will support the County's ability to absorb this growth by reducing the number of calls that require an ambulance response. This will provide necessary relief as the system expands, promoting a stable long-term cost.

Docusign Envelope ID: 87B4DF90-18D8-4141-BC06-44214A2B1129

EMS SERVICES AGREEMENT

BARROW COUNTY PRIMARY 911 COVERAGE AREA

THIS AGREEMENT is made and entered into as of this 1st day of July, 2026 (the "Effective Date"), by and between **BARROW COUNTY, GEORGIA,** a political subdivision of the State of Georgia, acting by and through its governing authority, the Barrow County Board of Commissioners (hereinafter referred to as the "County"), and **Metro Ambulance Services Inc. DBA American Medical Response**, a Georgia incorporated company (herein after referred to as the "Service Provider"), collectively referred to herein as the "Parties."

WITNESSETH:

WHEREAS, County desires to retain Service Provider to provide certain services generally described as emergency medical / ambulance services throughout Barrow County; and

WHEREAS, County finds that specialized knowledge, skills, and training are necessary to perform the services contemplated under this Agreement; and

WHEREAS, Service Provider has represented that it is appropriately licensed and qualified by training and experience and possesses the essential equipment and trained personnel necessary to perform the services required hereunder; and

WHEREAS, Service Provider desires to perform the services as set forth in this Agreement under the terms and conditions provided in this Agreement; and

WHEREAS, the public interest will be served by this Agreement; and

WHEREAS, Service Provider has familiarized itself with the nature and extent of the Agreement, the Project, and the Services, and with all local conditions and federal, state and local laws, ordinances, rules and regulations that may in any manner affect cost, progress or performance of Services; and

NOW, THEREFORE, for and in consideration of the mutual promises, the public purposes, and the acknowledgements and agreements contained herein, and other good and adequate consideration, the sufficiency of which is hereby acknowledged, the Parties do mutually agree as follows:

I. SCOPE OF SERVICES AND TERMINATION DATE

A. Agreement. The Agreement shall consist of this Professional Services Agreement and each of the Exhibits hereto, which are incorporated herein by reference, including:

Exhibit A - Scope of Services
Exhibit B - Contractor Affidavit and Agreement
Exhibit C - Subcontractor Affidavit

Docusign Envelope ID: 87B4DF90-18D8-4141-BC06-44214A2B1129

Exhibit D – Contractor Proposal

B. **The Services.** The Services to be completed under this Agreement (the "Services") includes, but shall not be limited to, the work described in the Scope of Services provided in **Exhibit A,** attached hereto and incorporated herein by reference, and generally described as County-wide, emergency ambulance services. Unless otherwise stated therein, the Services include all material, labor, insurance, tools, equipment, machinery, water, heat, utilities, transportation, facilities, services and any other miscellaneous items and work necessary to complete the Services. Some details necessary for proper execution and completion of the Services may not be specifically described in the Scope of Services, but they are a requirement of the Services if they are a usual and customary component of the contemplated services or are otherwise necessary for proper completion of the Services.

C. **Term.** Service Provider warrants and represents that it will perform its services in a prompt and timely manner in accordance with the Scope of Services and best practices for operation of an ambulance service and care of patients transported therein. This Agreement is an annual contract and shall commence as of the date first written above and shall terminate on **June 30, 2027,** unless renewed by mutual agreement of the Parties. The contract is awarded for an initial term of one (1) year with the option to renew four (4) additional (1) year periods based on satisfactory performance, continued funding, and mutual agreement of both parties.

II. WORK CHANGES

A. **Change Order Defined.** A "Change Order" means a written modification of the Agreement, signed by representatives of County and Service Provider with appropriate authorization.

B. **Right to Order Changes.** County reserves the right to order changes in the Services to be performed under this Agreement by altering, adding to, or deducting from the Services. All such changes shall be incorporated in written Change Orders and executed by Service Provider and County. Such Change Orders shall specify the changes ordered and any necessary adjustment of compensation and completion time.

C. **Change Order Requirement.** Any work added to or removed from the scope of this Agreement by a Change Order shall be executed under all the applicable conditions of this Agreement. No claim for additional compensation or extension of time shall be recognized, unless contained in a written Change Order duly executed on behalf of County and Service Provider prior to the effective date of such change or expressly contemplated hereby. Service Provider shall not be obligated to provide any service not described in the Scope of Services in the absence of a properly executed Change Order.

D. **Authority to Execute Change Order.** The County Manager has the authority to execute, without further action of the Barrow County Board of Commissioners, any number of Change Orders so long as their total effect does not materially alter the terms of this Agreement

or materially increase the Maximum Contract Price, as set forth in Section III (B) below. Any such Change Orders materially altering the terms of this Agreement, or any Change Order increasing the price by more than twenty-five thousand dollars ($25,000.00), must be approved by the Barrow County Board of Commissioners.

III. COMPENSATION AND METHOD OF PAYMENT

A. Ambulance Service: The County's total cost of providing Ambulance services per Fiscal Year (which shall be defined as July l through June 30) shall be as set forth below, payable by County to Service Provider in twelve (12) equal monthly installments beginning July 1, 2026.

FY2027:	$3,965,000
FY2028:	$4,124,000
FY2029:	$4,289,000
FY2030:	$4,460,000
FY2031:	$4,638,000

B. The payment outlined above includes both the cost of the EMS service and the ALS Units. The installments will be due in advance of the tenth (l0th) business day of each month.

C. It is acknowledged and agreed by the parties that the amount to be paid by County as set forth above, is not enough to cover Service Provider's cost of providing services hereunder and it is, therefore, agreed that County shall not bill patients or receive any amounts from patients or third-party payors as compensation for services provided by Service Provider pursuant to this Agreement. County hereby agrees that all fees received or collected as a result of services rendered by Service Provider hereunder shall be the property of Service Provider.

D. The fees or charges for services rendered by Service Provider hereunder shall be as set forth in **Exhibit A** below. Service Provider, or Service Provider's agent, shall be responsible for billing patients and third-party payors for services provided by Service Provider hereunder and collecting fees for such services.

IV. COVENANTS OF SERVICE PROVIDER

A. Expertise of Service Provider; Licenses, Certification and Permits. Service Provider accepts the relationship of trust and confidence established between it and County, recognizing that County's intention and purpose in entering into this Agreement is to engage an entity with the requisite capacity, experience, and professional skill and judgment to provide the Services in pursuit of the timely and competent completion of the Services undertaken by Service

Provider under this Agreement. Service Provider shall employ only persons duly qualified in the appropriate area of expertise to perform the Services described in this Agreement.

Service Provider covenants and declares that it has obtained all diplomas, certificates, licenses, permits, or the like required of Service Provider by any and all national, state, regional, county, or local boards, agencies, commissions, committees, or other regulatory bodies in order to perform the Services contracted for under this Agreement. Further, Service Provider agrees that it will perform all Services in accordance with the standard of care and quality ordinarily expected of competent professionals and in compliance with all federal, state, and local laws, regulations, codes, ordinances, or orders applicable to the Project, including, but not limited to, any applicable records retention requirements and Georgia's Open Records Act (O.C.G.A. § 50-18-71, *et seq.)* to the extent applicable to Service Provider by virtue of this Agreement.

B. Budgetary Limitations. Service Provider agrees and acknowledges that budgetary limitations are not a justification for breach of sound principles of Service Provider's profession and industry. Specifically, Service Provider agrees that, in the event it cannot perform the Services within the budgetary limitations established without disregarding sound principles of Service Provider's profession and industry, Service Provider will give written notice immediately to County.

C. County's Reliance on the Services. Service Provider acknowledges and agrees that County does not undertake to approve or pass upon matters of expertise of Service Provider and that, therefore, County bears no responsibility for Service Provider's Services performed under this Agreement. Service Provider acknowledges and agrees that the acceptance of Services by County is limited to the function of determining whether there has been compliance with what is required to be done under this Agreement. County will not, and need not, inquire into adequacy, fitness, suitability or correctness of Service Provider's performance.

D. Service Provider's Reliance on Submissions by County. Service Provider must have timely information and input from County in order to perform the Services required under this Agreement. Service Provider is entitled to rely upon information provided by County, but Service Provider shall provide immediate written notice to County if Service Provider knows or reasonably should know that any information provided by County is erroneous.

E. Service Provider's Representative. Rafe Waters, shall be authorized to act on Service Provider's behalf with respect to the Services as Service Provider's designated representative, provided that this designation shall not relieve either Party of any written notice requirements set forth elsewhere in this Agreement.

F. Assignment of Agreement. Service Provider covenants and agrees not to assign or transfer any interest in, or delegate any duties of this Agreement, without the prior expressed written consent of County, except that Service Provider may assign its interests and obligations hereunder to an affiliate controlled by, controlling, or under common control with Service

Provider. As to any approved subcontractors, Service Provider shall be solely responsible for reimbursing them, and County shall have no obligation to them.

G. Responsibility of Service Provider and Indemnification of County. Service Provider covenants and agrees to take and assume all responsibility for the Services rendered in connection with this Agreement. Service Provider shall bear all losses and damages directly or indirectly resulting to it and/or County on account of the performance or character of the Services rendered pursuant to this Agreement. Service Provider shall defend, indemnify and hold harmless County and County's elected and appointed officials, officers, boards, commissions, employees, representatives, consultants, agents, attorneys, and volunteers (individually an "Indemnified Party" and collectively "Indemnified Parties") from and against any and all claims, suits, actions, judgments, injuries, damages, losses, costs, expenses and liability of any kind whatsoever, including but not limited to attorney's fees and costs of defense ("Liabilities"), to the extent that such Liabilities arise from or are the result of an alleged willful, negligent or tortious act or omission arising out of the Services, performance of contracted services, or operations by Service Provider, any subcontractor, anyone directly or indirectly employed by Service Provider or subcontractor or anyone for whose acts or omissions Service Provider or subcontractor may be liable in connection with the Services, regardless of whether or not the act or omission is caused in part by a party indemnified hereunder; provided that this indemnity obligation shall only apply to the extent Liabilities are caused by, or result from, the negligence, recklessness, or intentionally wrongful conduct of the Service Provider or other persons employed or utilized by the Service Provider in the performance of this Agreement.

In any and all claims against an Indemnified Party, by any employee of Service Provider, it's subcontractor, anyone directly or indirectly employed by Service Provider or subcontractor or anyone for whose acts Service Provider or subcontractor may be liable, the indemnification obligation set forth in this provision shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for Service Provider or any subcontractor under workers' or workmen's compensation acts, disability benefit acts or other employee benefit acts. This obligation to indemnify, defend, and hold harmless the Indemnified Party(ies) shall survive expiration or termination of this Agreement, provided that the claims are based upon or arise out of actions or omissions that occurred during the performance of this Agreement.

H. Independent Contractor. Service Provider hereby covenants and declares that it is engaged in an independent business and agrees to perform the Services as an independent contractor. Nothing in this Agreement shall be construed to make Service Provider or any of its employees, servants, or subcontractors, an employee, servant or agent of County for any purpose. Except as expressly set forth herein, Service Provider agrees to be solely responsible for its own matters relating to the time and place the Services are performed and the method used to perform such Services; the instrumentalities, tools, supplies and/or materials necessary to complete the Services; hiring of consultants, agents or employees to complete the Services; and the payment of employees, including benefits and compliance with Social Security, withholding and all other regulations governing such matters. Service Provider agrees to be solely responsible for its own

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acts and those of its subordinates, employees, and subcontractors during the life of this Agreement. There shall be no direct contractual relationship between any subcontractor or supplier and County by virtue of this Agreement with Service Provider. Any provisions of this Agreement that may appear to give County the right to direct Service Provider as to the details of the services to be performed by Service Provider or to exercise a measure of control over such services will be deemed to mean that Service Provider shall follow the directions of County with regard to the results of such services only. It is further understood that this Agreement is not exclusive, and County may hire additional entities to perform the Services related to this Agreement.

Inasmuch as County and Service Provider are independent of each other, neither has the authority to bind the other to any third person or otherwise to act in any way as the representative of the other, unless otherwise expressly agreed to in writing signed by both Parties hereto. Service Provider agrees not to represent itself as County's agent for any purpose to any party or to allow any employee of Service Provider to do so, unless specifically authorized, in advance and in writing, to do so, and then only for the limited purpose stated in such authorization. Service Provider shall assume full liability for any contracts or agreements Service Provider enters into on behalf of County without the express knowledge and prior written consent of County.

I. Insurance.

(1) Requirements: Service Provider shall have and maintain in full force and effect for the duration of this Agreement, insurance insuring against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the Services by Service Provider, its agents, representatives, employees or subcontractors. These requirements are subject to amendment or waiver if so approved in writing by the County Manager.

(2) Minimum Limits of Insurance: Service Provider shall maintain the following insurance policies with coverage and limits no less than:

(a) Commercial General Liability coverage of at least $3,000,000 (three million dollars) combined single limit per occurrence for comprehensive coverage including for bodily and personal injury, sickness, disease or death, injury to or destruction of property, including loss of use resulting therefrom. If general aggregate limit applies, the general aggregate limit shall be twice the required occurrence limit.

(b) Commercial Automobile Liability (owned, non-owned, hired) coverage of at least $3,000,000 (three million dollars) combined single limit per occurrence for comprehensive coverage including bodily and personal injury, sickness, disease or death, injury to or destruction of property, including loss of use resulting therefrom.

(c) Professional Liability of at least $3,000,000 (three million dollars) limit for claims arising out of professional services and caused by Service Provider's errors, omissions, or negligent acts.

(d) Workers' Compensation limits as required by the State of Georgia and Employers' Liability limits of $1,000,000 (one million dollars) per occurrence or disease covering all Service Provider employees, including all paramedics and EMTs employed by or under contract with Service Provider.

(e) Commercial Umbrella Liability Coverage in the amount of $3,000,000 (three million dollars) covering all Service Provider employees, including all paramedics and EMTs employed by or under contract with Service Provider.

(f) Service Provider may meet limit requirements through a combination of primary and umbrella coverage.

(3) Deductibles and Self-Insured Retentions: Service Provider may maintain some or all of its insurance required hereunder through its program of self-insured retention, and by a combination of primary and umbrella policies.

(4) Other Insurance Provisions: Each policy shall contain, or be endorsed to contain, the following provisions respectively:

(a) General Liability, Automobile Liability and Umbrella Liability Coverage.

(i) Additional Insured Requirement. County and County's elected and appointed officials, officers, boards, commissioners, employees, representatives, consultants, servants, agents and volunteers (individually "Insured Party" and collectively "Insured Parties") shall be additional insureds as respects: liability arising out of activities performed by or on behalf of Service Provider; products and completed operations of Service Provider; premises owned, leased, or used by Service Provider; automobiles owned, leased, hired, or borrowed by Service Provider. The coverage shall contain no special limitations on the scope of protection afforded to the Insured Parties. Nothing contained in this section shall be construed to require the Service Provider to provide liability insurance coverage to any

Insured Party for claims asserted against such Insured Party for its sole negligence.

(ii) Separate Coverage. Coverage shall state that Service Provider's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to limits of insurance provided.

(iii) Subrogation. The insurer shall agree to waive all rights of subrogation against the Insured Parties for losses arising from Services performed by Service Provider for County.

(b) Workers' Compensation Coverage. The insurer providing Workers' Compensation Coverage will agree to waive all rights of subrogation against the Insured Parties for losses arising from Services performed by Service Provider for County.

(c) All Coverages.

(i) Notice Requirement. Service Provider shall provide written notice to County at least thirty (30) days prior to any reduction, suspension, voiding, or cancellation of coverage. County reserves the right to accept alternate notice terms and provisions, provided they meet the minimum requirements under Georgia law.

(ii) Effective Dates. Policies shall be in effect for the entire term hereof.

(5) Acceptability of insurers: Service Provider coverage may be provided by a Self-Insured Retention. Commercial insurance maintained by Service Provider must be issued by a company licensed or approved by the Insurance Commissioner to transact business in the State of Georgia. Such insurance policies shall be placed with insurer(s) with an A.M. Best Policyholder's rate of no less than "A-" and with a financial rating of Class VII or greater. The Service Provider shall be responsible for any delay resulting from the failure of its insurer to provide proof of coverage in the proscribed form.

(6) Verification of Coverage: Upon request, Service Provider shall furnish to County for County approval certificates of insurance and endorsements to the policies evidencing all coverage required by this Agreement upon request. Without limiting the general scope of this requirement, Service Provider is specifically required to provide an endorsement naming County as an additional insured when required. The certificates of insurance and endorsements for each insurance policy are to be on a form utilized by Service

Provider's insurer in its normal course of business. Upon request, Service Provider shall provide proof that any expiring coverage has been renewed or replaced prior to the expiration of the coverage.

(7) Subcontractors: Service Provider shall either (1) ensure that its insurance policies (as described herein) cover all subcontractors and the Services performed by such subcontractors or (2) ensure that any subcontractor secures separate policies covering that subcontractor and its Services. All coverage procured for subcontractors by Service Provider shall be subject to all of the requirements stated in this Agreement, including, but not limited to, naming the Insured Parties as additional insureds.

(8) Claims-Made Policies: Service Provider shall extend any claims-made insurance policy for at least six (6) years after termination or final payment under the Agreement, whichever is later, and have an effective date which is on or prior to the Effective Date.

(9) County as Additional Insured and Loss Payee: County shall be additional insured and loss payee on all policies required by this Agreement, except County need not be an additional insured and loss payee on any Professional Liability policy or Workers' Compensation policy.

J. Employment of Unauthorized Aliens Prohibited - E-Verify Affidavit. Pursuant to O.C.G.A. § 13-10-91, County shall not enter into a contract for the physical performance of services unless:

(1) Service Provider shall provide evidence on County-provided forms, attached hereto as **Exhibits B and C** (affidavits regarding compliance with the E-Verify program to be sworn under oath under criminal penalty of false swearing pursuant to O.C.G.A. § 16-10-71), that it and Service Provider's subcontractors have registered with, are authorized to use and use the federal work authorization program commonly known as E- Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91, and that they will continue to use the federal work authorization program throughout the contract period, **or**

(2) Service Provider provides evidence that it is not required to provide an affidavit because it is an *individual* (not a company) licensed pursuant to Title 26 or Title 43 or by the State Bar of Georgia and is in good standing.

Service Provider hereby verifies that it has, prior to executing this Agreement, executed a notarized affidavit, the form of which is provided in **Exhibit B,** and submitted such affidavit to

County or provided County with evidence that it is an individual not required to provide such an affidavit because it is licensed and in good standing as noted in sub-subsection (2) above. Further, Service Provider hereby agrees to comply with the requirements of the federal Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603, O.C.G.A. § 13-10-91 and Georgia Department of Labor Rule 300-10-1-.02.

In the event Service Provider employs or contracts with any subcontractor(s) in connection with the covered contract, Service Provider agrees to secure from such subcontractor(s) attestation of the subcontractor's compliance with O.C.G.A. § 13-10-91 and Rule 300-10-1-.02 by the subcontractor's execution of the subcontractor affidavit, the form of which is attached hereto as **Exhibit C,** which subcontractor affidavit shall become part of the Service Provider/subcontractor agreement, or evidence that the subcontractor is not required to provide such an affidavit because it is an *individual* licensed and in good standing as noted in sub-subsection (2) above. If a subcontractor affidavit is obtained, Service Provider agrees to provide a completed copy to County within five (5) business days of receipt from any subcontractor.

Where Service Provider is required to provide an affidavit pursuant to O.C.G.A. § 13- 10-91, the County Manager or his/her designee shall be authorized to conduct an inspection of Service Provider's and Service Provider's subcontractors' verification process at any time to determine that the verification was correct and complete. Service Provider and Service Provider's subcontractors shall retain all documents and records of their respective verification process for a period of five (5) years following completion of the contract. Further, where Service Provider is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, the County Manager or his/her designee shall further be authorized to conduct periodic inspections to ensure that no County Service Provider or Service Provider's subcontractors employ unauthorized aliens on County contracts. By entering into a contract with County, Service Provider and Service Provider's subcontractors agree to cooperate with any such investigation by making their records and personnel available upon reasonable notice for inspection and questioning. Where Service Provider or Service Provider's subcontractors are found to have employed an unauthorized alien, the County Manager or his/her designee may report same to the Department of Homeland Security. Service Provider's failure to cooperate with the investigation may be sanctioned by termination of the Agreement, and Service Provider shall be liable for all damages and delays occasioned by County by such failure to cooperate.

Service Provider agrees that the employee-number category designated below is applicable to Service Provider. [DESIGNATE/MARK APPROPRIATE CATEGORY]

____ 500 or more employees.

____ 100 or more employees.

__X__ Fewer than 100 employees.

Service Provider hereby agrees that, in the event Service Provider employs or contracts with any subcontractor(s) in connection with this Agreement and where the subcontractor is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, Service Provider will secure from the subcontractor(s)

such subcontractor(s') indication of the above employee-number category that is applicable to the subcontractor.

The above requirements shall be in addition to the requirements of state and federal law and shall be construed to be in conformity with those laws.

K. Records, Reports and Audits.

(1) Records:

a. Books, records, documents, account ledgers, data bases, and similar materials relating to the Services performed for County under this Agreement ("Records") shall be established and maintained by Service Provider in accordance with applicable law and requirements prescribed by County and made known to Service Provider in advance with respect to all matters covered by this Agreement. Except as otherwise authorized or required, such Records shall be maintained for at least three (3) years from the date that final payment is made to Service Provider by County under this Agreement. Furthermore, Records that are the subject of audit findings shall be retained for three (3) years or until such audit findings have been resolved, whichever is later.

b. All costs claimed or anticipated to be incurred in the performance of this Agreement shall be supported by properly executed payrolls, time records, invoices, contracts, or vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.

(2) Reports and Information: Upon request, Service Provider shall furnish to County any and all Records (but not Protected Health Information unless furnished in compliance with HIPAA) in the form reasonably requested by County. All Records provided electronically must be in a format reasonably compatible with County's computer systems and software.

(3) Audits and Inspections: At any time during normal business hours and as often as County may deem necessary, Service Provider shall make available to County or County's representative(s) for examination all Records (but not Protected Health Information unless furnished in compliance with HIPAA). Service Provider will permit County or County's representative(s) to audit, examine, and make excerpts or transcripts from such Records. Service Provider shall provide proper facilities for County or County's representative(s) to access and inspect

the Records, or, at the request of County. Further, and to the extent compatible with Service Provider's obligations of confidentiality to its patients, Service Provider shall permit County or County's representative(s) to observe and inspect any or all of Service Provider's facilities and activities during normal hours of business for the purpose of evaluating Service Provider's compliance with the terms of this Agreement. In such instances, County or County's representative(s) shall not interfere with or disrupt such activities.

L. **Ethics Code; Conflict of Interest.** Service Provider agrees that it shall not engage in any activity or conduct that would result in a violation of the Barrow County Code of Ethics or any other similar law or regulation. Service Provider certifies that to the best of its knowledge no circumstances exist which will cause a conflict of interest in performing the Services. Should Service Provider become aware of any circumstances that may cause a conflict of interest during the Term of this Agreement, Service Provider shall immediately notify County. If County determines that a conflict of interest exists, County may require that Service Provider take action to remedy the conflict of interest or terminate the Agreement without liability. County shall have the right to recover any fees paid for services rendered by Service Provider when such services were performed while a conflict of interest existed if Service Provider had knowledge of the conflict of interest and did not notify County within five (5) business days of becoming aware of the existence of the conflict of interest.

M. **Confidentiality.** Service Provider acknowledges that each may receive confidential information of the other and that each will protect the confidentiality of any such confidential information and will require any of its subcontractors, consultants, and/or staff to likewise protect such confidential information. Service Provider agrees that confidential information it learns or receives or such reports, information, opinions or conclusions that Service Provider creates under this Agreement shall not be made available to, or discussed with, any individual or organization, including the news media, without prior written approval of County. Service Provider shall exercise reasonable precautions to prevent the unauthorized disclosure and use of County information whether specifically deemed confidential or not.

Service Provider acknowledges that County's disclosure of documentation is governed by Georgia's Open Records Act, and Service Provider further acknowledges that if Service Provider submits records containing trade secret information, and if Service Provider wishes to keep such records confidential, Service Provider must submit and attach to such records an affidavit affirmatively declaring that specific information in the records constitutes trade secrets pursuant to Article 27 of Chapter 1 of Title 10, and the Parties shall follow the requirements of O.C.G.A. § 50-18-72(a)(34) related thereto.

Notwithstanding anything to the contrary herein, County acknowledges that Service Provider is subject to the Health Insurance Portability and Accountability Act of 1996, as codified at 42 U.S.C. § 1320d and as modified by the Health Information Technology for Economic and Clinical Health Act of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5 and regulations promulgated thereunder, including, without limitation, the federal privacy regulations

contained in 45 C.F.R. Parts 160 and 164, the federal security standards contained in 45 C.F.R. Part 142, and the federal standards for electronic transactions contained in 45 C.F.R. Parts 160 and 162, all collectively referred to herein as "HIPAA," and County agrees that Service Provider shall not be required to disclose any Protected Health Information, as defined by HIPAA, to County.

N. **Meetings.** Service Provider is required to meet with County's personnel, or designated representatives, to resolve technical or contractual problems that may occur during the Term of this Agreement at no additional cost to County. Meetings will occur as problems arise and will be coordinated by County. County shall inform Service Provider's Representative of the need for a meeting and of the date, time and location of the meeting at least three (3) full business days prior to the date of the meeting. Face-to-face meetings are desired. However, at Service Provider's option and expense, a conference call meeting may be substituted. Consistent failure to participate in problem resolution meetings, two consecutive missed or rescheduled meetings, or failure to make a good faith effort to resolve problems, may result in termination of this Agreement for cause.

O. **Authority to Contract.** The individual executing this Agreement on behalf of Service Provider covenants and declares that it has obtained all necessary approvals of Service Provider's board of directors, stockholders, general partners, limited partners or similar authorities to simultaneously execute and bind Service Provider to the terms of this Agreement, if applicable.

P. **Nondiscrimination.** In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and all other provisions of Federal law, Service Provider agrees that, during performance of this Agreement, Service Provider, for itself, its assignees and successors in interest, will not discriminate against any employee or applicant for employment, any subcontractor, or any supplier because of race, color, creed, national origin, gender, age or disability. In addition, Service Provider agrees to comply with all applicable implementing regulations and shall include the provisions of this paragraph in every subcontract for services contemplated under this Agreement.

V. COUNTY REPRESENTATIVE

SRIKANTH YAMALA, COUNTY MANAGER, or his designee, shall be authorized to act on County's behalf with respect to the Services as County's designated representative and Contract Administrator (as defined hereinbelow) on this Project; provided that any changes to the Services or the terms of this Agreement must be approved as provided in Section II above.

VI. TERMINATION

A. **For Convenience.** Either Party may terminate this Agreement for convenience at any time upon providing written notice thereof at least ninety (90) calendar days in advance of the termination date.

B. For Cause. Service Provider shall have the right to terminate this Agreement in the event of County's failure to pay Service Provider within thirty (30) calendar days of Service Provider providing County with notice of a delinquent payment and an opportunity to cure. In the event of Service Provider's breach or default under this Agreement, County may terminate this Agreement for cause. County shall give Service Provider at least seven (7) calendar days' written notice of its intent to terminate the Agreement for cause and the reasons therefor. If Service Provider fails to cure the breach or default within that seven (7) day period, or otherwise remedy the breach or default to the reasonable satisfaction of County, then County may, at its election: (a) in writing terminate the Agreement in whole or in part; and/or (b) pursue any other remedy then available, at law or in equity, to County for such default.

C. Statutory Termination. This Agreement shall terminate immediately and absolutely at such time as appropriated or otherwise unobligated funds are no longer available to satisfy the obligation of County.

D. Payment Upon Termination. Upon termination, County shall provide for payment to Service Provider for services rendered and, where authorized, expenses incurred prior to the termination date.

E. Conversion to Termination for Convenience. If either party terminates this Agreement for cause and it is later determined that the party did not have grounds to do so, the termination will be converted to and treated as a termination for convenience under the terms of Section VI (A) above.

F. Requirements Upon Termination. Upon termination, Service Provider shall: (1) promptly discontinue all services, cancel as many outstanding obligations as possible, and not incur any new obligations, unless the County directs otherwise in writing; and (2) promptly upon request deliver to County copies of all data, drawings, reports, summaries, and such other information and materials as may have been generated or used by Service Provider in performing this Agreement, whether completed or in process, in the form reasonably specified by County. Provided, however, that all health and medical records received or generated by Service Provider shall remain the property of Service Provider and Service Provider shall have no obligation to provide such records to County.

G. Reservation of Rights and Remedies. The rights and remedies of County and Service Provider provided in this Article are in addition to any other rights and remedies provided under this Agreement or at law or in equity.

H. Definitions of Breach. Conditions and circumstances that shall constitute a material breach by Service Provider shall include but not be limited to the following:

a. Failure of Service Provider to conduct its 911 response operation in substantial compliance with the requirements of the applicable Federal, State, and County

laws, rules and regulations (minor infractions of such requirements shall not constitute a major breach but willful and repeated breaches shall constitute a material breach);

b. Falsification of data supplied to the County during the course of its County 911 operations, including by way of example but not by way of exclusion, dispatch data, patient report data, response time data, financial data, or any other data required under this Agreement;

c. Failure to maintain equipment in accordance with good maintenance practices equal to or exceeding manufacturers' specifications;

d. Deliberate, excessive, and unauthorized scaling down of operations to the detriment of performance;

e. Chronic and persistent failure of Service Provider employees to conduct themselves in a professional and courteous manner or to present a professional appearance;

f. Repeated failure to meet benchmarks for accountability standards after receiving notice of noncompliance from the Contract Administrator;

g. Repeated failure to respond to all 911 Calls with units staffed with at least one Georgia certified paramedic; or

h. Failure of Service Provider to provide and maintain the required insurance.

VII. MISCELLANEOUS

A. Entire Agreement. This Agreement, including any exhibits hereto, constitutes the complete agreement between the Parties and supersedes any and all other agreements, either oral or in writing, between the Parties with respect to the subject matter of this Agreement. No other agreement, statement or promise relating to the subject matter of this Agreement not contained in this Agreement shall be valid or binding. This Agreement may be modified or amended only by a written Change Order (as provided in Section II above) or other document signed by representatives of both Parties with appropriate authorization.

B. Successors and Assigns. Subject to the provision of this Agreement regarding assignment, this Agreement shall be binding on the successors and assigns of the respective Parties.

C. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Georgia without regard to choice of law principles. If any action at law or in equity is brought to enforce or interpret the provisions of this Agreement,

the rules, regulations, statutes and laws of the State of Georgia will control. Any action or suit related to this Agreement shall be brought in the Superior Court of Barrow County, Georgia, and Service Provider submits to the jurisdiction and venue of such Court.

D. **Captions and Severability.** All headings herein are intended for convenience and ease of reference purposes only and in no way define, limit or describe the scope or intent thereof, or of this Agreement, or in any way affect this Agreement. Should any article(s) or section(s) of this Agreement, or any part thereof, later be deemed illegal, invalid or unenforceable by a court of competent jurisdiction, the offending portion of the Agreement should be severed, and the remainder of this Agreement shall remain in full force and effect to the extent possible as if this Agreement had been executed with the invalid portion hereof eliminated, it being the intention of the Parties that they would have executed the remaining portion of this Agreement without including any such part, parts, or portions that may for any reason be hereafter declared in valid.

E. **Business License.** Prior to commencement of the Services to be provided hereunder, Service Provider shall apply to County for a business license, pay the applicable business license fee, and maintain said business license during the Term of this Agreement, unless Service Provider provides evidence that no such license is required.

F. **F. Notices.**

(1) **Communications Relating to Day-to-Day Activities.** All communications related to the day-to-day activities of the Services shall be exchanged between the County's Representative (named above) for the County and Service Provider's Representative (named above) for Service Provider.

(2) **Official Notices.** All other notices, requests, demands, or correspondence required, or permitted by this Agreement, shall be in writing and shall be deemed received, and shall be effective, when: (1) personally delivered, or (2) on the third day after the postmark date when mailed by certified mail, postage prepaid, return receipt requested, or (3) upon actual delivery when sent via national overnight commercial carrier to the Party at the address given below, or at a substitute address previously furnished to the other Party by written notice in accordance herewith.

NOTICE TO COUNTY shall be sent to:

County Manager
Barrow County, Georgia
Barrow County Historic Courthouse
30 N. Broad Street Winder, Georgia 30680

NOTICE TO SERVICE PROVIDER shall be sent to:

Attn: Legal Department
4400 State Hwy 121., Ste 700
Lewisville, TX 75056

G. **Waiver of Agreement.** No failure by County to enforce any right or power granted under this Agreement, or to insist upon strict compliance by Service Provider with this Agreement, and no custom or practice of County at variance with the terms and conditions of this Agreement shall constitute a general waiver of any future breach or default or affect County's right to demand exact and strict compliance by Service Provider with the terms and conditions of this Agreement. Further, no express waiver shall affect any Term or condition other than the one specified in such waiver, and that one only for the time and manner specifically stated.

H. **Survival.** All sections of this Agreement which by their nature should survive termination will survive termination, including, without limitation, confidentiality obligations and insurance maintenance requirements.

I. **No Third-Party Rights.** This Agreement shall be exclusively for the benefit of the Parties and shall not provide any third parties with any remedy, claim, liability, reimbursement, cause of action, or other right.

J. **Sovereign Immunity; Ratification.** Nothing contained in this Agreement shall be construed to be a waiver of County's sovereign immunity or any individual's qualified, good faith or official immunities. Ratification of this Agreement by a majority of the Board of Commissioners shall authorize the Chairman to execute this Agreement on behalf of County.

K. **No Personal Liability.** Nothing herein shall be construed as creating any individual or personal liability on the part of any of County's elected or appointed officials, officers, boards, commissions, employees, representatives, consultants, servants, agents, attorneys, or volunteers. No such individual shall be personally liable to Service Provider or any successor in interest in the event of any default or breach by County or for any amount which may become due to Service Provider or successor or on any obligation under the terms of this Agreement. Likewise, Service Provider's performance of services under this Agreement shall not subject Service Provider's individual employees, officers, or directors to any personal contractual liability, except where Service Provider is a sole proprietor. The Parties agree that, except where Service Provider is a sole proprietor, their sole and exclusive remedy, claim, demand or suit for contractual liability shall be directed and/or asserted only against Service Provider or County, respectively, and not against any elected or appointed official, officers, boards, commissions, employees, representatives, consultants, servants, agents, attorneys and volunteers.

L. **Counterparts, Agreement Construction, and Interpretation.** This Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument. Service Provider represents that it has reviewed and become familiar with this Agreement. The Parties hereto agree that, if an

ambiguity or question of intent or interpretation arises, this Agreement is to be construed as if the Parties had drafted it jointly, as opposed to being construed against a Party because it was responsible for drafting one or more provisions of the Agreement. In the interest of brevity, the Agreement may omit modifying words such as "all" and "any" and articles such as "the" and "an," but the fact that a modifier or an article is absent from one statement and appears in another is not intended to affect the interpretation of either statement. Words or terms used as nouns in the Agreement shall be inclusive of their singular and plural forms, unless the context of their usage clearly requires contrary meaning.

M. **Force Majeure.** Neither County nor Service Provider shall be liable for its respective non-negligent failure to perform or shall be deemed in default with respect to the failure to perform (or cure a failure to perform) any of its respective duties or obligations under this Agreement or for any delay in such performance due to: (i) any cause beyond its respective reasonable control; (ii) any act of God; (iii) any change in applicable governmental rules or regulations rendering the performance of any portion of this Agreement legally impossible; (iv) earthquake, fire, explosion, flood or other condition which would render such performance unsafe for Service Provider or patients, in the opinion of the party to be charged with such performance; (v) strike or labor dispute, excluding strikes or labor disputes by employees and/or agents of Service Provider; (vi) delay or failure to act by any governmental or military authority (other than County); or (vii) any war, hostility, embargo, sabotage, civil disturbance, riot, insurrection or invasion. In such event, the time for performance shall be extended by an amount of time equal to the period of delay caused by such acts, and all other obligations shall remain intact.

N. **Material Condition.** Except as otherwise set forth herein, each term of this Agreement is material, and a Party's breach of any term of this Agreement shall be considered a material breach of the entire Agreement and shall be grounds for termination or exercise of any other remedies available to the non-breaching Party at law or in equity.

IN WITNESS WHEREOF, County and Service Provider have executed this Agreement, effective as of the Effective Date first above written.

SERVICE PROVIDER

DocuSigned by:
By: Brett Jovanovich
48DB863BE0334EC...
Printed Name: Brett Jovanovich

Title:__Regional President_____

Attest:

By:_____ DocuSigned by: Greg Kelminson ADB84686542A473...
Printed Name:_Greg Kelminson_____
Title:_Associate General Counsel ___

BARROW COUNTY, GEORGIA

By: _____
Pat Graham, Chairman

Attest:

By:_____
Abril Olivas, County Clerk

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EXHIBIT A

SCOPE OF SERVICES

1. Generally.

   a. Service Provider shall provide emergency medical services and appropriate patient care in compliance with applicable statutes, rules, regulations and standards of care consistent with the certification and training of Service Provider personnel and in accordance with medical direction and control. Such Services may be performed on-scene and/or en route to an appropriate treatment facility.

   b. Emergency ambulance services to be provided hereunder by the Service Provider and the County's payments for such services will begin on a mutually agreed date (the "Service Start Date") following the Effective Date hereof.

   c. Service Provider will provide emergency ambulance services within the boundaries of Barrow County, Georgia, known as the Barrow County Primary 911 Coverage Area.

   d. An ALS Unit shall be stationed at each of the locations specified in Section III, Housing for Ambulances, and shall be available twenty-four (24) hours per day seven (7) days per week.

   e. All ALS Units shall be available except when temporarily out of service for routine maintenance or repairs. The Service Provider shall have available two (2) reserve ambulances in Barrow County.

2. Housing for Ambulances.

   a. **Ambulance Locations:** An ALS unit shall be assigned to locations within Barrow County that are mutually agreed upon and that serve to minimize emergency response times. Incident data shall be reviewed to determine the frequency of medical emergencies by location in the county, hour of the day, and day of the week. ALS unit staging locations may vary throughout the day and night as data suggests the probability of where the emergency resources would be best utilized.

   b. Service Provider shall at its expense provide covered parking and power supply suitable to stage one (1) ALS ambulance.

3. Service Provider's Cost of Providing Ambulance Service

   a. **Staffing:** Service Provider shall employ employees duly qualified and licensed under the laws of the State of Georgia to staff the ambulances as hereinabove provided and shall

provide, as needed, training to the employees as required by State and Federal regulations so that all employees satisfy such training requirements. Service Provider shall be responsible for having a sufficient number of qualified employees present to operate the "Emergency Ambulance Service." A minimum of one Paramedic and one Emergency Medical Technician - Intermediate as defined under the laws of the State of Georgia shall staff each ALS unit. Service Provider is responsible for all salary, compensation, benefits, withholding, FICA, workers' compensation, liability insurance and all other employment compensation and benefits for its employees operating the "Emergency Ambulance Service."

b. **Ambulance maintenance and repair:** Service Provider shall maintain all ambulances in good condition and repair during the term of this Agreement. The County may at any time request inspection vehicles by a certified mechanic.

c. **Ambulance equipment:** In addition to the equipment and supplies required by the regulatory agency, each ALS unit shall be equipped with:
   (1) Twelve (12) lead EKG machine with electronic transmitting capability, End tidal CO2, and waveform capnography.
   (2) Mechanical chest compression device.

d. **Replacement supplies:** Service Provider shall replace supplies used by First Responders while providing emergency care prior to an ambulance's arrival and unreturned first responder medical equipment accompanying the patient to the hospital.

e. **Insurance:** (See Section IV, I in the Agreement above.)

f. **Vehicle Replacement:** The replacement schedule for an ambulance shall be five (5) years of service or 200,000 miles, whichever occurs first; provided however that (i) ambulances designated as "reserve" shall not be required to meet such schedule and (ii) Service Provider shall not be in breach of this provision if it is unable to source ambulances or ambulance chassis due to prevailing market conditions.

4. Fee Structure.

a. **Emergency BLS:** FY27 - $1,155.20 per trip, plus $23.92 per patient loaded mile.

b. **Emergency ALS:** FY27 - $1,781.94 per trip, plus $23.92 per patient loaded mile.

c. **ALS 2:** Advanced level transports requiring the use of three (3) or more drugs or advanced procedures shall be charged as follows: FY27 - $2,309.08 per trip, plus $23.92 per patient loaded mile.

d. **No Transport Fee:** After the utilization of a significant amount of time or supplies as defined by the oversight committee described herein below, Service Provider may charge up to the current Medicaid Rate at the time of service.

e. **Increase in Fees:** Fees charged by Service Provider beyond those fees outlined in this Agreement shall be subject to review and approval by the County. If fees are consistent with those charged in the majority of the immediately surrounding counties, the County shall not withhold approval. Service Provider will give thirty (30) days written notice in advance of a proposed fee adjustment. If the County does not disapprove adjustment of fees within the thirty (30) day period, Service Provider may implement the adjustment.

f. **Correctional Transport:** In consideration for the subsidy, Service Provider shall not bill the County for correctional transports, however, nothing herein shall be construed to prohibit Service Provider from billing the responsible third party or patient. The parties shall re-evaluate this provision annually and make any adjustments as may be necessary.

g. The County finds that regulating ambulance service fees is necessary to ensure availability, sustainability, and adequacy of ambulance services in the County. The fees set forth in this Agreement are established and approved by the County exercising sound legislative judgment and shall be, to the maximum extent allowed by law, the only fees to be charged and collected in the County for 911 Services provided under this Agreement.

5. Referral for Services.

a. The County shall request all law enforcement agencies and other providers of emergency services to direct requests for all Emergency Medical Service to Service Provider.

b. Service Provider acknowledges that some high school sporting events require ambulance and personnel to be staged on-site during play. The County acknowledges that an agreement between the Barrow County Board of Education and Service Provider may be initiated for additional ambulances and staff to support in-county events.

c. **E-911 Communication Center:** The County, at no expense to Service Provider, shall maintain on a 24-hour (24) basis an Emergency Communication ("E-911") Center. In order to minimize response time and to reduce the expense of the Ambulance Service, the E-911 Center shall dispatch calls to the Emergency Medical Service by radio rather than by telephone, thus contributing to the prompt care and treatment of persons located in Barrow County.

d. The County shall charge a monthly subscription fee for each mobile and portable radio that Service Provider maintains for the delivery of emergency medical services and which are connected to and use the County's emergency radio system. The fee will be consistent with and shall not exceed the charges imposed by the County on all other users of the County's emergency radio system.

6. Operations.

a. Service Provider shall adhere to the Emergency Medical Services rules authorized by O.C.G.A. Title 31, Health; Chapter 11, Emergency Services and adopted by the Department of Human Resources as Public Health Rules Chapter 290-5-30, Emergency Medical Services, which prescribe reasonable health, sanitation and safety standards for transporting patients in ambulances and establishing criteria for the training of ambulance attendants. These rules establish standards for ambulance services, medical first responder services, neonatal transport services, designation of trauma centers and base station facilities, training and licensing requirements for medics, instructor licensing and course approval requirements for emergency medical technician, cardiac technician and paramedic training programs.

b. For so long as Service Provider is not in breach of this Agreement and is in compliance with the appropriate governmental laws and regulations, the County shall have no control over the performance of the Service Provider's obligations hereunder except as otherwise provided herein.

c. The County and Service Provider shall maintain an EMS oversight committee comprised of staff from both entities. The purpose of the oversight committee shall be to:
   (1) Establish guidelines for emergency medical operations;
   (2) Define quality goals with measurable expectations;
   (3) Monitor performance in relationship to quality goals;
   (4) Report performance on quality goals to the Board of Commissioners and when needed, make data-driven recommendations for operations improvement;
   (5) Promote positive relationship initiatives between the public safety agencies; and
   (6) Assess ambulance response times for compliance with the County's historical performance.

d. The undersigned parties agree and affirm that the Service Provider is an independent contractor, not a joint venture, employee or partner with the County by virtue of this Agreement.

e. Service Provider is contracting for management of the County's Emergency Ambulance Services and covenants to keep the operating license in the name of Barrow County.

f. Service Provider covenants that it will provide service to all persons needing such service and shall not deny service based upon his or her inability to pay.

g. Service Provider covenants and agrees to transport patients to the hospital of their choice, within the normal travel area, based on the ability of that hospital to treat appropriately the patient's condition and the ability to reach the facility in a safe and timely manner. However, the employees of the Service Provider shall not otherwise influence patient requests.

h. Service Provider shall agree to accept assignments of Medicare and Medicaid for all covered services.

i. County maintains a Fire Department that responds to emergency medical calls. The Service Provider acknowledges that the County's Fire Department may initiate and provide medical first response for immediate stabilization of patients with emergency medical conditions. The County acknowledges that the Service Provider shall have no responsibility for the acts or omissions of the Fire Department. The City of Winder has its own Fire Department that responds to emergency medical calls within its jurisdiction.

j. County agrees that Service Provider shall provide interhospital transfers originating from Northeast Georgia Medical Center Barrow. County acknowledges that medical emergencies may occur that require immediate transfer for higher level of care. Service Provider acknowledges that transfer requests will be prioritized by the 911 Emergency Communications Center in regard to other response requests and the current operational status of the available ambulances in Barrow County.

k. County acknowledges the unpredictable nature of requests for emergency medical service. If the oversight committee recognizes and reports a trend in ambulance requests that is greater than the availability of the number of ambulances specified by this Agreement then the County and Service Provider shall reevaluate ambulance and staffing levels and propose recommendations to the County Board of Commissioners.

7. Reporting.

a. Service Provider agrees to provide a monthly report to the Barrow County Chief of Emergency Services or designee by the 10th day of the month following the month of service detailing the following:
   (1) Number of calls received from E-911
   (2) Number of incidents and description of incident
   (3) Number of responses by zone
   (4) Average response time for emergency responses
   (5) Demographics of responses to include primary clinical emergency condition

(6) Patient destination

b. **Changes in service**: The parties agree to evaluate on an annual basis the level of services provided to or requested by Barrow County. If the level of service has changed, including but not limited to, addition of an ALS unit, new site or new service, the parties agree to adjust the monthly payment under Section III (a) accordingly.

c. **Audit Reports:** If the County elects at its own expense to conduct an external audit of the EMS services, Service Provider will use its reasonable best efforts to cooperate in this process.

d. **Problem Reporting:** The County shall provide in writing within ten (10) days of occurrence or within ten (10) days of the County's receipt of notice of the occurrence, notice of any existing criticism or problems with the performance of Service Provider hereunder. Upon request of Service Provider, the Board of Commissioners or their designee shall be available to discuss such issues in a timely manner.

e. All reporting hereunder shall be maintained and provided in accordance with the requirements of Section IV. K. of the Agreement above.

8. Service within other Counties.

a. The County and Service Provider acknowledge that emergency conditions arise in adjoining or nearby counties, which warrants the use of the Ambulance Service. County agrees that Service Provider may use the Ambulance Service in the participation of mutual aid agreements previously reviewed and approved by the Barrow County Board of Commissioners.

b. Service Provider shall not perform any ambulance service to or within any other county utilizing vehicles on contract to County unless the following occurs:

(l) Service Provider enters into a contractual agreement with such county subject to the approval of the Barrow County Board of Commissioners, and
(2) County enters into a contractual agreement with such county.

c. Each of these agreements shall state that Barrow County shall incur no expense for Ambulance Service within such other county.

9. Definitions.

a. *Contract Administrator* means the person designated by the County to monitor all aspects of the Agreement.

b. *Emergency* means, for purposes of monitoring response time performance, 911 Calls classified as "emergency" under the determinants agreed to in the SLA.

c. *Medical Director* means a Georgia-licensed physician who is board-certified in emergency medicine, and who will be responsible for the administrative process of providing medical guidance and supervision to emergency medical services personnel, including, but not limited to, system design, education, critique, and quality assurance. Service Provider shall select a Medical Director, who may be the Medical Director of other service lines of Service Provider; but County shall have the right to approve the selection of Medical Director.

d. *911 Calls* means all requests for emergency medical services received from the County including requests categorized as "presumptive non-emergencies" for purposes of triage or call prioritization.

e. *Presumptive Non-Emergency* means, for purposes of monitoring response time performance, those 911 Calls classified as Presumptive Non-Emergencies under the determinants agreed to in the SLA.

f. *SLA* means the Service Level Agreement between the parties which shall be approved by the Contract Administrator and Service Provider as it may be amended from time to time by the Contract Administrator and Service Provider.

10. Service Area. Service Provider shall respond to 911 Calls requesting emergency medical services throughout Barrow County (the "Service Area") as directed by the Barrow County 911 Communications Center. The Service Provider shall be assigned primary, secondary and tertiary responsibilities within the Service Area.

11. Response Area Exclusivity. With the exception of the provision for backup services or for licensed first responders, or suspension of the contract as provided for herein, or unless required by action of the Georgia Department of Public Health ("DPH"), the County shall not enter into any agreement with any other contractor for ground response to 911 requests for ambulance and emergency medical services within the Service Area during the term of the Contract and any renewal thereof. The County shall direct all law enforcement agencies and other providers of emergency service to direct all requests for emergency ambulance service within the Service Area to Service Provider.

12. Response Time Performance and Reliability Standards. Service Provider shall meet benchmarks for accountability standards set forth by Federal, State, and County laws, rules and regulations that are made known to Service Provider in advance.

a. Measuring Response Time: For purposes of evaluating response time performance, response time shall be measured as the elapsed time between the time the 911

Communications Center completes dispatch of a Service Provider (unit notified) and the time a Service Provider arrives on the scene, subject to exemptions as provided below.

13. Response Time Exemptions. When analyzing Service Provider compliance with the response time standards above, all 911 Calls from a 911 Communications Center serving Barrow County for response within Barrow County shall be included, except as follows:

    a. In case of a multiple-response incident (i.e., where more than one ambulance is dispatched to the same incident), only the response time of the first arriving, appropriately staffed and equipped ambulance shall be counted.

    b. Requests received during an unpredictable system overload or a declared disaster in the County, or during a declared disaster in a neighboring jurisdiction which has requested assistance from the County, shall be excluded if the declaration of disaster or occurrence of an unpredictable system overload is confirmed by the Contract Administrator.

    c. The response time for a 911 Call may also be excluded when the Contract Administrator determines there is other good cause for an exception. The grounds for the exception must have been a substantial factor in producing the particular response time and Service Provider must have made a good faith effort to comply with the appropriate standard. Such grounds include, but are not limited to, the transmission of erroneous, or inaccurate information by the 911 Communications Center.

14. Performance Reports. Within ten (10) business days of receiving response time data from the 911 Communications Center each month, Service Provider shall be available to meet with the Contract Administrator or designee to review performance metrics identified in the SLA. A report in a format agreed upon between the County and Service Provider will be provided each month by the Service Provider that summarizes identified metric performance.

15. SLA. Service Provider and the Contract Administrator may develop a Service Level Agreement within sixty (60) days of the Effective Date. The SLA may be presented to and approved by the County Board of Commissioners. The SLA may contain determinants for call prioritization and classification, communication and data protocols, and other operational procedures. The SLA may be amended with the agreement of Service Provider and the Contract Administrator as necessary; however, such amendments must be presented to the County Board of Commissioners for approval. Barrow County will publish quarterly a community emergency medical response time's report which will include response times for each of the emergency response zones throughout the County based upon data from County's computerized dispatch system.

    a. For the purpose of this Agreement, the parties agree to an interim response time whereby ninety percent (90%) of all emergency calls responded to by the Service Provider shall be at 9 minutes and 59 seconds (9:59) or less. Such response times shall be measured as

defined in section 12 a. above. Modification to this minimum response time requirement shall be addressed in the SLA.

16. Common Radio Frequency. Service Provider shall maintain voice and data communications on the County's frequencies or such other frequencies as may be licensed to the County. The FCC license for such frequencies is held by the County and any shared transmitter used hereunder or pursuant to Section 90.179 of the FCC's Rules shall be subject to the County's control.

17. Fleet Maintenance Plan. Service Provider shall maintain its fleet in good working order at all times, fully stocked with equipment in good, sanitary, functioning order.

18. Equipment/Vehicles. All vehicles used in responding to 911 Calls shall carry equipment, supplies and medications that meet all federal and State of Georgia requirements and such other requirements as may be agreed upon by Service Provider and Barrow County. In addition, all vehicles shall be equipped with the additional ALS equipment, supplies and medications as required by the State of Georgia Department of Public Health. All ambulance units shall at all times meet such minimum in-service equipment requirements. Units not meeting these requirements will be taken out of service until the deficiency is corrected. No ambulance that is unsafe or mechanically unsound shall remain in service. Vehicles, equipment, and supplies shall be maintained in a clean, sanitary, and safe mechanical condition at all times. Service Provider will submit annual reports of the mileage and age of each vehicle providing 911 services in Barrow County.

19. Vehicle Marking. Service Provider shall properly maintain all vehicle markings required by local, state and/or federal law, rule or regulation on all emergency transport vehicles utilized in Service Provider's performance of this Agreement for the entire Term of this Agreement.

20. Clinical Sophistication. Service Provider shall maintain a level of clinical performance as follows:

a. Staffing Requirements: Each Ambulance used for response to 911 Calls shall be staffed with a minimum of one Georgia Licensed Paramedic and one Georgia Licensed EMT Intermediate for all hours that the ambulance is on duty. All of Service Provider paramedics shall obtain and maintain certification in Advanced Cardiac Life Support, Prehospital Pediatric Life Support or Pediatric Advanced Life Support, and Pre-hospital Trauma Life Support certification.

b. Certification: Each crew member of any ambulance used to respond to 911 Calls shall at all times while on duty wear clearly identifiable insignia indicating their certification

status and shall carry documentation of their certification on their persons or in the ambulance and produce it upon request of the County or its agents.

c. Medical Supervision: Service Provider shall make the Medical Director reasonably available for consultation with County officials. The SLA will set forth the Medical Director's responsibilities under this Contract.

d. Internal Training and Audit: Service Provider shall have a program to identify and correct staff training deficiencies and to assist staff in correcting deficiencies and meeting recertification requirements.

e. Infection Control Policies: Service Provider shall develop and strictly enforce policies to minimize the risk of contamination by infections of patients and ambulance personnel. These guidelines shall be compatible with OSHA guidelines regarding chemical and biological contamination.

f. Continuous Quality Improvement Program: Service Provider shall comply with the "County Continuous Quality Improvement Program" to evaluate patient care services and provide for appropriate remedial action. The CQI program shall be implemented and supervised by Service Provider Medical Director or his or her designee.

21. Cooperation with County by Service Provider. Service Provider shall maintain regular communications with the County and the Health Department's administrative staff and shall actively cooperate in all matters pertaining to this Agreement including, without limitation, assisting the County in investigation and responding to any and all complaints, inspections, or investigations arising in connection with Service Provider's provision of Services under the Agreement.

22. Safety Equipment. Service Provider shall evaluate and provide safety equipment for field personnel consistent with OSHA and ASTM requirements and guidelines.

23. Organizational Chart. Service Provider shall provide the County with a current organizational chart with appropriate contact information for its Barrow County operation related to the performance of the Services.

24. Disaster Assistance. Service Provider shall cooperate with the County in rendering emergency assistance during a disaster declared by the governing authorities. During such periods, Service Provider will be exempt from all responsibilities for response-time performance and penalties until notified by the County. At the scene of the disaster, Service Provider's personnel shall perform in accordance with local disaster protocols. When Service Provider is notified that disaster assistance is no longer required, Service Provider shall return all of its resources to its primary area of 911 responsibility and shall resume normal operations in a timely manner. Notwithstanding the foregoing, during the course of

the disaster, Service Provider shall use its best efforts to maintain its normal level of 911 coverage.

25. Interagency. Service Provider will participate in interagency training for EMS exercises and disaster drills.

26. Public Information and Education. In addition to participating in a reasonable number of public information and education programs presented by the County, Service Provider will participate in educating the general public about issues related to emergency medical services. Service Provider shall reasonably cooperate with the efforts of the County, existing community groups, service organizations, and the area EMS Council, and shall otherwise support related local community efforts.

27. Trip-Report Forms. Service Provider will utilize a DPH "Trip Report" form or other appropriate forms to record all patient contacts. Such forms will be accurately completed and submitted in accordance with DPH Rules, Regulations and Policies and such other requirements as agreed upon between County and Service Provider.

28. Incident Command System. Service Provider shall be thoroughly familiar with the Incident Command Systems of the County and shall participate in inter-agency training exercises designed to enhance the functioning of the Incident Command System.

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Barrow COUNTY GEORGIA

EXHIBIT B tabbies

BARROW COUNTY
FINANCE DEPARTMENT
PURCHASING DIVISION

30 North Broad Street | Winder, GA 30680
(O) 770.867.1953 (F) 770.307.3141
www.barrowga.org

CONTRACTOR AFFIDAVIT / EVERIFY

STATE OF Georgia

COUNTY OF Barrow

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is engaged in the physical performance of services on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period, and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b).

Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Company ID 271115

10/30/2009

Date of Enrollment

Metro Ambulance Services Inc. DBA American Medical Response (AMR)

Name of Contractor

RFQ/P2026-11 Emergency Medical Services (EMS) Provider

Name of Project

BARROW COUNTY BOARD OF COMMISSIONERS

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on February 20, 2026

in HAMPTON (city) GEORGIA (state).

Signature of Authorized Officer or Agent

Rafe Waters

Printed Name of Authorized Officer or Agent

Regional Director

Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS 20 DAY OF FEBRUARY 2026.

Notary Public

My Commission Expires: 10/18/2027.

ADRIANA ROCK
NOTARY PUBLIC
Clayton County
State of Georgia
My Commission Expires Oct. 18, 2027

"EXHIBIT C"

SUBCONTRACTOR AFFIDAVIT

Exhibit "C" is NOT applicable for this AGREEMENT.

"EXHIBIT D"

CONTRACTOR PROPOSAL

EMERGENCY MEDICAL SERVICES (EMS) PROVIDER

Barrow County, Georgia

RFQ/P2026-11 | FEBRUARY 16, 2026



ORIGINAL

AMR
A Global Medical Response Solution

A. INTRODUCTION

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b. Cover Letter

February 19, 2026

Barrow County Board of County Commissioners
Historic Courthouse
Attn: Abril Olivas, County Clerk
30 N. Broad Street I Winder GA 30680

RE: RFQ/P2026-11 I Emergency (911) Ambulance Services

Dear Ms. Olivas,

American Medical Response (AMR) is eager to partner with Barrow County (County) stakeholders and create a sustainable emergency medical services (EMS) system for your citizens and visitors.

We are confident that our submission will demonstrate our unwavering commitment to invest in the County's EMS system and highlight our desire to improve the lives of the sick and injured in our care.

As stated in RFQ/P2026-11 (RFQ/P), the County is seeking a highly qualified and dedicated EMS provider to deliver exceptional 911 transport services, vehicles, equipment, supplies, and skilled staff. AMR stands out as the only provider with the unmatched depth of resources, advanced technology, and innovative solutions necessary to meet Barrow County's needs.



We pledge to be not just a responsive, but a proactive and agile partner for your community. As Barrow County continues to grow and evolve, we will work closely with EMS stakeholders to ensure the system adapts seamlessly to the dynamic and increasing demands of the 911 emergency response network, safeguarding the health and safety of your citizens and visitors at every turn.

Highlights of our proposal include:

Nurse Navigation Services. working closely with the Barrow County Emergency Communications Center (PSAP) to implement our nationally recognized 911 Nurse Navigation program. This initiative is designed to reduce the impact of low acuity calls, ensuring that emergency ambulance resources remain available for urgent and critical incidents.

Air Ground Integration. As a member of the Global Medical Response family, AMR will have unique support from its Air Evac Lifeteam (AEL) aircraft located in Snellville along with additional regional air medical resources located throughout the area. This collaboration ensures seamless clinical alignment between ground and air ambulance operations, enabling us to deliver comprehensive patient care across all transport modalities.

- **Prehospital Blood Programs.** In select EMS systems in Georgia and across the country, AMR has implemented blood initiatives to reduce avoidable deaths by providing blood administration prior to hospital arrival for trauma patients. We have the unique ability to lean on resources and best practices from AEL, which has carried and administered blood products for many years.

AMR is the premier partner for emergency medical services across Georgia and nationwide. As a trusted provider, our Georgia Operations leverage the unmatched expertise and resources of America's leading medical transportation network. In the most critical moments, our highly trained teams consistently deliver exceptional pre-hospital healthcare, ensuring rapid, reliable care at a moment's notice.

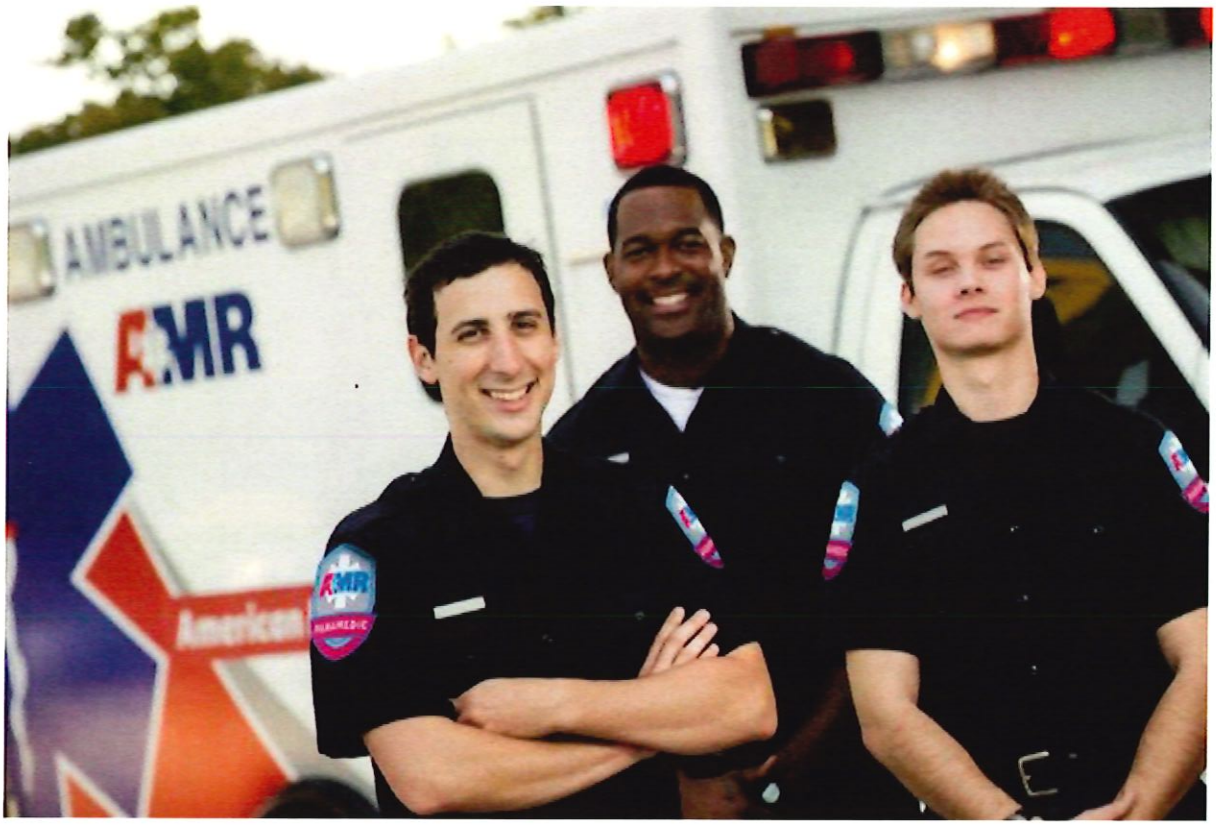
AMR affirms our understanding and acceptance of all terms set forth in the RFQ/P, including, but not limited to, the financial projections included in our proposal. We certify the completeness and accuracy of all information supplied in both the narrative and cost proposals. AMR attests that we have not violated any conflict-of-interest statutes or ordinances. Our proposal is a firm and binding offer to perform the services stated under the conditions specified in the RFQ/P.

Please feel free to contact me if you have any questions. Thank you for consideration.

Respectfully submitted,

Rafe Waters

RAFE WATERS
Regional Director, South
912/346.9541 I rafe.waters@gmr.net



B. QUESTIONS AND MINIMUM REQUIREMENTS

Questions/Requirements	AMR's Answer
a. Name and address of the Firm's organization.	Metro Ambulance Service Inc. DBA American Medical Response (AMR) 1380 Beverage Dr. Stone Mountain, Georgia 30083
b. Name and address of organization's liaison for this Procurement. All questions and correspondence will be directed to this person.	RAFE WATERS – Regional Director 2801 N St East, Vidalia, GA 30474 rafe.waters@gmr.net
c. Type of organization or legal entity (e.g., partnership, corporation) and the state under which the laws of the entity is formed.	AMR is a corporation formed in Georgia.
d. List the names and addresses and share of ownership of all owners, shareholders, directors, officers, and corporate linkages of the organization or entity. Include all Doing Business As (DBAs – This information is for data collection only and will not add any value to the award of this project). An organizational chart listing all entities and owners must be provided. If the Proposer is a corporation with 30 or more shareholders, provide the title, names, and addresses of directors and officers only, and indicate share of ownership held by these individuals.	**Owner:** American Medical Response, Inc. **Officers:** NICK LOPORCARO – Chief Executive Officer 4400 Hwy 121, Suite 700, Lewisville, TX 75056 nick.loporcaro@gmr.net EDWARD B. VAN HORNE – President and Chief Operating Officer 4400 Hwy 121, Suite 700, Lewisville, TX 75056 edward.vanhorne@gmr.net BRIAN TIERNEY – Chief Financial Officer 4400 Hwy 121, Suite 700, Lewisville, TX 75056 brian.tierney@gmr.net LISA JACOBA – Chief Human Resources Officer 4400 Hwy 121, Suite 700, Lewisville, TX 75056 lisa.jacoba@gmr.net THOMAS COOK – General Counsel 4400 Hwy 121, Suite 700, Lewisville, TX 75056 thomas.cook@gmr.net **DBAs:** American Medical Response DeKalb EMS We have provided an organizational chart listing all entities in Section 1. Established Operations.

Questions/Requirements	AMR's Answer
e. Credentials and experience of medical director designated.	We provide the credentials and experience of our proposed medical director in B.1.2. Corporate and Management Profile and B.2. Staffing Plan & Clinical Competency.
f. Credentials and experience of management personnel designated.	We provide the credentials and experience of our proposed management personnel in B.1.2. Corporate and Management Profile.
g. Capability, experience, knowledge, and credentials of other key personnel.	We provide the capability, experience, knowledge, and credentials of other key personnel in B.1.2. Corporate and Management Profile.
h. A critical events timeline for establishing service in Barrow County.	We have included a sample transition plan and timeline as **EXHIBIT-01**.
i. A list of current emergency medical service clients of your company, including agency name, customer contact – name and title, telephone number, and email address.	AMR operates 400+ emergency medical services (EMS) operations nationwide. In respect for the page count, we have provided list of four clients below. Should Barrow County prefer a larger list encompassing a broader service area, one may be provided. **DeKalb County, Georgia** Agency Name: DeKalb County Government I Office of Public Safety Contact Information: Darnell Fullum, Director of Public Safety I 678/406.7731 I ddfullum@dekalbcountyga.gov **North Fulton County, Georgia** Roswell Fire Department Contact Information: Pabel Troche, Fire Chief I 770/641.3730 I ptroche@roswellgov.com **Troup County, Georgia** Agency Name: Troup County Contact Information: Zac Steele, Public Safety Director I 706/415.0458 I zsteele@troupcountyga.gov **Knox County, Tennessee** Agency Name: Knox County Contact Information: Steve Hamby, Emergency Response Coordinator I 865/755.1490 I steve.hamby@knoxcounty.org
j. Number of years of emergency medical service operations experience.	As an entity, AMR has delivered EMS support and solutions since 1993. Through predecessor companies, we have provided EMS to Georgia communities for more than 55 years.

Questions/Requirements	AMR's Answer
k. Describe the type, brand, and quantity of ambulances proposed to be included in the Barrow County EMS system, including the age, mileage, condition, and vehicle replacement schedule for each vehicle. All vehicles must be in good condition.	Based on availability, AMR will provide a mixture of new Type II and/or Type III ambulances and agrees to adhere to the replacement schedule as defined in RFQ/P2026-11 of 60 months or 200,000 miles.
l. Detailed unit equipment checklist for each unit to be included in the Barrow County EMS system, including cardiac monitors that are capable of transmitting data into a receiving hospital.	We agree to all requirements for medical equipment outlined in the Ambulance Requirements section of the RFP and will maintain all equipment required by the Georgia EMS and Trauma Office, including, but not limited to, ☐ LIFEPAK 15s ☐ Stryker Power Pro XPS stretchers ☐ LUCAS hands-free CPR devices ☐ Video laryngoscopes ☐ Radios, ☐ MDTs ☐ PPE
m. Description of trip reporting processes and procedures.	AMR's trip reporting processes and procedures are located in Section 14. Technology and Communications Integration.
n. Description of operational/statistical reports provided to Barrow County, Georgia.	AMR has included detailed descriptions of the ePCR and our reporting platforms in Section 14. Technology and Communications Integration.
o. Description of any additional services (i.e. ancillary system/service) that can be provided by Contractor at no cost that may enhance the Barrow County EMS system.	AMR's additional services for Barrow County are detailed in Section A. Innovation & Technology of the optional bonus categories.
p. Has the service and/or sub-contractor been sanctioned by any state or federal authority in the past five years? If so, please provide the details.	We are unaware of any sanctions by any state or federal authority in the last five years.
q. Is the service and/or sub-contractor currently the subject of any investigation by the Georgia Office of EMS and Trauma or any other state or federal authority? If so, please provide the details.	We are unaware of any investigations by the Georgia Office of EMS and Trauma or any other state or federal authority.

1. Organizational Experience & Qualifications

1. Established Operations



AMR has continuously delivered medical transportation services in the State of Georgia for over 55 years. Across Georgia, we transport more than 100,000 patients annually, employ more than 900 staff members, operate a fleet of over 150 vehicles, manage a modern 24/7 dispatch center, and coordinate air EMS services.

All of our 911 operations adhere to rigorous high-performance response time standards. Additionally, we are a trusted partner with Echo Park Speedway for all NASCAR races and other special events, providing standby support.

Nationally, AMR has unmatched experience in providing high quality, performance-based ambulance services to contracts similar to the RFQ/P. With 33,000 national employees and a fleet of 7,286 vehicles, AMR cares for millions of patients annually. We provide emergency/911 Advanced Life Support (ALS) and/or Basic Life Support (BLS) ambulance transport services for more than 4,000 communities across the U.S.

As the largest provider of Advanced Life Support (ALS) medical transportation in the industry, AMR and its predecessor companies have delivered medical transportation services across Georgia for more than fifty years. This extensive support network provides strong financial stability and access to national resources, including close collaboration with community hospitals and physicians.

Throughout Georgia, we provide the following:

- **Advanced Life Support (ALS).** ALS includes transportation by ground ambulance and the delivery of medically necessary supplies and services, including an ALS-level assessment and/or one or more ALS interventions. Each ALS ambulance is staffed with one Emergency Medical Technician (EMT) and one Paramedic.
- **Basic Life Support (BLS).** BLS includes transportation by ground ambulance and the provision of medically necessary supplies and services, as defined by the State. Each BLS ambulance is staffed by two certified EMTs.
- **911 Nurse Navigation.** AMR's exclusive 911 Nurse Navigation program helps right-size care for lower-acuity 911 callers by connecting them to the most appropriate services, including community care resources, non-ambulance transportation options and emergency departments when needed.

- **Critical Care Transport (CCT).** CCT provides specialized interfacility transportation for critically injured or ill patients requiring a level of care beyond the scope of the Paramedic.
- **Bariatric Transportation.** AMR operates specialized ambulance units designed to safely accommodate patients weighing up to 1,600 pounds. These units offer expanded space for patients and clinicians, improve patient comfort, and help reduce caregiver injuries.
- **Air Ambulance.** AMR's fixed- and rotor-wing global air affiliates arrange air ambulance services throughout, the United States, and internationally.
- **Medical Event Standby.** AMR provides on-site medical services for events of all sizes, from high school athletics to major national events—including the Super Bowl, marathons, presidential inaugurations, and concerts.
- **Disaster Management and Evacuation Support.** As FEMA's national provider, AMR delivers ground and air ambulance services, paratransit services and non-ambulance EMS personnel to supplement the federal and military response efforts during disasters, act of terrorism or any other public health emergency. This contract covers 48 states.

Regional Air Assets: Air Evac Lifeteam

AMR will collaborate with our GMR regional air solution, Air Evac Lifeteam (AEL), when medically necessary. Coordination with AEL bases, including AEL 117 located in Snellville, will ensure that quality care is provided to the County's residents and visitors. The presence of a regional air asset within the EMS system delivers significant advantages, such as rapid response times in remote or hard-to-reach areas and adherence to aligned clinical protocols, resulting in improved outcomes and survival rates for patients in critical condition.

By integrating ground and air services, the overall efficiency and effectiveness of emergency medical care are enhanced, allowing for seamless transitions from initial response to advanced treatment. Additionally, the specialized equipment and highly trained personnel aboard air ambulances ensure that patients receive the highest standard of care during transport.

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AEL will provide:

- One (1) AEL base within 15 minutes flight time; a second available within 20 minutes; and a third available within 30 minutes
- Prehospital blood administration in trauma emergencies
- Critical care assistance providing decreased transport time during high traffic situations
- Continuing education and training opportunities

National Support: 911 Nurse Navigation

Just as having integrated access to helicopter EMS with Air Evac Lifeteam is important for the highest acuity trauma, stroke, STEMI and other critical calls, it is just as important to provide right-matched care options for the other end of the 911 call acuity spectrum.

As part of our solution set for Barrow County, AMR proposes to integrate our award-winning 911 Nurse Navigation program into our services. In our experience, rural communities like Barrow County can be challenged with limited healthcare resources for unplanned or emergent care. Residents often resort to using 911 due to a lack of knowledge or access to other care options, resulting in expensive and often unnecessary ED visits.

Barrow County appears to be well positioned to benefit from a low-acuity solution, according to your system's data. Results show 35% of EMS responses did not result in a transport to an emergency department (approximately 4,200 out of 11,000 – more than ten times every day). If just some of these cases could be converted to 911 Nurse Navigation calls, we can preserve ambulances and paramedics for higher acuity calls, improving response time for critical cases and reducing reliance on mutual aid.

The 911 Nurse Navigation program, offered exclusively by AMR, provides a second level of screening for select low-priority 911 calls, guiding callers to appropriate community-based care options. Nationally, 95% of 911 Nurse Navigator screened calls originating from rural markets did not require first responders or ALS resources, and almost 40% did not require any ambulance response. For rural communities with limited EMS resources, this reduces unnecessary responses, preserving ambulances and paramedics for high priority emergencies. It also right-matches care for residents based on their needs, helping to connect traditionally underserved communities with access to the best options for healthcare.

All 911 Nurse Navigators are licensed in Georgia and co-located in our national communication centers in Texas and Arizona (with additional sites opening in 2026). AMR's continual investment in the Nurse Navigation Program allows for improved infrastructure, quality assurance, and service standardization across installations. 911 Nurse Navigation is active in more than 30 911 systems across the country, covering over 20 million Americans, and has received more than 280,000 calls since its inception in 2018. It has quickly become the gold standard for EMS system design and is one of the most important innovations in EMS delivery models in a generation.

2. Corporate and Management Profile

As part of our commitment to the County's EMS system, we will provide an experienced and knowledgeable team of EMS leaders. Locally, we will select an Operations Manager, or Operations Chief, 24-hour Operations Supervisors and a Clinical Education Specialist. Each will possess a proven record of delivering emergency ambulance services at the highest standard.

These leaders will be supported by the expertise and experience of regional leadership, who will enhance the coordination of quality care at all levels. Biographies of our key personnel members responsible for operations, clinical excellence and quality assurance are included as **EXHIBIT-02**.

3. Regulatory Compliance

We operate in several counties throughout Georgia and chose DeKalb County for its close services alignment with this scope of work and its similarities to the complexities and nuances of your system.

We have included all evidence of regulatory compliance as **EXHIBIT-03**.

4. State Approval and Accreditation

We have included proof of our current state approval as a 911 EMS provider, as well as any national accreditation as **EXHIBIT-03**.

5. Personnel Qualifications

We demonstrate how our EMS personnel will be properly licensed and credentialed along with our training, continuing education and medical direction oversight programs in Section 2. Staffing Plan & Clinical Competency.

6. Data and Performance Reporting

AMR teams and operations are always prepared to respond at a moment's notice. Our success is rooted in our dedication to developing integrated systems that emphasize collaboration to provide outstanding healthcare to patients.

We aim to achieve the best possible outcomes for every patient by working seamlessly with local partners in the communities we serve. Across Georgia, we transport more than 100,000 patients annually, employ 900 EMS personnel and maintain a fleet of 150-plus vehicles. Each operation meets or exceeds all contractual obligations and response time standards criteria. This will ensure Barrow County we have a depth of resources to always deliver reliable and efficient care to Barrow County.

Clinical Outcome Indicators

In December 2025, all three AMR's ground markets in Georgia met company targets for clinical outcomes. Our Georgia Operations have participated in the CARES registry between six years and more than a decade, depending on the location. Preliminary data shows that two operations are above the national survival rate and the third is equivalent. Each of our Georgia markets were at or above the regional and state numbers for the clinical metrics utilized to evaluate an agency for the purposes of zoning review.

Evaluating System Effectiveness and Quality of Care



While response times remain an important factor in EMS system design, especially for high acuity patients, leading EMS systems have incorporated evidence-based metrics that also prioritize clinical outcomes and providing care for all residents that matches their individual needs.

In our time serving EMS systems and through third-party surveying, we have found that quality of patient care vastly outweighs response times when it comes to priority for our customers.

A *Joint Position Statement on EMS Performance Measures Beyond Response Times*, Kupas, Zavadsky et al., *Prehospital Emergency Care*, 28:8 (2024) states that while response time has traditionally been used to assess the performance of Emergency Medical Services (EMS), it is necessary to adopt a broader, patient-centered approach.

The article notes that this approach should include a variety of measures such as clinical effectiveness, safety, patient satisfaction, equity, and efficiency to provide a more comprehensive evaluation of EMS systems and improve patient outcomes.

A wide range of industry leaders including the Academy of International Mobile Healthcare Integration, American Ambulance Association, American College of Emergency Physicians and many more, have endorsed the article and agreed that a wider range of Key Performance Indicators (KPIs) should be used to evaluate a high-quality EMS system.

7. Vehicle and Equipment Standards

We agree that our ambulances and vehicles in Barrow County will meet current Federal GSA and NFPA 1917 standards, as well as Georgia DPH Type I/II specifications. Our fleet will also maintain the highest CAAS/KKK-1822C standards, ensuring reliability for the County.

AMR is proposing a fleet of six (6) front-line vehicles and two (2) reserve along with two (2) Quick Response Vehicles. Our vehicles are selected for many different reasons. Of paramount importance is their ability to offer a safe and comfortable ride for patients and improved working conditions for our crews.

We propose an all new fleet of Type II and III ALS ambulances, based on availability, for primary 911 response along with an SUV to serve as a quick response vehicle (QRV). AMR's in-house maintenance program keeps the fleet in excellent condition every 5,000 miles. We will work with the County and discuss if a **co-branding option** would be desired. We have included an optional sample concept as **EXHIBIT-04**.

Our fleet will always be fully stocked and equipped with leading edge safety features to ensure the safe transport of the ill, sick or injured in comfort and safety. We will supply and maintain all required medical equipment, medications, communications systems, MDT/AVL/CAD-compatible technologies and ensure interoperability with ImageTrend and regional radio systems.

NextFleet

Ambulance availability has become increasingly challenging since fleet shortage hit the industry in 2020. To ensure our operations have access to newer vehicles, we established a state-of-the-art remount facility in Mineral Wells, Texas. This facility handles vehicle remounts, maintenance, and more, ensuring AMR is always prepared to refresh its fleet as needed.

This program offers advantages to AMR, by enabling us to meet production challenges without the roadblock of third-party vendors. To ensure optimal performance of these new-build ambulances, we assembled focus groups of EMTs and Paramedics from around the country. We brought these groups to our facility in Mineral Wells, where they spent a significant amount of time testing our prototype ambulance. We have implemented numerous design changes that our focus group identified, that will enable our EMTs and Paramedics to better care for patients and better serve our communities.

8. Insurance Requirements

AMR agrees to meet the insurance requirements of RFQ/P2026-11. We have included our standard Certificate of Insurance as **EXHIBIT-05**.

9. Quality Assurance and Clinical Oversight

We have included a lengthy description of our Quality Assurance/Quality Improvement program in Section 4. Quality Assurance, Performance Metrics & Reporting.

10. Mutual Aid and Interagency Coordination

Upon award, AMR will collaborate with the Barrow County Emergency Communications Center to establish mutual aid agreements with EMS system agencies and other public safety partners, as outlined

by the Georgia Office of EMS and Trauma. Our units will be fully dedicated to Barrow County, and through this partnership, the Barrow County Emergency Communications Center will have the flexibility to respond to mutual aid requests as well as request assistance from surrounding areas when demand arises.

11. Financial Stability

Our most recent three fiscal years of audited financial statements are included as **EXHIBIT-06**.

We are a subsidiary of Global Medical Response (GMR), which specializes in ground and air medical transportation services with more than 34,000 employees and one of the largest fleets of ambulances and medical aircraft in the world.

As demonstrated in **EXHIBIT-06**, GMR has significant liquidity to support ongoing operations, with approximately $600 million cash on hand and more than $800 million available on our line of credit at the start of February 2026.

In addition, GMR received a ratings upgrade from Moody's in February 2025 and from Standard & Poor's in July 2025. This further enhances the fiscal strength of this new alliance.

12. References and Contract History

We have included reference information for three current EMS clients as **EXHIBIT-07**.

13. Litigation or Default History

We have included our litigation and/or default history withing the past five years as **EXHIBIT-08**.

14. Technology and Communications Integration

Our clinical data will be generated by **ImageTrend**, which we will utilize as our electronic patient care reporting (ePCR) platform in the County, along with our proprietary **Operations Planning and Analytics Platform (OPAP)**. These two solutions will interface with the County's PSAP and Tyler/New World Computer Aided Dispatch (CAD) system. Our data collection system will be designed to fit County reporting requirements.

ImageTrend

ImageTrend is a NEMSIS-compliant ePCR system allows for rapid real-time identification and retrospective review of individual-level issues and overall system performance. **ImageTrend** analytics provide agencies a library of base reports covering clinical and operational measures to enable users the ability to trend performance over time, identify individual crew performance issues and initiate quality reviews directly from the ePCR. Two-way messaging grants supervisors and clinicians the opportunity to

communicate around quality issues such as failure to use ETCO2 monitoring with an advanced airway. This system also gives immediate notification of any sentinel event to AMR leadership.

OPAP

Through OPAP, we will use data directly from the Tyler/New World CAD and modify the platform to match performance criteria to create demand models that are sensitive to surges. Ambulance supply—shift start times and durations, measured in unit hours—are built to match the demand models. Proper deployment of the unit hour supply is achieved through dynamic posting strategies focused on the community.

We post our ambulances according to plans developed using several criteria – including ease of ingress and egress when accessing each post location or comfort station, traffic studies, and drive time – to maximize geographic coverage, and crew safety and well-being. We will constantly review posting plans and ambulance deployment using OPAP and our proposed Emergency Quality Review Committee with Barrow County EMS stakeholders.

OPAP employs industry-leading tools, including geospatial priority-post placement and sophisticated queuing theory models, to enhance our deployment strategies.

911 Nurse Navigation Integration

An installation team will work directly with Barrow County leaders to integrate **911 Nurse Navigation**. Leadership from the Barrow County Emergency Communications Center and the Medical Director will develop a list of call types potentially eligible for navigation. We will provide custom training materials and workflows to assist the dispatch center orient Barrow County 911 call takers to the program and facilitate warm hand-offs of 911 calls to the nurse team.

HIPAA-Compliant Data Management Practices

AMR and our other proposed solutions related to this scope of work will comply with all provisions of Heath Insurance Portability and Accountability Act (HIPAA).

Patient privacy and confidentiality is of paramount concern to our organization. We were one of the first U.S. ambulance companies to design a comprehensive corporate compliance program. It covers our code of business conduct, general compliance guidelines, and HIPAA regulations.

Our Ethics and Compliance Department is heavily involved in all business decisions. The department provides clear guidelines for the training of all employees regarding laws, regulations, policies, and procedures governing both the workplace and the delivery of patient care and transport services.

15. Statement of Understanding and Capacity

After a thorough review of RFQ/P2026-11, we attest to our understanding of the scope and requirements of providing 911 EMS transport for Barrow County. Additionally, we affirm our current capacity and readiness to assume operations, if awarded.

2. Staffing Plan & Clinical Competency

We agree to fully staff, at minimum, one (1) Georgia-licensed Paramedic and one (1) Georgia-licensed EMT for each ALS ambulance in our fleet. Qualifications for our primary field employees include:

PARAMEDICS. Must have high school diploma or equivalent (GED). Must be at least 18 years of age and possess a valid state driver's license, CPR Card, state Paramedics license, as well as have completed all certifications required by the State of Georgia. Paramedics must complete system orientation and our new employee orientation and training program before they are eligible for work. ICS training levels (100, 200 and 700) required. ACLS and BCLS required; PALS (or other pediatric equivalent) and PHTLS certification optional.

EMERGENCY MEDICAL TECHNICIAN (EMT). High school diploma or GED. Must be at least 18 years of age and possess a valid state driver's license. Must possess current State of Georgia EMT certification and local accreditations as required to meet company standards. Driving record must follow AMR policy regarding insurability. Effective oral, written and interpersonal communication skills. Certification in ICS courses (100, 200 and 700) required. EMTs must also maintain a current CPR certification.

Integrating the Incumbent Workforce

AMR will look to retain the County's current EMS workforce and hire locally credentialed Paramedics and EMTs. We will host community "town hall" meetings with the current field personnel, giving them information and resources for joining our organization and continue to serve the County.

AMR values the experience and expertise of the incumbent workforce. Our aim is to ensure a smooth transition and minimize any disruption for employees. The current crews are one of the key parts of this system that get better the longer they work here. These personnel live and work in the system and care for their family, friends and neighbors. They have dedicated their lives to serving the residents and visitors of Barrow County.

Incumbent personnel can expect comparable pay and benefits. Seniority will be transferred on a lateral basis, without "demoting" current employees. The only circumstances that could disqualify an employee from being retained include failure of a drug screening, background check, driving requirements or a physical ability test.

Recruitment and Retention Strategies

The goal of our recruiting program for Barrow County will be to identify and attract the best prehospital medical professionals for long-term employment. To maintain continuity for the entire EMS system, AMR will give preference to hiring the incumbent workforce who serve and know this community.

We will use the following mechanisms to recruit a high-quality and diverse workforce:

- **ADVERTISING –** We conduct both online and print advertising for candidates. Online recruitment takes place via our corporate website and industry websites that target diversified employment counselors. We also place advertisements in newspapers and industry journals and have a strong online presence on social networking websites like Facebook, Twitter, Indeed, or LinkedIn.
- **COMPANY RECRUITMENT TOOL KIT –** Our company recruitment tool kit aids inhouse teams that are looking to recruit and includes an introductory video and templates for brochures, posters and advertisements.
- **LOCAL EDUCATION PROGRAMS –** We will build strong relationships with local EMS training programs and colleges in which we recruit actively from. We regularly attend college job fairs, and several of our EMTs teach and evaluate practical skills in the college EMT courses. We also look to recent graduates, attending numerous job fairs in high schools in the area.
- **MILITARY OUTREACH –** We actively reach out to military personnel who are exiting the armed services, participating annually in job fairs for active and retired military personnel.
- **INDUSTRY CONFERENCES –** AMR staffs education and employment booths industry conferences and symposiums.
- **EMPLOYEE MORALE COMMITTEE –** We offer employee/management morale committee meeting to provide a forum for open communication about programs that both enhance morale and improve employee retention as well benefits word of mouth recruitment.
- **INNOVATION –** As a leading provider of innovation initiatives we are an employer of choice for forward-leaning field providers interested in advancing the delivery of EMS. For example, our 911 Nurse Navigation solution improves employee job satisfaction by reducing the occurrence of lower priority calls, allowing paramedics to work at the higher end of their skillset.
- **CAREER DEVELOPMENT and ADVANCEMENT –** As members of the Global Medical Response family, employees at AMR have a multitude of career development and advancement opportunities to take advantage of. We ensure employees have access to all offerings associated advancement and development avenues.

Screening, Hiring and Orientation

We believe our employees are our greatest asset. Our frontline clinicians of Paramedics and Emergency Medical Technicians will be responsible for the care of Barrow County's residents and visitors. Supported by AMR leadership, our workforce will build relationships with local fire and first responders, emergency department personnel and EMS system stakeholders.

We will employ proven strategies that develop a positive work environment and encourage retention along with career pathways for professional growth. Our staffing strategy with skilled and dedicated Paramedic and EMT crews will ensure high-quality service delivery and operational efficiency. By deploying a diverse team of professionals, AMR will be able to address various aspects of emergency response and community engagement with expertise.



To be considered for employment with AMR, candidates must fill out an application and provide proof of current EMT certification/Paramedic licensure, current CPR certification, immunization history, and current ACLS certification for paramedics. A bonded outside agency performs a criminal record and sexual and child abuse background check as part of the screening process for all of our applicants. We also screen to identify any applicant who the federal government has debarred from participating in a Medicare-funded enterprise.

Once hired, all new personnel will receive extensive orientation to the County's EMS system as part of our structured multi-day New Employee Orientation Program (NEOP). Our initial training starts with approximately five (5) days or 40 hours of classroom and hands-on instruction covering the system's overview. Our clinicians in the County will learn about the fundamentals of providing patient-centered, compassionate and high-quality care.

Additionally, new County hires will complete training modules in clinical documentation, safe stretcher handling, and emergency vehicle operations. Following successful completion of the classroom training, new-hires are placed under the clinical supervision of a Field Training Officer (FTO) to begin AMR's Field Training Education Program (FTEP). New hires must successfully complete a series of objectives and competencies before being considered ready for release to independent duty.

We can provide a special schedule and online programming to allow part-time employees to participate in the NEOP, considering their need for flexibility and ability to access training in a virtual environment.

Continuing Education

Continuing education plays an important role in delivering clinical excellence. Using our internal learning management system, AMR will provide monthly classes focused specifically on the County's EMS system. We commit to integrating continuing education developed in collaboration with fire and other County EMS stakeholders to ensure teamwork and seamless patient care.

In conjunction with our Medical Director, we commit to providing continuing education classes to all EMS providers that address system issues identified through our CQI process. Examples of continuing education courses offered in similar AMR operations include those listed below.

- American Heart Association (BLS, ACLS, PALS, CPR)
- Pre-hospital trauma life support (PHTLS).
- EMT refresher
- Community education and partnership
- Field training meetings
- 911 Nurse Navigation field referrals
- EVOC and gurney instructor classes
- FTO training
- Remedial training

Our in-house training platform is accredited by the Commission on Accreditation for Prehospital Continuing Education and approved by the American Nurses Credentialing Center. Additionally, our established National College of Technical Instruction (NCTI)—the nation's largest private college of emergency medical services and EMS training—offers state approved continuing education courses.

AMR provides continuing education linked to quality improvement activities. We tailor our training programs and activities to improve specific skills and areas of service based on identified needs.

Post-Accreditation Education & Evaluation

AMR provides post-accreditation education, supervision and evaluation. After completion of the NEOP, a member of our Clinical Operations team will meet with their Field Training Officer (FTO) to discuss the clinician's progress. After the new clinician has functioned independently for 90 days, our Clinical Operations staff will conduct a follow-up interview with the clinician to ensure they are operating successfully in the field. We constantly evaluate our training practices to ensure our FTOs are giving new caregivers the tools they need to be successful.

Medical Protocols

We will work with the County to ensure our Medical Director will embody clinical excellence, align with County protocols and promote the goals of your EMS system. We ensure our selected Medical Director will be a Georgia-licensed physician who is board-certified in emergency medicine.

They will provide oversight for our frontline clinicians, leadership and additional divisions listed in the RFQ/P. Our Medical Director will deliver medical guidance and supervision to system design, education, critique and quality assurance among other policies and procedures.

Upon award, Dr. Ed Malcom will serve as our Medical Director during the implementation phase. Dr. Malcom is board certified in emergency medicine and EMS. We included his bio in 2. Corporate and Management Profile. We ensure all AMR personnel will have a comprehensive understanding and mastery of all County medical protocols, polices and procedures.

3. Operational Approach & Service Delivery

AMR will provide emergency ambulance coverage for County residents and visitors 24 hours a day, 7 days a week, 365 days a year.

Our initial deployment of five (5) 24-hour ALS ambulances and one (1) 12-hour ALS ambulance will be fully dedicated to Barrow County. These units will be further supported by our Operations Manager and 24-hour Supervisors who will have access to Quick Response Vehicles to support critical incidents or periods of high demand.

We make it a practice to constantly evaluate our deployment schedule and move vehicles when and where we see opportunities. Once in the system, we will conduct quarterly reviews with Barrow County EMS stakeholders to develop a comprehensive and appropriate coverage and staffing plan that will meet the response time standards—9 minutes, 59 seconds at 90%—to ensure we are meeting the needs of prehospital healthcare in the County's EMS system.

Our Plan At-a-Glance



Brand-new fleet of Ford Type II and III ambulances

Established mechanisms to address **surge and disaster response situations** to react at a moment's notice

24/7 supervisor access with **Quick Response Vehicles**

Emergency Quality Review Committee to meet monthly and examine data

Through both automated and manual System Status Management (SSM) processes, we will continually evaluate our systems to ensure that our dedicated ambulances are located where they should be. This may include confirmation that the posting plan is being utilized correctly, the crews initiate their response to each request for service within the required period; dispatchers are dispatching the crews in the required period of time; and the crews are provided with the appropriate response information (e.g., safety instructions).

This will be accomplished by supervisors monitoring events throughout their shift, real time texts and alerts, regular random call audits and regular review and analysis of the data we collect every second of the day. Additionally, AMR will have a representative at the Barrow County EOC, who will work in conjunction with the EMA and EOC staff. Maintaining a compliant and responsive system to response time commitments is the result of careful planning, constant analysis and local collaboration.

SSM planning is dynamic in nature and requires continual quality improvement review and adjustments. We will apply this approach to our County deployment. AMR will ensure an adequate number of ambulances are available at all times to respond to requests for service.

Data-Driven System Status Planning

We propose a variety of technology to monitor our resources and report our performance. Our SSM strategies will allow us to match our supply of available ambulances to the County's demand for patient care requests, maximizing our resources and creating a sustainable system.

Our planning efforts are driven by our **Operations Planning and Analytics Platform (OPAP)** and **ImageTrend**, our electronic patient care reporting (ePCR) software. We will use data from the County's Tyler/New World Computer Aided Dispatch (CAD) system and modify the platform to the contracted performance criteria. CAD data is paired with performance criteria to create demand models that are sensitive to seasonal fluctuations and surges. Ambulance deployment, shift start times, and durations, measured in unit hours, are built to match the demand models.

This combination of tools will give County stakeholders unique transparency into the operations of the system. It also provides AMR clear and precise data on how we can constantly improve our service.

Dynamic Deployment and Posting Strategy

Proper deployment of the unit hour supply is achieved through dynamic posting strategies focused on the community. Our ambulances are posted according to plans developed using several criteria—including ease of access and egress when accessing each post location or comfort station, traffic studies, and drive time—to maximize geographic coverage, and crew safety and well-being. AMR continually reviews posting plans and ambulance deployment using OPAP and makes deployment adjustments as indicated/necessary.

Meeting Surge & Unexpected Demand

We have established mechanisms to meet the demand for EMS response during peak times or unexpected periods of unusually high call volume, including disasters and other surge events. Our management team will continuously monitor response time performance, as well as the location and status of all our Barrow County vehicles. We will work seamlessly with our County partners and EMS system stakeholders to react at a moment's notice to maintain optimal response times. Further, our unrivaled disaster response capabilities position us as uniquely prepared to respond to any disaster in the County.

To accomplish this goal, AMR has several surge capabilities:

- Built-in surge capacity from regional fleet
- Mutual aid agreements
- Staggered shift start/end times to allow for hold-over
- Everbridge system to recall staff during critical events
- Ground strike teams from other AMR operations in Georgia
- Multiple air ambulance resources in the region



Additionally, integrating our 911 Nurse Navigation program will help optimize EMS delivery by connecting low acuity callers to the appropriate resource. This will keep ambulances better available for higher priority cases. This will benefit the County during potential surge events and reduce the dependence on mutual aid resources.

Disaster Response Plan

AMR is the first and only call when it comes to responding to disasters. We are the nation's most experienced and best-prepared provider of emergency disaster response. This expertise makes us a proven partner for the County because of our higher-trained teams experienced in managing disasters.

AMR will provide disaster response planning alongside our public safety partners in the County. We will collaborate in developing, training, planning, exercising and evaluating these plans.

As the contracted EMS provider for FEMA, we can deploy an Incident Management Team, logistical support and 250 ambulances per order to any specified location in the continental U.S. within 24 hours of a request. These resources have proven to be critically beneficial in many of the large-scale emergencies and disasters affecting our nation, including tornadoes, floods, wildfires, hurricanes, terrorist attacks and emerging infectious diseases.

Depending on the nature of the disaster, our 911 Nurse Navigation solution can be very beneficial as a supplemental option for lower priority calls. For example, during the recent snow and ice storms that impacted the southeast US, EMS systems with 911 Nurse Navigation programs that had activated their disaster plans were able to send lower priority calls for navigation to determine if an ambulance response was necessary. Whenever possible and clinically appropriate, nurses would guide the callers to self care or Virtual Care, reducing the number of necessary responses and improving safety for first responders and the public.

For more information about our disaster preparedness capabilities, please see **EXHIBIT-09**.



4. Quality Assurance, Performance Metrics & Reporting

Quality Assurance/Quality Improvement Program

AMR is a leader in clinical performance measurement. Throughout Georgia and across the country, AMR operations are at the forefront of clinical quality, focusing on how we improve patient care outcomes, enhance the patient's experience of our care and collaborating with system partners to increase health and well-being in each community we serve.

Our quality assurance/quality improvement (QA/QI) program is designed to continually monitor and improve the quality of care delivered to our patients while using data, feedback and collaboration from all local stakeholders. The improvement process collaborates with all EMS stakeholders to achieve clinical excellence, health equity and economic sustainability. Our overall approach to quality improvement includes the following four key segments:

- **Segment I:** Developing a Foundation of Care
- **Segment II:** Monitoring the Care
- **Segment III:** Local Quality Management Talent
- **Segment IV:** The Plan-Do-Study-Act Cycle

For more on each segment and our QA/QI program, please see **EXHIBIT-10**.

Clinical Quality Management Plan

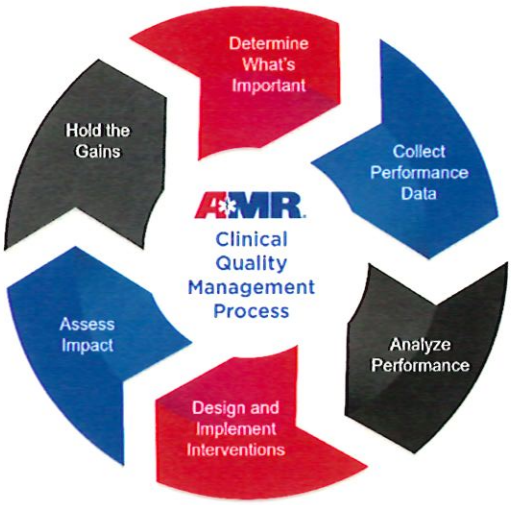
Our Clinical Quality Management Plan (CQMP) is built on the belief that we can improve our practices based on research that can be measured and monitored.

Throughout our operations, we integrate quality and performance improvement utilizing statistical data and Key Performance Indicators (KPIs). To ensure that every patient is receiving quality care, performance is tracked in key operational areas to identify improvements and track the impact of improvement initiatives.

Our goal is to identify areas for improvement in patient care and provide baseline goals, expectations and tools to implement change and achieve excellence within the local system. The CQMP has been established as a means of evaluating the structures, processes and outcomes of clinical care with a specific focus on performance improvement.

To monitor quality of care, adhere to patient care guidelines and measure clinical performance, the following quality reviews are completed locally and documented in the designated national clinical QI platform:

- Field Training Officer (FTO)
  - Culture building reviews
  - Targeted reviews by local clinical leadership
- Local Clinical Leadership
  - FTO escalations
  - Targeted reviews by local clinical leadership
- Regional/National Clinical Leadership
  - Escalations/Investigations
- Medical Director
  - Local authority requirements
  - Evidence influenced approaches



It's one thing to adopt a plan for improvement, but it's quite another to do what you say you do. Each year, we select clinical quality metrics to focus on as part of our ongoing CQMP. These metrics represent aspects of EMS proven to both impact patient outcomes in the most meaningful way and reduce the likelihood of harm.

In both 2024 and 2025, one universal focus was the confirmation of an advanced airway, which is arguably one of the highest risk clinical interventions in EMS. Utilizing the concepts of our CQMP, the first step is to identify what we are trying to accomplish. In analyzing data, it was easy to see that we are excellent at both evaluating and documenting continuous waveform capnography during the care of a patient with an advanced airway.

However, we saw an opportunity for improvement with capturing the entire process of advanced airway confirmation. We then needed to determine what success looks like. Looking at our company as a whole, a general benchmark was set utilizing median compliance percentages across the company.

PDSA Cycle

We will utilize the Plan, Do, Study, Act (PDSA) cycle for quality improvement. This model focuses on small tests of change. The steps include:

- Setting aims
- Establishing metrics and benchmarks
- Selecting which changes or drivers will affect those metrics
- Implementing the selected drivers
- Measuring the results of driver implementation

As an example, we recently implemented PDSA to track advanced airway confirmations. We began to **Plan** and **Do** by looking at drivers of performance surrounding advanced airways and documented those

steps. This allowed us the opportunity to not just focus on crew education and individual performance, but to also look at the systems, processes, and documentation involved in airway confirmation.

By simply communicating with front-line clinicians about the expectations and challenges surrounding airway confirmation, it allowed us to **Study**. We gained a greater understanding of how we increase both the instance and capture of a comprehensive advanced airway confirmation, improve patient outcomes and decrease the likelihood of harm. We began to **Act** upon the information we obtained with initiatives surrounding crew education, equipment and process evaluation, ePCR format and data reporting.

As a result, in 2025 our Georgia Operations experienced a 110% improvement in compliance with a comprehensive advanced airway verification thanks to the efforts of local clinical leaders and field clinicians.

Safety Management System

Our CQMP will align and work within the safety management system framework and establishes metrics and increases communication surrounding ongoing issues. The National Safety Assurance Board will provide guidance and subject matter expertise on issues and initiatives impacting patient safety.

Patient Safety / PSO Reporting

Last year, AMR began utilizing the Intelex System for the reporting of patient safety concerns. Intelex gathers information in a standardized form that allows us to report to a patient safety organization (PSO) and pull the data for review. The data can be tracked and trended to allow us to identify systems issues as well as equipment and education needs.

Below are examples of patient safety metrics tracked consistently across the organization:

- Airway management
- Combative patient
- Equipment failures
- Medication events
- Elopement

Using Intelex, we monitor a variety of patient safety measures and key items for review, including ketamine, bariatric, equipment failures, medication errors and more. In the event of a performance issue, we follow the **Just Culture™** methodology. Once we receive notification of an adverse event, we document the details and conduct comprehensive analysis to determine if the issue is a system problem or isolated to a single employee.

AMR is also a member of the Center for Patient Safety. As such, we review and analyze incidents, near-misses/close-calls, and unsafe conditions. The goal is to identify lessons, create process improvements and implement those changes to help mitigate future risk. We use these events as learning opportunities, building on them proactivity to minimize future problems and create new system processes.

Further, we share de-identified data with PSOs to contribute to the national conversation on reducing harm to patients and team members.

5. Cost Proposal & Financial Stability

Per RFQ/P instructions, we are submitting our cost proposal and financial stability information in a separate sealed envelope.

6. Community Integration & Value-Added Services

Community Service and Education

AMR is a strong community partner and active in each community we serve. We are committed to the belief that education enhances risk reduction. We provide hundreds of donated standby and training hours annually. We have already begun to foster relationships with Barrow County Fire and other first responder agencies throughout the County.



We take pride in our focus on capturing and analyzing local health and safety data. We collaborate with local stakeholders, civic organizations, non-profits, schools and places of worship to develop community education programs targeted at local needs. Examples of community service and education include:

- HEALTH FAIRS AND CLINICS: providing training each year for CPR, AEDs, "Stop the Bleed," and blood pressure checks for citizens of your community, including students, farm workers, etc.
- LOCAL EDUCATION PROGRAMS: We will build strong relationships with local high schools and universities that maintain EMT and Paramedic programs. We will look for opportunities to partner with the County's Fire Explorer program for students and other community education groups.
- MAKE THE RIGHT CALL CAMPAIGN: helping residents recognize the signs and symptoms of heart attacks, strokes, and other life-threatening emergencies so they are better prepared to promptly call 911.
- CHILD SAFETY SEAT CHECKS: partnering with local hospitals, fire departments, and other public safety agencies in these services, including providing nationally certified Child Passenger Safety Technicians to help staff car seat inspections.

- SCHOOL-BASED PROGRAMS: we commit to promoting educational opportunities in the region for high school students who are interested in an EMS career. We will provide not only CPR education but different scholarship programs for Paramedics and EMTs, as well as offering this opportunity to local fire districts and EMTs who serve the County.
- SEASONAL EVENTS: participating in local community education events, for example: National Heart Month in February, National EMS Week each May, Disaster Preparedness Month in September, and Memory Walk and National Breast Cancer Awareness Month in October, as well as Safe Halloween campaigns.
- DISASTER PREPAREDNESS: raising awareness regarding how to be ready for a disaster and how to create a readiness checklist on topics such as having printed phone numbers to call for help, knowing where your exits are located, and knowing what resources to keep on site.
- EMS AND HEALTHCARE CAREER EXPLORATION: focused on introducing young people to this exciting career opportunity through schools, community forums and networking.

We can flex up or flex down with personnel commitments based on the number of events and their size. All EMS education will be conducted in consultation and strong collaboration with Public Health/EMA along with County fire and first responders to maximize efforts and prevent duplication.

We will work to improve and update our community education programs based on annual analysis. In response to our data and collaboration with local stakeholders, we will implement community risk reduction services and participate in existing local community education campaigns.

Active Risk Reduction and Public Health Integration

The 2025 Northeast Georgia Regional Community Health Needs Assessment (CHNA), provided by the Northeast Georgia Health System, outlines priorities for public health and community leaders to address gaps in the healthcare system. For Barrow County, the following health priorities were identified:

- Mental and behavioral health
- Access to care
- Healthy behaviors and education

The CHNA notes there are many County residents who are limited by transportation barriers. They rely on 911 ambulances for their healthcare needs because of a lack of other options. These populations can fall through the gaps and caught in the 911 safety net. These priorities speak to healthcare equity and population health goals, with a particular focus on underserved groups including low-income families, the elderly, uninsured or underinsured, and those with unmanaged chronic or complex conditions.

AMR's exclusive 911 Nurse Navigation program directly supports these priorities. Mental and behavioral calls are commonly referred to our navigators. We can connect these requests to appropriate locally-based resources, such as Advantage Behavioral Health and other urgent care facilities, walk-in clinics and other non-hospital resources in Barrow County. Most importantly, 911 Nurse Navigation will help your residents avoid medical debt by connecting them to less costly options than an emergency department.

Multi-Agency Training for Barrow County

Our operations will participate in multi-agency training with our Barrow County EMS system stakeholders. Content will be driven based on the need for clinical improvement. These training drills and exercises translate directly to highly effective scene management and integration on active incidents. Our primary goal will be to develop a system that is united, transparent and highly accountable to the County.

The best patient outcomes come from an integrated system that works well together in the delivery of care. To ensure our team is continuously prepared for any unforeseen event, all field and supervisory personnel must complete the National Incident Management System training. This includes all Incident Command System (ICS) 100, 200 and 700 certifications, which focus on enabling organizations to integrate capabilities and achieve shared goals.

We pledge to build exemplary partnerships with the Barrow County Fire Department, Barrow County Training Division, Tactical EMS and the Barrow County 911 Emergency Medical Dispatch. We will use our technology and reporting to share data and track outcomes with these local agencies. Other methods used to promote a high level of integration in our County operation can include:

- Joint training programs, education and disaster drills
- Coordinated on-scene care and supply replenishment, including PPE
- Offer pathways to gain EMD certification

Homegrown Workforce

Since 2024, our Georgia Operations has implemented an in-house paramedic program to maintain a pipeline of new EMS candidates. We have seen great success, producing more than 30 state-licensed paramedics. While ensuring compliance with all applicable regulations set forth by the State of Georgia, we look forward to developing similar career advancement programs in Barrow County.

Another value-added service that differentiates AMR from other providers is our Earn While You Learn (EWYL) internship. This nationally recognized program may help high school graduates embark on a career in EMS, veterans who are leaving the armed forces and looking for employment in the civilian setting, or people who may be seeking an opportunity to change careers.



Earn While You Learn supports community members who want to become EMTs by providing new recruits with a paycheck while attending class.

In 2019, the American Ambulance Association awarded AMR with an AMBY award for this pioneering program. We have seen immense success in six years since. Since its inception, the EWYL program has expanded to 42 states and 173 cities. EWYL has successfully trained nearly 3,000 new EMTs. Graduates have been 44% women and 41% people of color.

Optional Bonus Categories

A. Innovation & Technology

911 Nurse Navigation

Innovation is a hallmark of AMR's proposal for Barrow County. Integrating our exclusive 911 Nurse Navigation program will enhance the delivery of EMS in the County. 911 Nurse Navigation is the most established low priority program of its kind in the U.S. We support 30-plus high performance systems and have successfully navigated over 280,000 911 calls since 2018.

It is operationally efficient and financially sustainable. In Georgia, AMR has entered into an agreement with a large healthcare payor to offset the program costs, meaning that we do not have to charge Barrow County residents for the navigation services we provide.

911 Nurse Navigation goes far beyond telemedicine / ET3 models. It aims to provide your residents with connections to licensed nurses who can guide them to the best options for their care. Other bidders may offer Barrow County out-sourced "right site of care" telemedicine models or an "on demand" program, similar to ET3. But no other 911 low acuity diversion program has had the impact and success of AMR's 911 Nurse Navigation program. For consideration:

- Efficiency for the EMS System. 911 Nurse Navigation is structured to receive referrals from both the PSAP and the field. This allows frontline clinicians to offer alternate solutions for residents.
- Free to the Caller. We believe that it is inappropriate to charge callers for navigation, as it could create a negative incentive for residents to access 911.
- Above and Beyond. Data shows that less than 1% of all 911 calls can be resolved purely with telehealth services. By contrast, systems using 911 Nurse Navigation routinely send 5%–8% of their call volume initially and then stabilize at more than 10% as the program matures in the market. 911 Nurse Navigation in DeKalb County sends more than 18% of its daily call volume to the nurse navigators. This removed more than 6,500 EMS responses from the system in 2025.
- Built for operational efficiency. Among the challenges with ET3-based, on demand telehealth programs are lengthy scene times for EMS crews. Conversely, our model for field referrals typically take 2-3 minutes once an EMS crew (fire department or first responders) contacts the nurse line. Once it becomes apparent that ambulance transport is not necessary, the crew can return to service, improving resource availability and significantly reducing task time.

Prehospital Blood Program

The ability for ground EMS agencies to carry and manage blood products has become popular in recent years. Blood products are a vital tool to drive good outcomes for the most seriously ill or injured patients.

AMR has taken best practices from our air partners in the GMR family to deliver blood in areas that show the greatest need. In Georgia, all 16 Air Evac Lifeteam aircraft bases, including AEL 117 in Snellville, are equipped with blood products and capable of rapidly deploying them in life-threatening treatment.

As blood products are a limited and perishable resource, we are sensitive to our ability to responsibly manage and deploy prehospital blood. Being a data-driven and evidence-influenced organization, we insist on in-depth analysis of the proposed area and an assurance of minimal waste via inventory controls or product recycling opportunities are essential.



AMR has several ground agencies in Georgia and throughout the country offering prehospital blood administration and experiencing excellent clinical outcomes. Those operations rely on partnerships with local health systems and private blood vendors. Our DeKalb County Operations is currently equipped with blood products for deployment to patients suffering catastrophic hemorrhagic shock. During its first four months, we administered more than 55 units of blood to patients ranging from shooting victims and patients involved in traffic accidents, to patients suffering from medical issues, such as gastrointestinal bleeding and post-partem hemorrhage.

AMR looks forward to responsibly continuing this service to Barrow County communities where this lifesaving, but finite resource can do the best. We have included descriptions of additional innovative solutions we can offer the County as **EXHIBIT-11**.

B. Commitment to Continuous Improvement

Commission on Accreditation of Ambulance Services (CAAS)

All three of our AMR Operations in the State of Georgia, and 26 more nationally, have achieved accreditation from the **Commission on Accreditation of Ambulance Services (CAAS)**. CAAS accreditation means an operations has achieved the gold standard for ambulance transport delivery.

We propose rolling Barrow County into our Georgia ground CAAS accreditation upon the next renewal of that accreditation. Ambulance accreditation is central to the important role we play in an EMS system. Accreditation will assure the Barrow County community that our Operations meet and exceed national standards. We have included a copy of our most recent accreditation certificate as **EXHIBIT-03**.

Industry Gold Standards

Additionally, all 16 Air Evac Lifeteam (AEL) bases are accredited by the **Commission on Accreditation of Medical Transport Systems (CAMTS)**. AEL consistently receives recognition from the CAMTS board for areas of "excellence" or "acknowledgment" within administrative, clinical, aviation, maintenance, quality and safety, EMS community outreach and human resource programs.

Many of AMR's national affiliates have earned **Mission: Lifeline EMS** recognition for our work, training and commitment to EMS agencies and first responders.

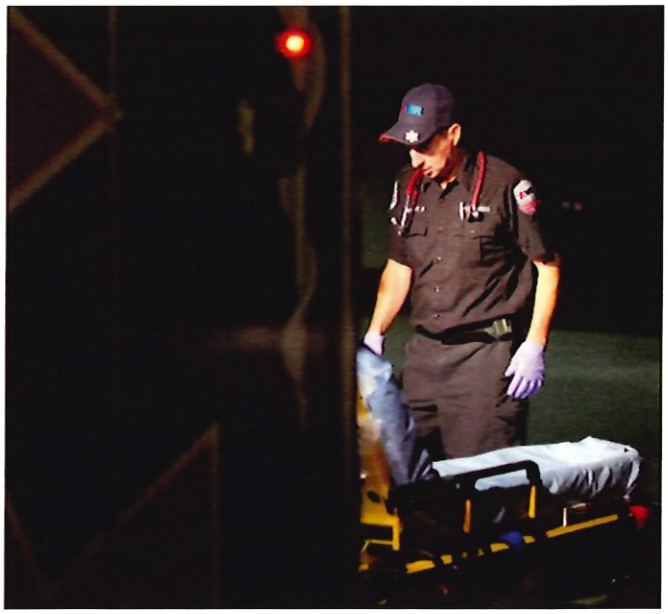
Looking Forward, Next Steps

We hope you find our submission informative and innovative with competitive and cost-effective pricing. We look forward to discussing next steps. Looking ahead, AMR is eager to use our vast knowledge and new ideas to help Barrow County build a sustainable EMS system. Our work in the state, our skills, and our understanding of the community make us the right choice for this important task. Our solution provides top-level emergency care while upholding the County's high standards.

Working together, we can innovate and enhance your EMS system, making Barrow County safer and healthier for the future. Thank you for your consideration.







Key Personnel Biographies

Our local team comprised of an Operations Manager (Operations Chief as referred to in the RFQ/P), a 24-hour Operations Supervisors and a Clinical Education Specialist will be supported by the expertise and experience of our key personnel. These regional leaders will enhance the coordination of quality care at all levels. Biographies of our key personnel members are included below.

Rafe Waters, Regional Director



Rafe Waters is a seasoned healthcare leader with a distinguished career in EMS since 2000, holding roles from EMT-I to Regional Director for Global Medical Response. He has significantly contributed to EMS in Georgia through leadership positions, including Chair of Region 9 EMS, GEMSA Board member. Rafe is committed to advancing pre-hospital care and holds degrees in Nursing, Organizational Leadership, and an MBA.

Dr. Ed Malcom, Medical Director



Dr. Ed Malcom has been board-certified in emergency medicine with experience in EMS medical direction, fire-EMS operations and critical care transport for more than 20 years. Since 2008, Dr. Malcom has been involved in medical direction for various hospitals, fire departments and other EMS agencies across Georgia. Dr. Malcom is skilled in building operational and educational frameworks that strengthen integration between EMS systems and hospital-based emergency services. He joined AMR more than a decade ago when he was selected Medical Director in Fulton County. Dr. Malcom is an Army veteran, who graduated from West Point, and enjoyed a decorated career before retiring as a Captain in 1997 while serving at Fort Benning. Upon award, Dr. Malcom will serve as our Medical Director during the implementation phase. Through a solicitation process, we will select a permanent Medical Director who will be responsible for providing oversight and direction for the EMS system and additional divisions listed in the RFQ/P.

Matthew Peczka, Regional Manager of Clinical Operations



Matthew Peczka has 23 years of EMS experience. Matt graduated with honors from Springfield College with a bachelor's degree in EMS management and obtained both his EMT and Paramedic certifications while completing his degree. Peczka has worked in a variety of EMS settings—private, fire-based, and pediatric critical care. Peczka currently serves as a Regional Manager of Clinical Operations for our South Region where he supports Georgia and Florida Operations and leads a team of instructors for all GMR solutions. Peczka became a Georgia EMS instructor in 2012 and teaches both private EMS training and the Technical College System of Georgia.

Israel Contreras, EMS Transformation & Innovation Manager



Israel Contreras has 20-plus years of EMS expertise. He has gained a deep insight into the challenges and opportunities within pre-hospital care. First, as a frontline provider and then as a valued leader. A passionate advocate for health equity, Israel is focused on reimagining how EMS can evolve to meet the demands of modern healthcare. His goal is to improve patient outcomes through the integration of cutting-edge technology and data-driven system improvements. He will be available to Barrow County to find opportunities for innovation and efficiencies.

Heath Williams, Air Evac Lifeteam Program Manager



Heath Williams is the Program Manager at Air Evac Lifeteam Base 117 in nearby Snellville. He has more than 30 years of EMS experience, rising from an EMT-I to an operations leader of a ground service. Heath is a certified EMS Director through the GEMSA Leadership Alumni Association and holds an associate's degree in technical management. He is known for his operational expertise, collaborative leadership, and commitment to advancing EMS systems and community care.

Chris Valentin, Regional Director



Chris Valentin is an experienced leader, with more than 31 years of experience working for AMR companies. In December 2019, he was selected as the Regional Director covering Georgia, working with our local AMR operations as well the fixed- and rotor-wing assets in the Global Medical Response family of brands. His leadership history in AMR ground operations will provide invaluable expertise for Rafe Waters, the Regional Director who is our signatory on our proposal.

Brett Jovanovich, South Region President



Brett Jovanovich joined the regional leadership team for Global Medical Response (GMR) in 2018. Today, he oversees all air and ground GMR operations across the South and is based in Birmingham at our Southeast regional headquarters. Having been with the organization for more than 20 years, he has led our team through expansive air and ground EMS growth, innovation, and development. A New Orleans native, Brett began his career as a nationally registered paramedic in 1997 and holds a Bachelor of Science in Business, as well as a Master of Science in Health Administration from the University of Alabama Birmingham. He was cited by the Birmingham Business Journal in 2011 as Birmingham's "Top 40 Under 40" and received UAB's Alumni Excellence in Business Award in 2013.

Example Transition Timeline

We offer a seamless transition to the new contract.

Within 30 Days of Award

Below, we have listed initial transition tasks that would be completed within 30 days of the award.

- Determine critical licenses needed and complete/submit all applications
  - Federal DEA License
  - Controlled Substance Registration (CSR), if needed
  - County business licenses and permits
  - CLIA Waiver
- Identify real estate locations (main station, substations, crew stations). Already in process.
- Determine staffing needs and post job requisitions to iCIMS (recruiting platform)
- Town Hall meetings scheduled for incumbent workforce
- Begin recruitment of local EMS workforce
- Determine shift types for the operation
- Receive the first installment of our proposed new fleet of vehicles
- Acquire new medical equipment and supplies
- Determine IT equipment needs and purchase
- Basware location setup (equipment/supply ordering system)
- Number of fuel cards identified
- Engage local Medical Director in new contract
- Engage Integra billing team on operation
- Engage ImageTrend (electronic patient care reporting) team
- Begin implementation of Nurse Navigation program for low acuity call diversion

Within 45 Days of Award

Below, we have listed ongoing tasks that we will complete within 45 days of the award.

- Medical protocols reviewed/approved
- Narcotic control safe/devices ordered
- Deployment analysis updated
- ImageTrend site visit scheduled
- ImageTrend devices ordered
- New employee interviews completed / job offers extended
- Pre-hire testing / screening scheduled, and onsite team identified
- Payroll mailing system created

Within 60 Days of Award

Listed below are each ongoing task that will be completed within 60 days of the award.

- ☐ CSR inspection completed, if required
- ☐ Leases executed
- ☐ Procurement card request submitted
- ☐ Basware users identified and profiles set-up (our procurement/supply software)
- ☐ Ron Turley setup (for electronic fleet maintenance tracking)
- ☐ Employee pre-hire testing/screening completed
- ☐ New Employee Orientation Program outlined, and onsite team identified
- ☐ New employee welcome packets designed and distributed electronically
- ☐ ImageTrend training outlined, and onsite team identified
- ☐ All required licenses received
- ☐ Credentialing with McKesson completed

Within 75 Days of Award

Below are listed each of the final transition tasks that would be completed within 75 days of the award.

- ☐ Negotiate and execute fire medical supply replacement/reimbursement
- ☐ New Employee Orientation Program completed
- ☐ Make-up training provided, if needed
- ☐ Employee certifications uploaded
- ☐ Narcotics ordered
- ☐ Vehicles scheduled for registration, if required
- ☐ Employee uniforms delivered
- ☐ Shredding services setup
- ☐ Waste management services setup
- ☐ Utilities set up, if needed
- ☐ Vehicle insurance cards in place
- ☐ Employee learning plans assigned
- ☐ Employee hotline posters sent to operation
- ☐ IT setup complete and network live

Within 1-Week of Contract Start-up

- ☐ Test all new equipment and systems
- ☐ Coordinate and confirm switch-over with other provider and dispatch
- ☐ Drive all response areas/zones for orientation
- ☐ Meet with fire/first responders to confirm start-up procedures and details
- ☐ START-UP

Sample Transition and Timeline

Transition Process

AMR has developed internal support teams and proven processes to work with County stakeholders to ensure no compromise in service occurs between providers. Our resources guarantee a successful start on or before July 1, 2026.

With the support of regional and national EMS experts, we offer a seamless transition, proven by decades of service. This direct support has led to higher engagement, increased rapport, stronger relationships with team members, and increased communication and innovation. Please see below for descriptions of our local and regional management personnel.

We understand the implementation and transition process is vital to the continuity of care. AMR has proven processes and internal support teams to work with County stakeholders to ensure no compromise in service occurs during a provider transition. As an experienced provider already established in Georgia and the region, we have the depth of resources and infrastructure to guarantee full implementation before the start date.

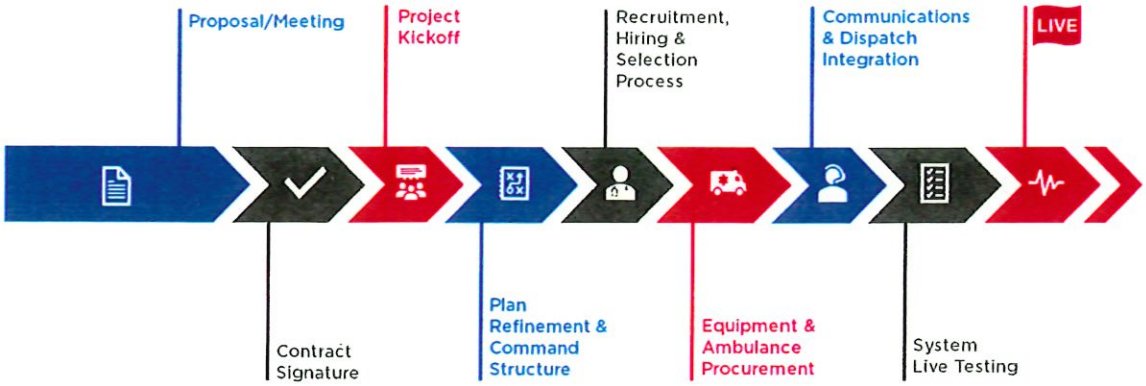
Upon contract award, our experienced implementation team will meet with appropriate local officials to discuss our transition plan. Together, we will review the plan, verify deliverables and identify any obstacles to successful implementation. We will confirm our mutual understanding of the purpose and objective of each deliverable. The kickoff meeting will serve to foster effective professional relationships between AMR and our system partners, as well as establish plans for future meetings, status reports and issue resolution.

We will also work cooperatively with the existing provider to ensure that no compromise in service occurs during the transition period. We value the experience and expertise of the incumbent workforce and will encourage these personnel to apply for positions with AMR and continue their service.

Contract Implementation and Start-Up Team

AMR will provide the County with a smooth and efficient implementation process focused on continuity of services, while setting a strong foundation of continuous improvement and innovation to further enhance the EMS system. This team will be led by Regional Director Rafe Waters who will oversee the implementation in close coordination with your EMS system's key stakeholders.

One of the first deliverables will be the development of a detailed workplan and timeline to guide implementation, as reviewed and approved by the County.



WE HAVE DECADES OF EXPERIENCE IMPLEMENTING AND BUILDING SIMILAR SYSTEMS

- Ability to ramp up services and be live within 90 – 120 days of contract signature
- Collaborative reporting throughout the implementation period

We offer a strong and knowledgeable leadership team who is backed by reliable infrastructure and resources, allowing us to rapidly meet the County's needs. Our implementation process relies on strong communication and collaboration from the initial planning to the execution phase.

Upon contract award, our experienced transition and implementation team personnel will meet with appropriate local officials to discuss our transition plan. Together, we will review the plan, verify deliverables and identify any obstacles to successful implementation. We will confirm our mutual understanding of the purpose and objective of each deliverable. The kickoff meeting will serve to foster effective professional relationships between AMR and our system partners, as well as establish plans for future meetings, status reports and issue resolution.

Integration Management Office

Through this contract, we will leverage our national **Integration Management Office** (IMO) that specializes in project management for start-ups, mergers, and acquisitions. This team provides the following support for our local operations:

- Beginning to end project management
- Dedicated project managers, with oversight of an IMO Manager
- Inter-departmental relationships with key functional leads within the organization
- Proven processes and standards for successful implementation of new EMS innovations

Our IMO team works collaboratively with our functional team leads (local, regional, and national) to ensure all key milestones and tasks are met for a **smooth** and **successful** implementation.

Dr. Edward Racht, Chief Medical Officer



Our selected Medical Director will have the full support of Dr. Edward Racht, our organization's Chief Medical Officer. Dr. Racht has more two decades of experience in EMS and healthcare. Dr. Racht received his undergraduate and medical degrees from Emory University in Atlanta and completed his residency at the Medical College of Virginia. Dr. Racht is known for his expertise in "operationalizing" medicine and will support our County Operations.

Licenses and Accreditations

We have included all evidence of regulatory compliance, current state of approval as a 911 EMS provider and any national accreditation in upcoming pages.

GEORGIA DEPARTMENT OF PUBLIC HEALTH

Georgia Department of Public Health
EMS Agency License

An EMS Agency License is Hereby Granted to

2/15/2024
(License Issue Date)

033-01
(License Number)

METRO AMBULANCE SERVICES, INC.
(Owner)

to operate

American Medical Response
(Name of Agency)

at the following license levels:

Ground Ambulance
(License Levels)

1380 BEVERAGE DR STE. D	Stone Mountain	DeKalb
(Street Address)	(City)	(County)

This license signifies compliance on the date of issue with the Department of Public Health Rules and Regulations for Emergency Medical Services and is valid until 03/31/2026, unless sooner surrendered, suspended, or revoked.

Office of EMS and Trauma
Michael Johnson, Director

Georgia Department of Public Health
Kathleen E. Toomey, M.D., M.P.H.
Commissioner

NOT TRANSFERABLE

Form 3003 (Revised 07/15/2019)

GEORGIA DEPARTMENT OF PUBLIC HEALTH

Kathleen E. Toomey, M.D., M.P.H., Commissioner / Brian Kemp, Governor

200 Piedmont Avenue, SE
Atlanta, Georgia 30334

dph.ga.gov

February 12, 2026

Agency Name: American Medical Response – Dekalb

License Number: 033-01

RE: Notification of Data Submission Compliance

The Georgia Department of Public Health, Office of Emergency Medical Services and Trauma ("Department") is the state authority that regulates the licensure and standards for Emergency Medical Services ("EMS") personnel and ambulance providers in the State of Georgia, pursuant to Title 31, Chapter 11 of the Official Code of Georgia, as well as Chapter 511-9-2 of the Rules of Regulations of the State of Georgia.

This letter serves as formal notification that American Medical Response – DeKalb is currently in full compliance with all data submission requirements to GEMSIS Elite.

Please note that the agency's monthly submission times for January and February were higher than usual due to a backlog of record submissions. This delay resulted from an internal technical issue identified within the AMR ImageTrend Elite system. The issue has since been addressed, and submission processes have returned to normal operating timelines.

Agency Name	Incident Month (CY2025)	Monthly Submission Time (Hours)	Monthly Average Validity Score
American Medical Response - Dekalb	January	410	97
American Medical Response - Dekalb	February	220	97
American Medical Response - Dekalb	March	15	99
American Medical Response - Dekalb	April	5	99
American Medical Response - Dekalb	May	4	99
American Medical Response - Dekalb	June	20	99
American Medical Response - Dekalb	July	9	99
American Medical Response - Dekalb	August	6	99
American Medical Response - Dekalb	October	6	99
American Medical Response - Dekalb	September	7	99
American Medical Response - Dekalb	November	4	99
American Medical Response - Dekalb	December	4	99

Please contact Dipti Patel, EMS Data Manager, if you have any questions.

Thank you,

Dipti Patel
EMS Data Manager, Office of EMS and Trauma
1680 Phoenix Blvd. / Suite 200 / Atlanta, GA 30349
PHONE 770-996-3133 / **CELL** 470-543-0924

The Commission on Accreditation of Ambulance Services

Certificate of Accreditation

American Medical Response Georgia Division
Roswell, Georgia

The Commission on Accreditation of Ambulance Services presents this certificate of Accreditation in recognition of this service's voluntary compliance with the Commission's high standards. These standards have been established to encourage and promote improved quality patient care in the medical transportation system. This service has successfully completed a comprehensive external review to verify compliance with these national standards.

Issued: May, 2023

Expires: April 30, 2026

Gerald Beltran, DO, Chair
Panel of Commissioners

Jon Howell, Chair
Board of Directors

Sample Co-Branding Concept

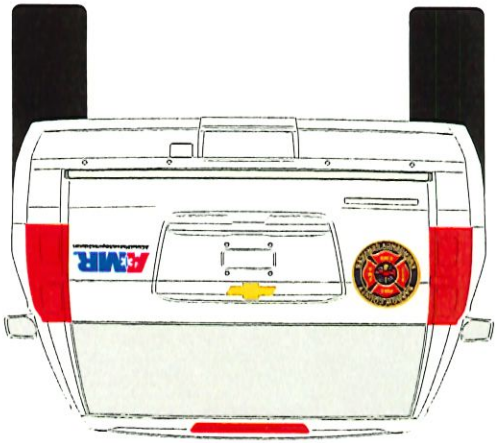
We will work with the County and discuss options to co-brand the ambulances and other vehicles in our fleet. We have included sample co-branding concepts in upcoming pages.

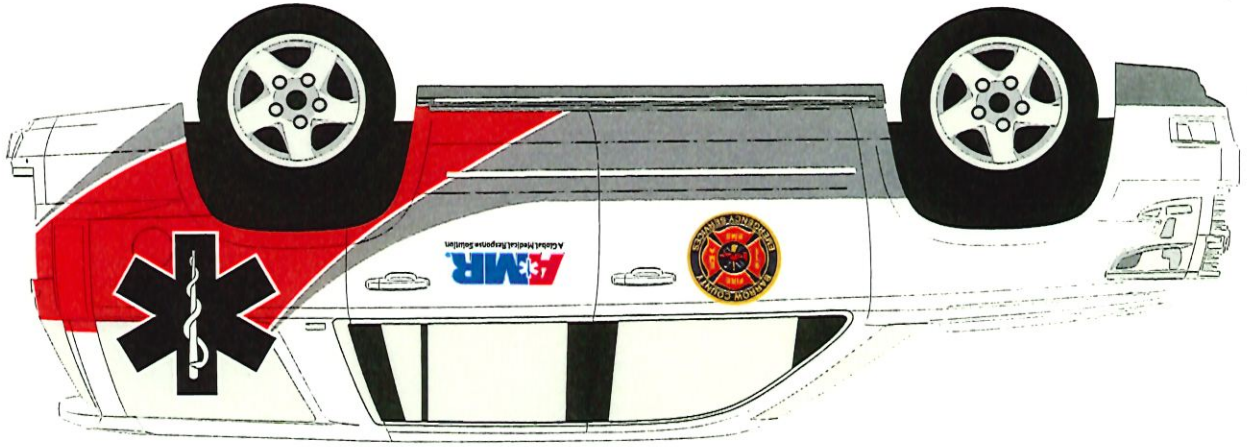

AMBULANCE
BARROW COUNTY EMERGENCY SERVICES
FIRE EMA EMS
American Medical Response
AMR
A Global Medical Response Solution

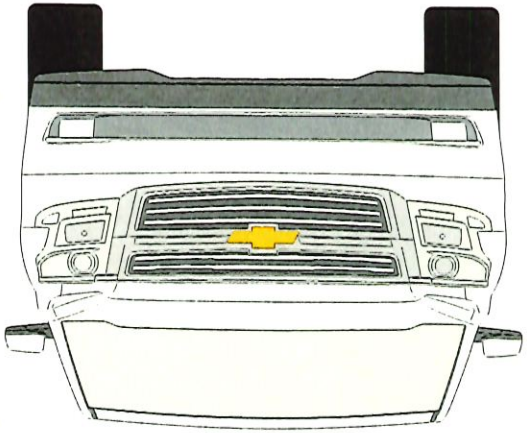

AMBULANCE
BARROW COUNTY EMERGENCY SERVICES
FIRE EMA EMS
American Medical Response
AMR
A Global Medical Response Solution

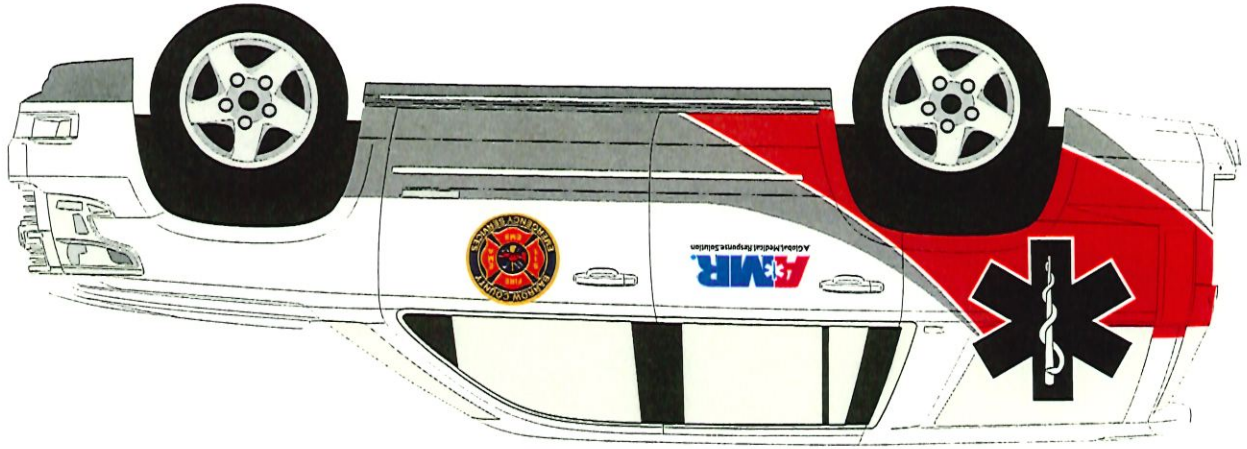

AMBULANCE


AMBULANCE
AMR
A Global Medical Response Solution









Certificate of Insurance

We have included our standard Certificate of Insurance in upcoming pages.

CERTIFICATE OF LIABILITY INSURANCE

DATE(MM/DD/YYYY) 03/26/2025

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
Aon Risk Services Central, Inc.
Philadelphia PA Office
100 North 18th Street
16th Floor
Philadelphia PA 19103 USA

CONTACT NAME:
PHONE (A/C, No, Ext): (866) 283-7122 **FAX (A/C, No.):** (800) 363-0105
E-MAIL ADDRESS:

INSURER(S) AFFORDING COVERAGE		NAIC #
INSURER A:	ACE American Insurance Company	22667
INSURER B:	ACE Fire Underwriters Insurance Co.	20702
INSURER C:	Indemnity Insurance Co of North America	43575
INSURER D:	Underwriters At Lloyds London	15792
INSURER E:	ACE Property & Casualty Insurance Co.	20699
INSURER F:		

INSURED
American Medical Response, Inc.
4400 TX State Hwy 121
Suite 700
Lewisville TX 75056 USA

COVERAGES **CERTIFICATE NUMBER:** 570111674248 **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.

Limits shown are as requested

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	X COMMERCIAL GENERAL LIABILITY CLAIMS-MADE / X OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: X POLICY / PRO-JECT / LOC OTHER:			XSLG48960455 SIR applies per policy terms & conditions	03/31/2025	03/31/2026	EACH OCCURRENCE DAMAGE TO RENTED PREMISES (Ea occurrence) MED EXP (Any one person) PERSONAL & ADV INJURY GENERAL AGGREGATE PRODUCTS - COMP/OP AGG SIR	$2,750,000 $100,000 $10,000 $2,750,000 $5,000,000 $2,750,000 $250,000
A	AUTOMOBILE LIABILITY X ANY AUTO OWNED AUTOS ONLY / SCHEDULED AUTOS HIRED AUTOS ONLY / NON-OWNED AUTOS ONLY X Comp Ded $2500 / X Coll Ded $2500			ISA H10817614	03/31/2025	03/31/2026	COMBINED SINGLE LIMIT (Ea accident) BODILY INJURY (Per person) BODILY INJURY (Per accident) PROPERTY DAMAGE (Per accident)	$10,000,000
E	X UMBRELLA LIAB / X OCCUR EXCESS LIAB / CLAIMS-MADE DED / RETENTION			XCQG72514816005 Umb - Auto	03/31/2025	03/31/2026	EACH OCCURRENCE AGGREGATE	$10,000,000 $10,000,000
C B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR / PARTNER / EXECUTIVE OFFICER/MEMBER EXCLUDED? Y/N: N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	N/A		WLRC72631110 AOS SCFC72631158 WI	03/31/2025 03/31/2025	03/31/2026 03/31/2026	X PER STATUTE / OTH-ER E.L. EACH ACCIDENT E.L. DISEASE-EA EMPLOYEE E.L. DISEASE-POLICY LIMIT	 $1,000,000 $1,000,000 $1,000,000
D	E&O - Professional Liability - Excess			CSHLC2501663 Ex Prof(Claim Made)/Ex GL SIR applies per policy terms & conditions	03/31/2025	03/31/2026	Per Occ/Agg SIR - Ex Prof SIR - Ex GL	$15,000,000 $10,000,000 $3,000,000

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

CERTIFICATE HOLDER

American Medical Response, Inc.
4400 State Highway 121
Suite 700
Lewisville TX 75056 USA

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

Aon Risk Services Central Inc

Holder Identifier :

Certificate No : 570111674248

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AGENCY CUSTOMER ID: 570000073826
LOC #:

ACORD®

ADDITIONAL REMARKS SCHEDULE

Page _ of _

AGENCY	NAMED INSURED
Aon Risk Services Central, Inc.	American Medical Response, Inc.
POLICY NUMBER: See Certificate Number: 570111674248	
CARRIER: See Certificate Number: 570111674248 / NAIC CODE	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 **FORM TITLE:** Certificate of Liability Insurance

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER	
INSURER	
INSURER	
INSURER	

ADDITIONAL POLICIES If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
	WORKERS COMPENSATION							
A		N/A		WCUC72631195 OH SIR applies per policy terms & conditions	03/31/2025	03/31/2026		

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EXHIBIT-07

References and Contract History

We have included reference information and contract history for three current EMS clients.

DeKalb County

AMR has provided emergency county-wide ambulance services for DeKalb County, Georgia since 2013. Our DeKalb County fleet of more than 50 ALS and BLS ambulances remain ready to support any sudden fluctuations in response needs for this large, high-performance system. Three Supervisors trucks, two QRVs and two blood cars offer additional layers of patient care.

In 2017, the Commission on Accreditation of Ambulance Services (CAAS) accredited AMR's Dekalb County operation for meeting the gold standards of the industry. Repeatedly, the American Heart Association has recognized AMR Dekalb as both a Gold and Silver level for cardiac and stroke care.

We contribute thousands of staff hours to community-based events including career days, fundraisers, veteran-focused initiatives and much more. We are proud partners of organizations such as the Safe America Foundation, 100 Black Men of America, CASA and Work Source of Metro Atlanta. In 2020, we implemented an innovative nurse navigation program to help DeKalb County 911 callers quickly reach the most appropriate level of care.

DeKalb County has implemented and seen tremendous success with our 911 Nurse Navigation program, described in Section A. Innovation & Technology of our proposal.

Darnell D. Fullum, Director of Public Safety
DeKalb County Government I Office of Public Safety
2013 – present
678/406.7731 I ddfullum@dekalbcountyga.gov

North Fulton

AMR and our affiliated companies have been the Zone Provider for North Fulton County for more than two decades. We provide comprehensive ALS emergency and BLS non-emergency medical transportation services in the North Fulton area (Alpharetta, Johns Creek, Milton, Roswell and Sandy Springs). We have a fleet of 20 ALS ambulances. In 2017, CAAS accredited our North Fulton County Operations for meeting the industry's gold standards.

Pabel Troche, Fire Chief
Roswell Fire Department
770/641.3730
ptroche@roswellgov.com

Knox County, Tennessee

AMR has been the exclusive 911 EMS provider for Knoxville and Knox County since 1985. The operation is accredited by CAAS. We maintain a fleet of 55 EMS vehicles with a peak demand of 21 911 units and 10 IFT units. We also use QRV tiered response, a pilot that has recently shown immense success. As described throughout this proposal, we have also implemented our Earn While You Learn EMS academy in partnership with local colleges. We partner with the University of Tennessee athletic teams to provide event coverage for sporting events, concerts and other mass gatherings.

Steve Hamby, Emergency Response Coordinator
Knox County
865/755.1490
steve.hamby@knoxcounty.org

EXHIBIT-09

Disaster Preparedness Capabilities

When our communities call upon us, AMR brings the healthcare expertise, equipment and speed needed to respond to emergency situations. AMR is the prime contractor with the Federal Emergency Management Agency (FEMA) to provide ground ambulance, air ambulance, paratransit services, and non-ambulance EMS personnel to supplement the federal and military response to a disaster, act of terrorism or any other public health emergency. This contract covers 48 states, including Georgia. We accomplish all this while still maintaining our EMS systems and mutual aid contracts.

AMR is the first and only call when it comes to responding to disasters. We are the nation's most experienced and best-prepared provider of emergency disaster and multi-casualty incident (MCI) response. This expertise makes us a proven partner for the County because our teams or higher trained and have more experience managing disasters.

Time and time again, AMR has been there as the local provider with national strength when disasters strike. When communities are overwhelmed, they reach out to us. Our disaster preparedness and depth of resources has been tested and proven by our responses to catastrophic hurricanes and wildfires, COVID-19 evacuations and many other multi-casualty incidents and disasters. At all times, our organization maintains a national database of employees and vehicles available for disaster support deployment.



No other public or private ambulance provider shares our experience managing large disaster deployments

Our responses at a moment's notice demonstrate our depth and capability of crisis response. In addition to our local disaster capabilities, we have implemented the logistics, pre-positioned ambulances, equipment and supplies to deploy as many as 800 fully staffed ambulances to anywhere in the United States within 24-hours of activation by FEMA.

At all times, our organization maintains a national database of employees and vehicles available for disaster support deployment. These resources have proven to be critically beneficial in many of the large-scale emergencies and disasters affecting our nation, including floods, wildfires, hurricanes, terrorist attacks, and emerging infectious diseases.

Our local workforce and distinguished national resources give us the exclusive advantage of being able to immediately respond to any disaster event.

Locally Run

Our approach of being "locally run, nationally supported" has let us build regional assets and conduct mutual aid trainings with neighboring counties, ensuring we're prepared for any disaster.

AMR has a fleet of state-of-the-art emergency response vehicles, including our multi-casualty incident bus, and rapid access to our sister emergent air solutions in the GMR family of companies for both fire and medical emergencies. Our tactical medicine program, in partnership with law enforcement in several areas across Georgia, further enhances our readiness for any situation.

- **Extensive regional assets and experience** with area drills and training
- Unmatched deployment experience as **the contracted FEMA provider since 2007**
- **All staff trained** in Incident Command System (ICS) courses
- **Unique leadership expertise** with federal deployments, scene management, ambulance strike teams, Tactical EMS (TEMS) and more
- **Proposed strengthened partnerships with law enforcement and public safety** to promote community outreach and encourage the next generation of recruits

We will support the County during disasters, or in MCI responses with our widespread resources and robust emergency management experience. We have the healthcare expertise, personnel, equipment and national resources needed to respond to the most impactful emergency situations at a moment's notice.

Nationally Supported

Since 2007, our FEMA contract has been deployed close to 80 times. For each of our past disaster deployments, the government rated AMR's performance as "exceptional," the highest rating possible.

Our exclusive contract with FEMA has equipped our teams with invaluable experience providing medical support for massive disasters—easily more than any other EMS organization. Our local teams learn lessons regarding mobilization, de-mobilization, ICS, in-theater operations and resource management. They also develop community-facing skills, such as shelter management, first aid and special needs care.

As a result, our teams know how to care for people in need. Our disaster management experience and our existing structure of leadership and procedures continue to differentiate us from our competitors. We pledge to continue to capitalize on this experience to remain vigilant to this community.

After Action Collaboration & Response

AMR also participates in after action collaboration after MCI and disaster events. This includes creating an After Action Report to share and discuss with system stakeholders.

The utilization of the after action report is to provide opportunities to review what went well, both in collaboration with partnering agencies as well as internal, and where future improvements can be made. We strive towards constant improvement, and each incident provides valuable lessons to learn and build upon. We train on MCI preparedness starting with each new hire academy, continuing on during initial FTO training, and on a quarterly basis with a variety of tabletops/internal drills/multi-agency drills.

AMR's Disaster Response Network

Over the decades, AMR has proven its ability to respond to local disasters and MCIs in a coordinated, effective fashion demonstrating our power of regional integration.

We are the recognized industry leader in developing and implementing models to address large-scale disaster and surge capacity needs. AMR has the regional bench strength to seamlessly move a large group of additional units to a scene when needed.

No other provider can offer equivalent resources deployable in such a rapid fashion. AMR is abundantly qualified and ready to access disaster resources at the regional, state and national levels if our Barrow County's robust resources need support.

AMR's resources have proven to be critically beneficial in many of the large-scale emergencies and disasters affecting Georgia communities, as well as in supplementing the state's public safety infrastructure. Our proposed deployment plans are designed to ensure our ability to meet and exceed response times in all but the most extreme situations.

AMR maintains a national database of employees and vehicles available for deployment at all times. We are proud of our ability to maintain a full level of service with all of our local contracts even with large-scale deployments. **AMR is one of the only EMS organizations in the world that has the resources to provide massive disaster response while continuing to provide the same level of service in our base communities.**

AMR's role during disasters includes medical transportation, patient triage, treatment, evacuation and transportation. For major federal disasters we are also prepared to perform hazard recognition, symptom surveillance and reporting, on-scene medical stand-by and transport and redistribution of patients to free-up receiving hospital and bed space. We have assets that may be used for a variety of secondary functions—including distributing immunizations, staffing shelters, EDs and setting up mobile medical units.

AMR's Office of Emergency Management



Leveraging both local and nationwide resources, we can swiftly assemble a highly experienced senior management team capable of assuming control of the EMS system in a catastrophic scenario. Our Office of Emergency Management (OEM) could complement all County disaster response leadership.

AMR's OEM manages the deployment of thousands of ambulances, buses, wheelchair-accessible vehicles, fixed-wing and rotor-wing aircraft and command and support staff to coordinate communications, equipment, supplies, logistics and various support functions in response to major U.S. disasters and emergency evacuation support. AMR's OEM enables us to efficiently implement temporary emergency measures, ensuring seamless service delivery during the transition period.

Our unrivaled disaster response capabilities position us as exceedingly prepared to rapidly institute temporary emergency services should the current contractor default.

Active Shooter/Hostile Event

As Active Shooter/Hostile Events (ASHEs) and acts of terror perpetrated domestically and internationally have increased in recent years, these high-threat events pose a significant operational challenge to EMS and other public safety agencies. The tragic **mass shooting in October 2017 in Las Vegas** illustrated the extent of AMR's training and preparation.

As the primary ALS transport provider, AMR and our Las Vegas affiliate Medic West's response was robust, fast and efficient. AMR has learned valuable lessons through internal review of our responses to national ASHEs. These incidents present a variety of hazards, confronting first responders with a wide range of weapons and small unit tactics, and requiring a more complex response strategy that blurs the lines between traditional EMS, fire service and law enforcement duties and responsibilities.



QA/QI Program

Segment I: Developing a Foundation of Care

AMR's first step in our quality process is to provide employees with performance expectations and ensure they have the tools they need to respond to given situations, incidents and patient conditions. We do this through in-depth understanding of written patient care protocols, evidence-based practice guidelines, clinical and operational policies, performance scorecards, and continuing education and training.

Starting with the new hire selection process and comprehensive orientation training program, we ensure our field staff has the training, tools, and performance expectations necessary to meet the demands of high-performance EMS service. Once out of orientation, it is imperative that we create a "learning organization culture" and provide ongoing training and education to ensure our clinicians remain at the forefront of EMS care.

AMR will offer a catalog of clinical and operation learning videos to our paramedics and EMTs working within the County. These are available from a combination of platforms, including Cornerstone—AMR's online learning management system.

In addition to video-based educational content, our company's learning management system streamlines certificate management and access to online continuing education for AMR clinicians.

Our local Clinical Operations department utilizes this system to distribute locally developed courses created for the specific needs of the employees. The combination of data monitoring and evidence-based practice implementation ensures that the patients are receiving the best care, and the resulting improvement is visible to the providers.

Segment II: Monitoring the Care

AMR's quality management program is explicitly designed to ensure that every patient receives the best care and customer service possible. To do this, we use a variety of monitoring tools to evaluate our services and identify clinical issues, allowing us to develop the most effective solutions to ensure the best possible patient care. The key monitoring and identification tools we use are:

- **Data Collection and Analysis –** Our clinical data will be generated from **ImageTrend**, the ePCR platform we will utilize in the County. Our clinical education department and Dr. Malcom, our proposed medical director, will have access to monthly performance improvement measurement tools, which currently track AMR's key performance improvement metrics. **ImageTrend** is a NEMSIS-compliant ePCR system allows for rapid real-time identification and retrospective review of individual-level issues and overall system performance. **ImageTrend** analytics provide agencies a library of base reports covering clinical and operational measures to enable users the ability to trend performance over time, identify individual crew performance issues and initiate

quality reviews directly from the ePCR. Two-way messaging grants supervisors and clinicians the opportunity to communicate around quality issues such as failure to use ETCO2 monitoring with an advanced airway. This system also gives immediate notification of any sentinel event to AMR leadership. Our data collection system will continue to be designed to fit County reporting requirements.

- **Peer Review –** AMR will schedule monthly local-driven peer review sessions, where clinicians retrospectively evaluate cases of their colleagues and identify trends or issues. Recognizing the value of caregiver involvement, our peer review committee members are compensated for their time. The focus of the review process is conducted in a non-punitive manner and will offer education to the caregiver, and when appropriate, will prompt local or national system redesign. Through Just Culture™ we are able to look at the system first and then the individual performance.
- **Field Training Officer (FTO) Audits –** Along with the peer review group, our FTOs will randomly audit field documentation, reviewing both stored records and performing random real-time audits in the field with our clinicians. Documentation excellence is currently one of our company's major initiatives.
- **Observation and Evaluation –** Field supervisors, selected for their leadership role based on clinical performance, spend the majority of their time in the field, allowing them to directly observe their colleagues as they are caring for patients and interacting with the public. The supervisors respond on calls with field crews to observe, evaluate, and provide support, as well as reviewing patient care reports to ensure completeness, accuracy, and compliance with local protocols. Supervisors will follow up with the local clinical education specialist on observed issues as well as address these issues with employees.
- **Customer Feedback –** An important part of evaluating our collective performance is soliciting feedback from those individuals and organizations we interact with as part of the system. This includes our patients, County stakeholders, receiving hospital staff, law enforcement officials and the local medical community. Monthly customer surveys are mailed to our patients and entered into a database to recognize trends and provide immediate feedback to our employees.
- **Caregivers Report "Near Hits" for Analysis –** "Near Hits," or deviations from protocol and unusual cases or events that are not sentinel events, are captured in ImageTrend. Caregivers are encouraged to report these cases, as we use these potential incidents to learn about risk points in care or operations. This system is unique to AMR within the EMS industry; there is an industry-wide bias against capturing and tracking non-events that only represent that the problem was avoided. We believe these cases are some of the best learning opportunities and treat them as such.
- **911 Nurse Navigation Reporting –** In parallel to the metrics reported for the 911 ground operations, the Nurse Navigation program includes a robust set of dashboards updated in near-real time with all pertinent program metrics. These include detailed information on navigation volume trends, referral outcomes, payer mix, locations, referral destinations, use of alternate transportation, call backs, and caller satisfaction scores. Barrow County stakeholders will have direct access to the data (subject to HIPAA guidelines) and will have the opportunity to participate

in Nurse Navigation Quality Assurance initiatives directly with the 911 Nurse Navigation team. Nationally, navigated callers report high satisfaction with the program including a 4.7 out of 5.0 rating.

Segment III: Local Quality Management Talent

We believe that every member of our leadership team plays a key role in our QA/QI process. In the County, this responsibility will start with Rafe Waters, our Regional Director and a local Operations Manager. Supporting our operational team will be Dr. Ed Malcom, our proposed Medical Director, along with Clinical Operations Manager William Riner and an experienced team of Field Operations Supervisors.

As our key leaders, these important personnel will work to establish clinical and operational missions that will be aligned with Barrow County and your quality management programs. Additionally, we will give preference to the incumbent workforce who have been embedded in the system to ensure a seamless transition.

Moreover, our QA/QI processes involve all AMR caregivers and local first responder partners – we provide care to the same patient, even if we do wear different uniforms. The following committees and personnel play a key role in fulfilling our local clinical mission:

- **Quality Improvement Committee –** Our internal Quality Improvement Committee will be chaired by Regional Director Rafe Waters. This committee will review proceedings with County stakeholders, our Clinical Operations team led by William Riner, dedicated local AMR clinicians, Dr. Malcom, various first responder representatives and local hospital staff to ensure action items are met. Activities for the committee include reviewing system performance in all key areas, generating ideas for improvement projects, and guiding and monitoring progress on improvement projects. Our overall focus is on system-wide performance for our patients and the community.
- **Peer Review Committee –** All AMR employees are encouraged to become involved in making improvements. Our Peer Review Committee plays a vital role in overall quality for our local operation, from evaluating new equipment, to providing feedback on new protocols, fine-tuning deployment plans, and assessing the performance of our functions. Peer involvement is an important component of engaging employees. By having employees involved in all these elements, they can "own" new concepts, procedures, standards, and other progressive activities, and are actively engaged in improving the system and the overall quality of care. As the day-to-day frontline clinicians, these employees often hold the key to innovative solutions for challenging issues.
- **Leadership Team –** Clinical enhancements are a core goal and focus for AMR. Improved clinical outcomes are one of the most important factors in demonstrating the benefits of clinical enhancements. This outcome-based approach is founded in our data-driven systems, and the

importance is emphasized to our operational leadership and imbedded in our culture. In this light, field supervisors and management prioritize clinical QA/QI by being available to support our clinicians 24 hours a day, seven days a week. Furthermore, our supervisors are required to be in the field more than 50% of the time, making themselves available to our clinicians during calls and immediately thereafter.

- **National and Regional Support –** AMR is uniquely positioned to provide high levels of national and regional levels of clinical expertise to the clinicians that serve the County. This support could include County dashboards, national best practices, and the opportunity to include the County in national research.

Segment IV: The PDSA Cycle

AMR will seek opportunities with County stakeholders to utilize cross-functional teams for constant QA/QI process improvement. Peer-process is influenced by the different perspectives of those participating, which supports to encourage innovative ideas to make needed improvements. This approach for improvement is guided by AMR's adoption of the Institute for Health Improvement's model of the Plan/Do/Study/Act (PDSA) cycle, a simple framework for responding to opportunities for improvement. All of our process improvement projects evolve through the PDSA cycle.

- **Plan** involves identifying the goal for improvement. In other words, what are we trying to accomplish? We identify interventions that might improve overall performance, as well as metrics that measure the degree of improvement. Emphasis is on small, incremental projects where results can be gathered, and theories tested quickly. This small, rapid-sequence testing framework is based on the successful work of the Institute of Healthcare Improvement.
- **Do** tests the intervention proposed and measures the results.
- **Study** compares the actual results of the intervention with those that were expected. In this step, our company learns whether or not the test had desired results.
- Finally, **Act** responds quickly after the study step. If the intervention had the desired effect, the appropriate action is to adopt the intervention as the new standard process. If the intervention failed to meet expectations, it is appropriate to adapt or simply modify the intervention, return to the planning step, and then repeat the PDSA cycle.

Other Innovative Programs for Barrow County's Future

In addition to our 911 Nurse Navigation and whole blood programs we described in our proposal, AMR has other forward-leaning enhancements if Barrow County desired. Examples are included below.



Transport.net: The Barrow County Communication Center is already utilizing our proprietary **Transport.net** platform. This online ordering system helps dispatchers schedule medical aircraft requests to correctly match the appropriate level of service. Transport.net, and its Rapid SOS enhancement, automates the process—improving the ease of ordering transports, while providing real-time transparency to patient movement and transport availability.



Carbyne: A potential future enhancement would be adding the **Carbyne solution** to the Barrow County 911 Communications Center to enhance dispatch services. Carbyne is designed to improve ambulance arrival time by up to 28% by rapidly identifying the caller's physical address.



Advanced Equipment: We will use enhanced technology in all aspects of service delivery, from patient care equipment and vehicles to dispatch and system status management solutions. From our aircraft transporting blood to the utilization of the cloud-based Pulsara communications system, all our clinical innovations are aimed in producing better patient outcomes.

EMERGENCY MEDICAL SERVICES (EMS) PROVIDER

Barrow County, Georgia

RFQ/P2026-11 | COST PROPOSAL |FEBRUARY 16, 2026



ORIGINAL

AMR
A Global Medical Response Solution

5. Cost Proposal & Financial Stability

The County can count on AMR to provide a fiscally responsible service in all that we do. We offer a simplified, one-price billing process, ensuring that the invoiced party only pays for the service received and nothing more.

We are a subsidiary of Global Medical Response (GMR), which specializes in ground and air medical transportation services with more than 34,000 employees and one of the largest fleets of ambulances and medical aircraft in the world.

As demonstrated in **EXHIBIT-06**, which we included with our narrative response, GMR has significant liquidity to support ongoing operations, with approximately $600 million cash on hand and more than $800 million available on our line of credit at the start of February 2026. In addition, GMR received a ratings upgrade from Moody's in February 2025 and from Standard & Poor's in July 2025. This further enhances the fiscal strength of this new alliance.

Compensation/Subsidy

The table below contains our proposed financial subsidies requested from the County for each year of the contract. We are happy to provide a detailed breakdown upon request. Our competitive and cost-effective pricing will support the provision of the personnel, equipment, resources and infrastructure.

Year	Subsidy Amount
Year 1	$3,965,000
Year 2	$4,124,000
Year 3	$4,289,000
Year 4	$4,460,000
Year 5	$4,638,000

911 Nurse Navigation as a Stabilizing Force

The costs of our 911 Nurse Navigation program has been included as part of our overall solution for the County. We believe this enhancement to RFQ/P2026-11 will be a transformative innovation for Barrow County's citizens.

From a financial perspective, the addition of 911 Nurse Navigation to our proposal will act as a stabilizing force as the system continues to grow. We recognize that there has a been a 2.8% increase in 911 call volume recently for the County, which aligns with national trends. 911 Nurse Navigation will support the County's ability to absorb this growth by reducing the number of calls that require an ambulance response. This will provide necessary relief as the system expands, promoting a stable long-term cost.

A Global Medical Response Solution

4400 State Highway 121, Ste. 700
Lewisville, Texas 75056
www.amr.net

February 20, 2025

Barrow County Board of County Commissioners
Historic Courthouse
Attn: Abril Olivas, County Clerk
30 N. Broad Street I Winder, GA 30680

RE: RFQ/P2026-11 I Emergency (911) Ambulance Services

Dear Ms. Olivas,

American Medical Response (AMR) appreciates the opportunity to continue working collaboratively with Barrow County as part of the RFQ/P2026-11 process. Enclosed, AMR has executed and submitted the Vendor Application, Contractor Affidavit/E-Verify form, and the proposed EMS Services Agreement (Agreement) in accordance with the County's request.

Consistent with the language outlined in the **AWARD & CONDITIONS** section of the RFQ/P, AMR understands that neither party will be bound until a written agreement is mutually acceptable and may incorporate ideas presented in the proposal during negotiations. In that spirit, and with a shared commitment to transparency and partnership, AMR respectfully requests the opportunity to discuss and align on certain provisions within the proposed Agreement prior to final execution.

Our intent is to ensure that the Agreement accurately reflects the requirements of the RFQ/P, AMR's submitted proposal, and the County's operational and service objectives. We believe that addressing the items below through open dialogue will help establish a strong, long-term partnership that supports and enhances the Barrow County EMS system.

- I. Scope of Services and Termination Date
  - C. – The term does not currently specify the four (4) additional one (1) year period renewals based on satisfactory performance listed within the RFP.
- III. Compensation and Method of Payment
  - A. – The compensation section is currently listed for 2027; however, the agreement specifies a start date of July 1, 2026. Additionally, we have included our annual subsidy to account for potential renewal years, which the County may wish to consider adding to the agreement.
  - C. – The wording in this section, as well as others, suggests that the selected provider would be utilizing, billing, and collecting under the County's license, using the County's NPI, and allows the provider to bill patients in the County's name and on the County's behalf. Given there may be some differences between this section and the RFP, we would appreciate the chance to review this section together to confirm it aligns with the County's objectives.

- Exhibit A, Scope of Services
    - 1b. – The "Service Start Date" and "Effective Date" are not the same. We believe there should be alignment.
    - 1d. – There is a "#" to indicate the number of ambulance units. This should be changed with agreed to number prior to execution by the parties.
    - The inclusion of a separate SLA agreement post-execution of the Agreement. We believe that it may be prudent to negotiate and include such language within the four corners of the Agreement.
    - 4d. The no transport fee of "up to $100" should be revised to be consistent with the Georgia Medicaid rate of $753.35 to allow the selected provider to bill within state guidelines for that patient population.

AMR values the County's emphasis on partnership and collaboration and welcomes the opportunity to work together to resolve these items in a manner that supports mutual objectives and ensures clarity for both parties. Should you have any questions or wish to discuss these items further, we would be pleased to do so at your convenience. Thank you for your consideration.

Respectfully submitted,

RAFE WATERS
Regional Director
912/346.9541 I rafe.waters@gmr.net

BRETT JOVANOVICH
South Region President
205/529.8899 I brett.jovanovich@gmr.net

EMERGENCY MEDICAL SERVICES (EMS) PROVIDER

Barrow County, Georgia

RFQ/P2026-11 | FEBRUARY 16, 2026



ORIGINAL

AMR
A Global Medical Response Solution

A. INTRODUCTION

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b. Cover Letter

February 19, 2026

Barrow County Board of County Commissioners
Historic Courthouse
Attn: Abril Olivas, County Clerk
30 N. Broad Street I Winder GA 30680

RE: RFQ/P2026-11 I Emergency (911) Ambulance Services

Dear Ms. Olivas,

American Medical Response (AMR) is eager to partner with Barrow County (County) stakeholders and create a sustainable emergency medical services (EMS) system for your citizens and visitors.

We are confident that our submission will demonstrate our unwavering commitment to invest in the County's EMS system and highlight our desire to improve the lives of the sick and injured in our care.

As stated in RFQ/P2026-11 (RFQ/P), the County is seeking a highly qualified and dedicated EMS provider to deliver exceptional 911 transport services, vehicles, equipment, supplies, and skilled staff. AMR stands out as the only provider with the unmatched depth of resources, advanced technology, and innovative solutions necessary to meet Barrow County's needs.



We pledge to be not just a responsive, but a proactive and agile partner for your community. As Barrow County continues to grow and evolve, we will work closely with EMS stakeholders to ensure the system adapts seamlessly to the dynamic and increasing demands of the 911 emergency response network, safeguarding the health and safety of your citizens and visitors at every turn.

Highlights of our proposal include:

- **Nurse Navigation Services.** working closely with the Barrow County Emergency Communications Center (PSAP) to implement our nationally recognized 911 Nurse Navigation program. This initiative is designed to reduce the impact of low acuity calls, ensuring that emergency ambulance resources remain available for urgent and critical incidents.
- **Air Ground Integration.** As a member of the Global Medical Response family, AMR will have unique support from its Air Evac Lifeteam (AEL) aircraft located in Snellville along with additional regional air medical resources located throughout the area. This collaboration ensures seamless clinical alignment between ground and air ambulance operations, enabling us to deliver comprehensive patient care across all transport modalities.

- **Prehospital Blood Programs.** In select EMS systems in Georgia and across the country, AMR has implemented blood initiatives to reduce avoidable deaths by providing blood administration prior to hospital arrival for trauma patients. We have the unique ability to lean on resources and best practices from AEL, which has carried and administered blood products for many years.

AMR is the premier partner for emergency medical services across Georgia and nationwide. As a trusted provider, our Georgia Operations leverage the unmatched expertise and resources of America's leading medical transportation network. In the most critical moments, our highly trained teams consistently deliver exceptional pre-hospital healthcare, ensuring rapid, reliable care at a moment's notice.

AMR affirms our understanding and acceptance of all terms set forth in the RFQ/P, including, but not limited to, the financial projections included in our proposal. We certify the completeness and accuracy of all information supplied in both the narrative and cost proposals. AMR attests that we have not violated any conflict-of-interest statutes or ordinances. Our proposal is a firm and binding offer to perform the services stated under the conditions specified in the RFQ/P.

Please feel free to contact me if you have any questions. Thank you for consideration.

Respectfully submitted,

Rafe Waters

RAFE WATERS
Regional Director, South
912/346.9541 I rafe.waters@gmr.net



B. QUESTIONS AND MINIMUM REQUIREMENTS

Questions/Requirements	AMR's Answer
a. Name and address of the Firm's organization.	Metro Ambulance Service Inc. DBA American Medical Response (AMR) 1380 Beverage Dr. Stone Mountain, Georgia 30083
b. Name and address of organization's liaison for this Procurement. All questions and correspondence will be directed to this person.	RAFE WATERS – Regional Director 2801 N St East, Vidalia, GA 30474 rafe.waters@gmr.net
c. Type of organization or legal entity (e.g., partnership, corporation) and the state under which the laws of the entity is formed.	AMR is a corporation formed in Georgia.
d. List the names and addresses and share of ownership of all owners, shareholders, directors, officers, and corporate linkages of the organization or entity. Include all Doing Business As (DBAs – This information is for data collection only and will not add any value to the award of this project). An organizational chart listing all entities and owners must be provided. If the Proposer is a corporation with 30 or more shareholders, provide the title, names, and addresses of directors and officers only, and indicate share of ownership held by these individuals.	**Owner:** American Medical Response, Inc. **Officers:** NICK LOPORCARO – Chief Executive Officer 4400 Hwy 121, Suite 700, Lewisville, TX 75056 nick.loporcaro@gmr.net EDWARD B. VAN HORNE – President and Chief Operating Officer 4400 Hwy 121, Suite 700, Lewisville, TX 75056 edward.vanhorne@gmr.net BRIAN TIERNEY – Chief Financial Officer 4400 Hwy 121, Suite 700, Lewisville, TX 75056 brian.tierney@gmr.net LISA JACOBA – Chief Human Resources Officer 4400 Hwy 121, Suite 700, Lewisville, TX 75056 lisa.jacoba@gmr.net THOMAS COOK – General Counsel 4400 Hwy 121, Suite 700, Lewisville, TX 75056 thomas.cook@gmr.net **DBAs:** American Medical Response DeKalb EMS We have provided an organizational chart listing all entities in Section 1. Established Operations.

Questions/Requirements	AMR's Answer
e. Credentials and experience of medical director designated.	We provide the credentials and experience of our proposed medical director in B.1.2. Corporate and Management Profile and B.2. Staffing Plan & Clinical Competency.
f. Credentials and experience of management personnel designated.	We provide the credentials and experience of our proposed management personnel in B.1.2. Corporate and Management Profile.
g. Capability, experience, knowledge, and credentials of other key personnel.	We provide the capability, experience, knowledge, and credentials of other key personnel in B.1.2. Corporate and Management Profile.
h. A critical events timeline for establishing service in Barrow County.	We have included a sample transition plan and timeline as **EXHIBIT-01**.
i. A list of current emergency medical service clients of your company, including agency name, customer contact – name and title, telephone number, and email address.	AMR operates 400+ emergency medical services (EMS) operations nationwide. In respect for the page count, we have provided list of four clients below. Should Barrow County prefer a larger list encompassing a broader service area, one may be provided. **DeKalb County, Georgia** Agency Name: DeKalb County Government I Office of Public Safety Contact Information: Darnell Fullum, Director of Public Safety I 678/406.7731 I ddfullum@dekalbcountyga.gov **North Fulton County, Georgia** Roswell Fire Department Contact Information: Pabel Troche, Fire Chief I 770/641.3730 I ptroche@roswellgov.com **Troup County, Georgia** Agency Name: Troup County Contact Information: Zac Steele, Public Safety Director I 706/415.0458 I zsteele@troupcountyga.gov **Knox County, Tennessee** Agency Name: Knox County Contact Information: Steve Hamby, Emergency Response Coordinator I 865/755.1490 I steve.hamby@knoxcounty.org
j. Number of years of emergency medical service operations experience.	As an entity, AMR has delivered EMS support and solutions since 1993. Through predecessor companies, we have provided EMS to Georgia communities for more than 55 years.

Questions/Requirements	AMR's Answer
k. Describe the type, brand, and quantity of ambulances proposed to be included in the Barrow County EMS system, including the age, mileage, condition, and vehicle replacement schedule for each vehicle. All vehicles must be in good condition.	Based on availability, AMR will provide a mixture of new Type II and/or Type III ambulances and agrees to adhere to the replacement schedule as defined in RFQ/P2026-11 of 60 months or 200,000 miles.
l. Detailed unit equipment checklist for each unit to be included in the Barrow County EMS system, including cardiac monitors that are capable of transmitting data into a receiving hospital.	We agree to all requirements for medical equipment outlined in the Ambulance Requirements section of the RFP and will maintain all equipment required by the Georgia EMS and Trauma Office, including, but not limited to, ☐ LIFEPAK 15s ☐ Stryker Power Pro XPS stretchers ☐ LUCAS hands-free CPR devices ☐ Video laryngoscopes ☐ Radios, ☐ MDTs ☐ PPE
m. Description of trip reporting processes and procedures.	AMR's trip reporting processes and procedures are located in Section 14. Technology and Communications Integration.
n. Description of operational/statistical reports provided to Barrow County, Georgia.	AMR has included detailed descriptions of the ePCR and our reporting platforms in Section 14. Technology and Communications Integration.
o. Description of any additional services (i.e. ancillary system/service) that can be provided by Contractor at no cost that may enhance the Barrow County EMS system.	AMR's additional services for Barrow County are detailed in Section A. Innovation & Technology of the optional bonus categories.
p. Has the service and/or sub-contractor been sanctioned by any state or federal authority in the past five years? If so, please provide the details.	We are unaware of any sanctions by any state or federal authority in the last five years.
q. Is the service and/or sub-contractor currently the subject of any investigation by the Georgia Office of EMS and Trauma or any other state or federal authority? If so, please provide the details.	We are unaware of any investigations by the Georgia Office of EMS and Trauma or any other state or federal authority.

1. Organizational Experience & Qualifications

1. Established Operations



AMR has continuously delivered medical transportation services in the State of Georgia for over 55 years. Across Georgia, we transport more than 100,000 patients annually, employ more than 900 staff members, operate a fleet of over 150 vehicles, manage a modern 24/7 dispatch center, and coordinate air EMS services.

All of our 911 operations adhere to rigorous high-performance response time standards. Additionally, we are a trusted partner with Echo Park Speedway for all NASCAR races and other special events, providing standby support.

Nationally, AMR has unmatched experience in providing high quality, performance-based ambulance services to contracts similar to the RFQ/P. With 33,000 national employees and a fleet of 7,286 vehicles, AMR cares for millions of patients annually. We provide emergency/911 Advanced Life Support (ALS) and/or Basic Life Support (BLS) ambulance transport services for more than 4,000 communities across the U.S.

As the largest provider of Advanced Life Support (ALS) medical transportation in the industry, AMR and its predecessor companies have delivered medical transportation services across Georgia for more than fifty years. This extensive support network provides strong financial stability and access to national resources, including close collaboration with community hospitals and physicians.

Throughout Georgia, we provide the following:

- **Advanced Life Support (ALS).** ALS includes transportation by ground ambulance and the delivery of medically necessary supplies and services, including an ALS-level assessment and/or one or more ALS interventions. Each ALS ambulance is staffed with one Emergency Medical Technician (EMT) and one Paramedic.
- **Basic Life Support (BLS).** BLS includes transportation by ground ambulance and the provision of medically necessary supplies and services, as defined by the State. Each BLS ambulance is staffed by two certified EMTs.
- **911 Nurse Navigation.** AMR's exclusive 911 Nurse Navigation program helps right-size care for lower-acuity 911 callers by connecting them to the most appropriate services, including community care resources, non-ambulance transportation options and emergency departments when needed.

- **Critical Care Transport (CCT).** CCT provides specialized interfacility transportation for critically injured or ill patients requiring a level of care beyond the scope of the Paramedic.
- **Bariatric Transportation.** AMR operates specialized ambulance units designed to safely accommodate patients weighing up to 1,600 pounds. These units offer expanded space for patients and clinicians, improve patient comfort, and help reduce caregiver injuries.
- **Air Ambulance.** AMR's fixed- and rotor-wing global air affiliates arrange air ambulance services throughout, the United States, and internationally.
- **Medical Event Standby.** AMR provides on-site medical services for events of all sizes, from high school athletics to major national events—including the Super Bowl, marathons, presidential inaugurations, and concerts.
- **Disaster Management and Evacuation Support.** As FEMA's national provider, AMR delivers ground and air ambulance services, paratransit services and non-ambulance EMS personnel to supplement the federal and military response efforts during disasters, act of terrorism or any other public health emergency. This contract covers 48 states.

Regional Air Assets: Air Evac Lifeteam

AMR will collaborate with our GMR regional air solution, Air Evac Lifeteam (AEL), when medically necessary. Coordination with AEL bases, including AEL 117 located in Snellville, will ensure that quality care is provided to the County's residents and visitors. The presence of a regional air asset within the EMS system delivers significant advantages, such as rapid response times in remote or hard-to-reach areas and adherence to aligned clinical protocols, resulting in improved outcomes and survival rates for patients in critical condition.

By integrating ground and air services, the overall efficiency and effectiveness of emergency medical care are enhanced, allowing for seamless transitions from initial response to advanced treatment. Additionally, the specialized equipment and highly trained personnel aboard air ambulances ensure that patients receive the highest standard of care during transport.

AMR will collaborate with our GMR regional air solution, Air Evac Lifeteam (AEL), when medically necessary. Coordination with AEL bases, including AEL 117 located in Snellville, will ensure that quality care is provided to the County's residents and visitors. The presence of a regional air asset within the EMS system delivers significant advantages, such as rapid response times in remote or hard-to-reach areas and adherence to aligned clinical protocols, resulting in improved outcomes and survival rates for patients in critical condition.



By integrating ground and air services, the overall efficiency and effectiveness of emergency medical care are enhanced, allowing for seamless transitions from initial response to advanced treatment. Additionally, the specialized equipment and highly trained personnel aboard air ambulances ensure that patients receive the highest standard of care during transport.

AEL will provide:

- One (1) AEL base within 15 minutes flight time; a second available within 20 minutes; and a third available within 30 minutes
- Prehospital blood administration in trauma emergencies
- Critical care assistance providing decreased transport time during high traffic situations
- Continuing education and training opportunities

National Support: 911 Nurse Navigation

Just as having integrated access to helicopter EMS with Air Evac Lifeteam is important for the highest acuity trauma, stroke, STEMI and other critical calls, it is just as important to provide right-matched care options for the other end of the 911 call acuity spectrum.

As part of our solution set for Barrow County, AMR proposes to integrate our award-winning 911 Nurse Navigation program into our services. In our experience, rural communities like Barrow County can be challenged with limited healthcare resources for unplanned or emergent care. Residents often resort to using 911 due to a lack of knowledge or access to other care options, resulting in expensive and often unnecessary ED visits.

Barrow County appears to be well positioned to benefit from a low-acuity solution, according to your system's data. Results show 35% of EMS responses did not result in a transport to an emergency department (approximately 4,200 out of 11,000 – more than ten times every day). If just some of these cases could be converted to 911 Nurse Navigation calls, we can preserve ambulances and paramedics for higher acuity calls, improving response time for critical cases and reducing reliance on mutual aid.

The 911 Nurse Navigation program, offered exclusively by AMR, provides a second level of screening for select low-priority 911 calls, guiding callers to appropriate community-based care options. Nationally, 95% of 911 Nurse Navigator screened calls originating from rural markets did not require first responders or ALS resources, and almost 40% did not require any ambulance response. For rural communities with limited EMS resources, this reduces unnecessary responses, preserving ambulances and paramedics for high priority emergencies. It also right-matches care for residents based on their needs, helping to connect traditionally underserved communities with access to the best options for healthcare.

All 911 Nurse Navigators are licensed in Georgia and co-located in our national communication centers in Texas and Arizona (with additional sites opening in 2026). AMR's continual investment in the Nurse Navigation Program allows for improved infrastructure, quality assurance, and service standardization across installations. 911 Nurse Navigation is active in more than 30 911 systems across the country, covering over 20 million Americans, and has received more than 280,000 calls since its inception in 2018. It has quickly become the gold standard for EMS system design and is one of the most important innovations in EMS delivery models in a generation.

2. Corporate and Management Profile

As part of our commitment to the County's EMS system, we will provide an experienced and knowledgeable team of EMS leaders. Locally, we will select an Operations Manager, or Operations Chief, 24-hour Operations Supervisors and a Clinical Education Specialist. Each will possess a proven record of delivering emergency ambulance services at the highest standard.

These leaders will be supported by the expertise and experience of regional leadership, who will enhance the coordination of quality care at all levels. Biographies of our key personnel members responsible for operations, clinical excellence and quality assurance are included as **EXHIBIT-02**.

3. Regulatory Compliance

We operate in several counties throughout Georgia and chose DeKalb County for its close services alignment with this scope of work and its similarities to the complexities and nuances of your system.

We have included all evidence of regulatory compliance as **EXHIBIT-03**.

4. State Approval and Accreditation

We have included proof of our current state approval as a 911 EMS provider, as well as any national accreditation as **EXHIBIT-03**.

5. Personnel Qualifications

We demonstrate how our EMS personnel will be properly licensed and credentialed along with our training, continuing education and medical direction oversight programs in Section 2. Staffing Plan & Clinical Competency.

6. Data and Performance Reporting

AMR teams and operations are always prepared to respond at a moment's notice. Our success is rooted in our dedication to developing integrated systems that emphasize collaboration to provide outstanding healthcare to patients.

We aim to achieve the best possible outcomes for every patient by working seamlessly with local partners in the communities we serve. Across Georgia, we transport more than 100,000 patients annually, employ 900 EMS personnel and maintain a fleet of 150-plus vehicles. Each operation meets or exceeds all contractual obligations and response time standards criteria. This will ensure Barrow County we have a depth of resources to always deliver reliable and efficient care to Barrow County.

Clinical Outcome Indicators

In December 2025, all three AMR's ground markets in Georgia met company targets for clinical outcomes. Our Georgia Operations have participated in the CARES registry between six years and more than a decade, depending on the location. Preliminary data shows that two operations are above the national survival rate and the third is equivalent. Each of our Georgia markets were at or above the regional and state numbers for the clinical metrics utilized to evaluate an agency for the purposes of zoning review.

Evaluating System Effectiveness and Quality of Care



While response times remain an important factor in EMS system design, especially for high acuity patients, leading EMS systems have incorporated evidence-based metrics that also prioritize clinical outcomes and providing care for all residents that matches their individual needs.

In our time serving EMS systems and through third-party surveying, we have found that quality of patient care vastly outweighs response times when it comes to priority for our customers.

A *Joint Position Statement on EMS Performance Measures Beyond Response Times*, Kupas, Zavadsky et al., *Prehospital Emergency Care*, 28:8 (2024) states that while response time has traditionally been used to assess the performance of Emergency Medical Services (EMS), it is necessary to adopt a broader, patient-centered approach.

The article notes that this approach should include a variety of measures such as clinical effectiveness, safety, patient satisfaction, equity, and efficiency to provide a more comprehensive evaluation of EMS systems and improve patient outcomes.

A wide range of industry leaders including the Academy of International Mobile Healthcare Integration, American Ambulance Association, American College of Emergency Physicians and many more, have endorsed the article and agreed that a wider range of Key Performance Indicators (KPIs) should be used to evaluate a high-quality EMS system.

7. Vehicle and Equipment Standards

We agree that our ambulances and vehicles in Barrow County will meet current Federal GSA and NFPA 1917 standards, as well as Georgia DPH Type I/II specifications. Our fleet will also maintain the highest CAAS/KKK-1822C standards, ensuring reliability for the County.

AMR is proposing a fleet of six (6) front-line vehicles and two (2) reserve along with two (2) Quick Response Vehicles. Our vehicles are selected for many different reasons. Of paramount importance is their ability to offer a safe and comfortable ride for patients and improved working conditions for our crews.

We propose an all new fleet of Type II and III ALS ambulances, based on availability, for primary 911 response along with an SUV to serve as a quick response vehicle (QRV). AMR's in-house maintenance program keeps the fleet in excellent condition every 5,000 miles. We will work with the County and discuss if a **co-branding option** would be desired. We have included an optional sample concept as **EXHIBIT-04**.

Our fleet will always be fully stocked and equipped with leading edge safety features to ensure the safe transport of the ill, sick or injured in comfort and safety. We will supply and maintain all required medical equipment, medications, communications systems, MDT/AVL/CAD-compatible technologies and ensure interoperability with ImageTrend and regional radio systems.

NextFleet

Ambulance availability has become increasingly challenging since fleet shortage hit the industry in 2020. To ensure our operations have access to newer vehicles, we established a state-of-the-art remount facility in Mineral Wells, Texas. This facility handles vehicle remounts, maintenance, and more, ensuring AMR is always prepared to refresh its fleet as needed.

This program offers advantages to AMR, by enabling us to meet production challenges without the roadblock of third-party vendors. To ensure optimal performance of these new-build ambulances, we assembled focus groups of EMTs and Paramedics from around the country. We brought these groups to our facility in Mineral Wells, where they spent a significant amount of time testing our prototype ambulance. We have implemented numerous design changes that our focus group identified, that will enable our EMTs and Paramedics to better care for patients and better serve our communities.

8. Insurance Requirements

AMR agrees to meet the insurance requirements of RFQ/P2026-11. We have included our standard Certificate of Insurance as **EXHIBIT-05**.

9. Quality Assurance and Clinical Oversight

We have included a lengthy description of our Quality Assurance/Quality Improvement program in Section 4. Quality Assurance, Performance Metrics & Reporting.

10. Mutual Aid and Interagency Coordination

Upon award, AMR will collaborate with the Barrow County Emergency Communications Center to establish mutual aid agreements with EMS system agencies and other public safety partners, as outlined

by the Georgia Office of EMS and Trauma. Our units will be fully dedicated to Barrow County, and through this partnership, the Barrow County Emergency Communications Center will have the flexibility to respond to mutual aid requests as well as request assistance from surrounding areas when demand arises.

11. Financial Stability

Our most recent three fiscal years of audited financial statements are included as **EXHIBIT-06**.

We are a subsidiary of Global Medical Response (GMR), which specializes in ground and air medical transportation services with more than 34,000 employees and one of the largest fleets of ambulances and medical aircraft in the world.

As demonstrated in **EXHIBIT-06**, GMR has significant liquidity to support ongoing operations, with approximately $600 million cash on hand and more than $800 million available on our line of credit at the start of February 2026.

In addition, GMR received a ratings upgrade from Moody's in February 2025 and from Standard & Poor's in July 2025. This further enhances the fiscal strength of this new alliance.

12. References and Contract History

We have included reference information for three current EMS clients as **EXHIBIT-07**.

13. Litigation or Default History

We have included our litigation and/or default history withing the past five years as **EXHIBIT-08**.

14. Technology and Communications Integration

Our clinical data will be generated by **ImageTrend**, which we will utilize as our electronic patient care reporting (ePCR) platform in the County, along with our proprietary **Operations Planning and Analytics Platform (OPAP)**. These two solutions will interface with the County's PSAP and Tyler/New World Computer Aided Dispatch (CAD) system. Our data collection system will be designed to fit County reporting requirements.

ImageTrend

ImageTrend is a NEMSIS-compliant ePCR system allows for rapid real-time identification and retrospective review of individual-level issues and overall system performance. **ImageTrend** analytics provide agencies a library of base reports covering clinical and operational measures to enable users the ability to trend performance over time, identify individual crew performance issues and initiate quality reviews directly from the ePCR. Two-way messaging grants supervisors and clinicians the opportunity to

communicate around quality issues such as failure to use ETCO2 monitoring with an advanced airway. This system also gives immediate notification of any sentinel event to AMR leadership.

OPAP

Through OPAP, we will use data directly from the Tyler/New World CAD and modify the platform to match performance criteria to create demand models that are sensitive to surges. Ambulance supply—shift start times and durations, measured in unit hours—are built to match the demand models. Proper deployment of the unit hour supply is achieved through dynamic posting strategies focused on the community.

We post our ambulances according to plans developed using several criteria – including ease of ingress and egress when accessing each post location or comfort station, traffic studies, and drive time – to maximize geographic coverage, and crew safety and well-being. We will constantly review posting plans and ambulance deployment using OPAP and our proposed Emergency Quality Review Committee with Barrow County EMS stakeholders.

OPAP employs industry-leading tools, including geospatial priority-post placement and sophisticated queuing theory models, to enhance our deployment strategies.

911 Nurse Navigation Integration

An installation team will work directly with Barrow County leaders to integrate **911 Nurse Navigation**. Leadership from the Barrow County Emergency Communications Center and the Medical Director will develop a list of call types potentially eligible for navigation. We will provide custom training materials and workflows to assist the dispatch center orient Barrow County 911 call takers to the program and facilitate warm hand-offs of 911 calls to the nurse team.

HIPAA-Compliant Data Management Practices

AMR and our other proposed solutions related to this scope of work will comply with all provisions of Heath Insurance Portability and Accountability Act (HIPAA).

Patient privacy and confidentiality is of paramount concern to our organization. We were one of the first U.S. ambulance companies to design a comprehensive corporate compliance program. It covers our code of business conduct, general compliance guidelines, and HIPAA regulations.

Our Ethics and Compliance Department is heavily involved in all business decisions. The department provides clear guidelines for the training of all employees regarding laws, regulations, policies, and procedures governing both the workplace and the delivery of patient care and transport services.

15. Statement of Understanding and Capacity

After a thorough review of RFQ/P2026-11, we attest to our understanding of the scope and requirements of providing 911 EMS transport for Barrow County. Additionally, we affirm our current capacity and readiness to assume operations, if awarded.

2. Staffing Plan & Clinical Competency

We agree to fully staff, at minimum, one (1) Georgia-licensed Paramedic and one (1) Georgia-licensed EMT for each ALS ambulance in our fleet. Qualifications for our primary field employees include:

PARAMEDICS. Must have high school diploma or equivalent (GED). Must be at least 18 years of age and possess a valid state driver's license, CPR Card, state Paramedics license, as well as have completed all certifications required by the State of Georgia. Paramedics must complete system orientation and our new employee orientation and training program before they are eligible for work. ICS training levels (100, 200 and 700) required. ACLS and BCLS required; PALS (or other pediatric equivalent) and PHTLS certification optional.

EMERGENCY MEDICAL TECHNICIAN (EMT). High school diploma or GED. Must be at least 18 years of age and possess a valid state driver's license. Must possess current State of Georgia EMT certification and local accreditations as required to meet company standards. Driving record must follow AMR policy regarding insurability. Effective oral, written and interpersonal communication skills. Certification in ICS courses (100, 200 and 700) required. EMTs must also maintain a current CPR certification.

Integrating the Incumbent Workforce

AMR will look to retain the County's current EMS workforce and hire locally credentialed Paramedics and EMTs. We will host community "town hall" meetings with the current field personnel, giving them information and resources for joining our organization and continue to serve the County.

AMR values the experience and expertise of the incumbent workforce. Our aim is to ensure a smooth transition and minimize any disruption for employees. The current crews are one of the key parts of this system that get better the longer they work here. These personnel live and work in the system and care for their family, friends and neighbors. They have dedicated their lives to serving the residents and visitors of Barrow County.

Incumbent personnel can expect comparable pay and benefits. Seniority will be transferred on a lateral basis, without "demoting" current employees. The only circumstances that could disqualify an employee from being retained include failure of a drug screening, background check, driving requirements or a physical ability test.

Recruitment and Retention Strategies

The goal of our recruiting program for Barrow County will be to identify and attract the best prehospital medical professionals for long-term employment. To maintain continuity for the entire EMS system, AMR will give preference to hiring the incumbent workforce who serve and know this community.

We will use the following mechanisms to recruit a high-quality and diverse workforce:

- **ADVERTISING –** We conduct both online and print advertising for candidates. Online recruitment takes place via our corporate website and industry websites that target diversified employment counselors. We also place advertisements in newspapers and industry journals and have a strong online presence on social networking websites like Facebook, Twitter, Indeed, or LinkedIn.
- **COMPANY RECRUITMENT TOOL KIT –** Our company recruitment tool kit aids inhouse teams that are looking to recruit and includes an introductory video and templates for brochures, posters and advertisements.
- **LOCAL EDUCATION PROGRAMS –** We will build strong relationships with local EMS training programs and colleges in which we recruit actively from. We regularly attend college job fairs, and several of our EMTs teach and evaluate practical skills in the college EMT courses. We also look to recent graduates, attending numerous job fairs in high schools in the area.
- **MILITARY OUTREACH –** We actively reach out to military personnel who are exiting the armed services, participating annually in job fairs for active and retired military personnel.
- **INDUSTRY CONFERENCES –** AMR staffs education and employment booths industry conferences and symposiums.
- **EMPLOYEE MORALE COMMITTEE –** We offer employee/management morale committee meeting to provide a forum for open communication about programs that both enhance morale and improve employee retention as well benefits word of mouth recruitment.
- **INNOVATION –** As a leading provider of innovation initiatives we are an employer of choice for forward-leaning field providers interested in advancing the delivery of EMS. For example, our 911 Nurse Navigation solution improves employee job satisfaction by reducing the occurrence of lower priority calls, allowing paramedics to work at the higher end of their skillset.
- **CAREER DEVELOPMENT and ADVANCEMENT –** As members of the Global Medical Response family, employees at AMR have a multitude of career development and advancement opportunities to take advantage of. We ensure employees have access to all offerings associated advancement and development avenues.

Screening, Hiring and Orientation

We believe our employees are our greatest asset. Our frontline clinicians of Paramedics and Emergency Medical Technicians will be responsible for the care of Barrow County's residents and visitors. Supported by AMR leadership, our workforce will build relationships with local fire and first responders, emergency department personnel and EMS system stakeholders.

We will employ proven strategies that develop a positive work environment and encourage retention along with career pathways for professional growth. Our staffing strategy with skilled and dedicated Paramedic and EMT crews will ensure high-quality service delivery and operational efficiency. By deploying a diverse team of professionals, AMR will be able to address various aspects of emergency response and community engagement with expertise.



To be considered for employment with AMR, candidates must fill out an application and provide proof of current EMT certification/Paramedic licensure, current CPR certification, immunization history, and current ACLS certification for paramedics. A bonded outside agency performs a criminal record and sexual and child abuse background check as part of the screening process for all of our applicants. We also screen to identify any applicant who the federal government has debarred from participating in a Medicare-funded enterprise.

Once hired, all new personnel will receive extensive orientation to the County's EMS system as part of our structured multi-day New Employee Orientation Program (NEOP). Our initial training starts with approximately five (5) days or 40 hours of classroom and hands-on instruction covering the system's overview. Our clinicians in the County will learn about the fundamentals of providing patient-centered, compassionate and high-quality care.

Additionally, new County hires will complete training modules in clinical documentation, safe stretcher handling, and emergency vehicle operations. Following successful completion of the classroom training, new-hires are placed under the clinical supervision of a Field Training Officer (FTO) to begin AMR's Field Training Education Program (FTEP). New hires must successfully complete a series of objectives and competencies before being considered ready for release to independent duty.

We can provide a special schedule and online programming to allow part-time employees to participate in the NEOP, considering their need for flexibility and ability to access training in a virtual environment.

Continuing Education

Continuing education plays an important role in delivering clinical excellence. Using our internal learning management system, AMR will provide monthly classes focused specifically on the County's EMS system. We commit to integrating continuing education developed in collaboration with fire and other County EMS stakeholders to ensure teamwork and seamless patient care.

In conjunction with our Medical Director, we commit to providing continuing education classes to all EMS providers that address system issues identified through our CQI process. Examples of continuing education courses offered in similar AMR operations include those listed below.

- American Heart Association (BLS, ACLS, PALS, CPR)
- Pre-hospital trauma life support (PHTLS).
- EMT refresher
- Community education and partnership
- Field training meetings
- 911 Nurse Navigation field referrals
- EVOC and gurney instructor classes
- FTO training
- Remedial training

Our in-house training platform is accredited by the Commission on Accreditation for Prehospital Continuing Education and approved by the American Nurses Credentialing Center. Additionally, our established National College of Technical Instruction (NCTI)—the nation's largest private college of emergency medical services and EMS training—offers state approved continuing education courses.

AMR provides continuing education linked to quality improvement activities. We tailor our training programs and activities to improve specific skills and areas of service based on identified needs.

Post-Accreditation Education & Evaluation

AMR provides post-accreditation education, supervision and evaluation. After completion of the NEOP, a member of our Clinical Operations team will meet with their Field Training Officer (FTO) to discuss the clinician's progress. After the new clinician has functioned independently for 90 days, our Clinical Operations staff will conduct a follow-up interview with the clinician to ensure they are operating successfully in the field. We constantly evaluate our training practices to ensure our FTOs are giving new caregivers the tools they need to be successful.

Medical Protocols

We will work with the County to ensure our Medical Director will embody clinical excellence, align with County protocols and promote the goals of your EMS system. We ensure our selected Medical Director will be a Georgia-licensed physician who is board-certified in emergency medicine.

They will provide oversight for our frontline clinicians, leadership and additional divisions listed in the RFQ/P. Our Medical Director will deliver medical guidance and supervision to system design, education, critique and quality assurance among other policies and procedures.

Upon award, Dr. Ed Malcom will serve as our Medical Director during the implementation phase. Dr. Malcom is board certified in emergency medicine and EMS. We included his bio in 2. Corporate and Management Profile. We ensure all AMR personnel will have a comprehensive understanding and mastery of all County medical protocols, polices and procedures.

3. Operational Approach & Service Delivery

AMR will provide emergency ambulance coverage for County residents and visitors 24 hours a day, 7 days a week, 365 days a year.

Our initial deployment of five (5) 24-hour ALS ambulances and one (1) 12-hour ALS ambulance will be fully dedicated to Barrow County. These units will be further supported by our Operations Manager and 24-hour Supervisors who will have access to Quick Response Vehicles to support critical incidents or periods of high demand.

We make it a practice to constantly evaluate our deployment schedule and move vehicles when and where we see opportunities. Once in the system, we will conduct quarterly reviews with Barrow County EMS stakeholders to develop a comprehensive and appropriate coverage and staffing plan that will meet the response time standards—9 minutes, 59 seconds at 90%—to ensure we are meeting the needs of prehospital healthcare in the County's EMS system.

Our Plan At-a-Glance



Brand-new fleet of Ford Type II and III ambulances

Established mechanisms to address **surge and disaster response situations** to react at a moment's notice

24/7 supervisor access with **Quick Response Vehicles**

Emergency Quality Review Committee to meet monthly and examine data

Through both automated and manual System Status Management (SSM) processes, we will continually evaluate our systems to ensure that our dedicated ambulances are located where they should be. This may include confirmation that the posting plan is being utilized correctly, the crews initiate their response to each request for service within the required period; dispatchers are dispatching the crews in the required period of time; and the crews are provided with the appropriate response information (e.g., safety instructions).

This will be accomplished by supervisors monitoring events throughout their shift, real time texts and alerts, regular random call audits and regular review and analysis of the data we collect every second of the day. Additionally, AMR will have a representative at the Barrow County EOC, who will work in conjunction with the EMA and EOC staff. Maintaining a compliant and responsive system to response time commitments is the result of careful planning, constant analysis and local collaboration.

SSM planning is dynamic in nature and requires continual quality improvement review and adjustments. We will apply this approach to our County deployment. AMR will ensure an adequate number of ambulances are available at all times to respond to requests for service.

Data-Driven System Status Planning

We propose a variety of technology to monitor our resources and report our performance. Our SSM strategies will allow us to match our supply of available ambulances to the County's demand for patient care requests, maximizing our resources and creating a sustainable system.

Our planning efforts are driven by our **Operations Planning and Analytics Platform (OPAP)** and **ImageTrend**, our electronic patient care reporting (ePCR) software. We will use data from the County's Tyler/New World Computer Aided Dispatch (CAD) system and modify the platform to the contracted performance criteria. CAD data is paired with performance criteria to create demand models that are sensitive to seasonal fluctuations and surges. Ambulance deployment, shift start times, and durations, measured in unit hours, are built to match the demand models.

This combination of tools will give County stakeholders unique transparency into the operations of the system. It also provides AMR clear and precise data on how we can constantly improve our service.

Dynamic Deployment and Posting Strategy

Proper deployment of the unit hour supply is achieved through dynamic posting strategies focused on the community. Our ambulances are posted according to plans developed using several criteria—including ease of access and egress when accessing each post location or comfort station, traffic studies, and drive time—to maximize geographic coverage, and crew safety and well-being. AMR continually reviews posting plans and ambulance deployment using OPAP and makes deployment adjustments as indicated/necessary.

Meeting Surge & Unexpected Demand

We have established mechanisms to meet the demand for EMS response during peak times or unexpected periods of unusually high call volume, including disasters and other surge events. Our management team will continuously monitor response time performance, as well as the location and status of all our Barrow County vehicles. We will work seamlessly with our County partners and EMS system stakeholders to react at a moment's notice to maintain optimal response times. Further, our unrivaled disaster response capabilities position us as uniquely prepared to respond to any disaster in the County.

To accomplish this goal, AMR has several surge capabilities:

- Built-in surge capacity from regional fleet
- Mutual aid agreements
- Staggered shift start/end times to allow for hold-over
- Everbridge system to recall staff during critical events
- Ground strike teams from other AMR operations in Georgia
- Multiple air ambulance resources in the region



Additionally, integrating our 911 Nurse Navigation program will help optimize EMS delivery by connecting low acuity callers to the appropriate resource. This will keep ambulances better available for higher priority cases. This will benefit the County during potential surge events and reduce the dependence on mutual aid resources.

Disaster Response Plan

AMR is the first and only call when it comes to responding to disasters. We are the nation's most experienced and best-prepared provider of emergency disaster response. This expertise makes us a proven partner for the County because of our higher-trained teams experienced in managing disasters.

AMR will provide disaster response planning alongside our public safety partners in the County. We will collaborate in developing, training, planning, exercising and evaluating these plans.

As the contracted EMS provider for FEMA, we can deploy an Incident Management Team, logistical support and 250 ambulances per order to any specified location in the continental U.S. within 24 hours of a request. These resources have proven to be critically beneficial in many of the large-scale emergencies and disasters affecting our nation, including tornadoes, floods, wildfires, hurricanes, terrorist attacks and emerging infectious diseases.

Depending on the nature of the disaster, our 911 Nurse Navigation solution can be very beneficial as a supplemental option for lower priority calls. For example, during the recent snow and ice storms that impacted the southeast US, EMS systems with 911 Nurse Navigation programs that had activated their disaster plans were able to send lower priority calls for navigation to determine if an ambulance response was necessary. Whenever possible and clinically appropriate, nurses would guide the callers to self care or Virtual Care, reducing the number of necessary responses and improving safety for first responders and the public.

For more information about our disaster preparedness capabilities, please see **EXHIBIT-09**.



4. Quality Assurance, Performance Metrics & Reporting

Quality Assurance/Quality Improvement Program

AMR is a leader in clinical performance measurement. Throughout Georgia and across the country, AMR operations are at the forefront of clinical quality, focusing on how we improve patient care outcomes, enhance the patient's experience of our care and collaborating with system partners to increase health and well-being in each community we serve.

Our quality assurance/quality improvement (QA/QI) program is designed to continually monitor and improve the quality of care delivered to our patients while using data, feedback and collaboration from all local stakeholders. The improvement process collaborates with all EMS stakeholders to achieve clinical excellence, health equity and economic sustainability. Our overall approach to quality improvement includes the following four key segments:

- **Segment I:** Developing a Foundation of Care
- **Segment II:** Monitoring the Care
- **Segment III:** Local Quality Management Talent
- **Segment IV:** The Plan-Do-Study-Act Cycle

For more on each segment and our QA/QI program, please see **EXHIBIT-10**.

Clinical Quality Management Plan

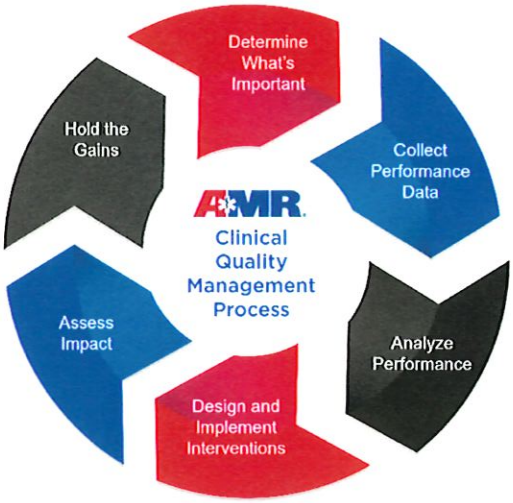
Our Clinical Quality Management Plan (CQMP) is built on the belief that we can improve our practices based on research that can be measured and monitored.

Throughout our operations, we integrate quality and performance improvement utilizing statistical data and Key Performance Indicators (KPIs). To ensure that every patient is receiving quality care, performance is tracked in key operational areas to identify improvements and track the impact of improvement initiatives.

Our goal is to identify areas for improvement in patient care and provide baseline goals, expectations and tools to implement change and achieve excellence within the local system. The CQMP has been established as a means of evaluating the structures, processes and outcomes of clinical care with a specific focus on performance improvement.

To monitor quality of care, adhere to patient care guidelines and measure clinical performance, the following quality reviews are completed locally and documented in the designated national clinical QI platform:

- Field Training Officer (FTO)
  - Culture building reviews
  - Targeted reviews by local clinical leadership
- Local Clinical Leadership
  - FTO escalations
  - Targeted reviews by local clinical leadership
- Regional/National Clinical Leadership
  - Escalations/Investigations
- Medical Director
  - Local authority requirements
  - Evidence influenced approaches



It's one thing to adopt a plan for improvement, but it's quite another to do what you say you do. Each year, we select clinical quality metrics to focus on as part of our ongoing CQMP. These metrics represent aspects of EMS proven to both impact patient outcomes in the most meaningful way and reduce the likelihood of harm.

In both 2024 and 2025, one universal focus was the confirmation of an advanced airway, which is arguably one of the highest risk clinical interventions in EMS. Utilizing the concepts of our CQMP, the first step is to identify what we are trying to accomplish. In analyzing data, it was easy to see that we are excellent at both evaluating and documenting continuous waveform capnography during the care of a patient with an advanced airway.

However, we saw an opportunity for improvement with capturing the entire process of advanced airway confirmation. We then needed to determine what success looks like. Looking at our company as a whole, a general benchmark was set utilizing median compliance percentages across the company.

PDSA Cycle

We will utilize the Plan, Do, Study, Act (PDSA) cycle for quality improvement. This model focuses on small tests of change. The steps include:

- Setting aims
- Establishing metrics and benchmarks
- Selecting which changes or drivers will affect those metrics
- Implementing the selected drivers
- Measuring the results of driver implementation

As an example, we recently implemented PDSA to track advanced airway confirmations. We began to **Plan** and **Do** by looking at drivers of performance surrounding advanced airways and documented those

steps. This allowed us the opportunity to not just focus on crew education and individual performance, but to also look at the systems, processes, and documentation involved in airway confirmation.

By simply communicating with front-line clinicians about the expectations and challenges surrounding airway confirmation, it allowed us to **Study**. We gained a greater understanding of how we increase both the instance and capture of a comprehensive advanced airway confirmation, improve patient outcomes and decrease the likelihood of harm. We began to **Act** upon the information we obtained with initiatives surrounding crew education, equipment and process evaluation, ePCR format and data reporting.

As a result, in 2025 our Georgia Operations experienced a 110% improvement in compliance with a comprehensive advanced airway verification thanks to the efforts of local clinical leaders and field clinicians.

Safety Management System

Our CQMP will align and work within the safety management system framework and establishes metrics and increases communication surrounding ongoing issues. The National Safety Assurance Board will provide guidance and subject matter expertise on issues and initiatives impacting patient safety.

Patient Safety / PSO Reporting

Last year, AMR began utilizing the Intelex System for the reporting of patient safety concerns. Intelex gathers information in a standardized form that allows us to report to a patient safety organization (PSO) and pull the data for review. The data can be tracked and trended to allow us to identify systems issues as well as equipment and education needs.

Below are examples of patient safety metrics tracked consistently across the organization:

- Airway management
- Combative patient
- Equipment failures
- Medication events
- Elopement

Using Intelex, we monitor a variety of patient safety measures and key items for review, including ketamine, bariatric, equipment failures, medication errors and more. In the event of a performance issue, we follow the **Just Culture™** methodology. Once we receive notification of an adverse event, we document the details and conduct comprehensive analysis to determine if the issue is a system problem or isolated to a single employee.

AMR is also a member of the Center for Patient Safety. As such, we review and analyze incidents, near-misses/close-calls, and unsafe conditions. The goal is to identify lessons, create process improvements and implement those changes to help mitigate future risk. We use these events as learning opportunities, building on them proactivity to minimize future problems and create new system processes.

Further, we share de-identified data with PSOs to contribute to the national conversation on reducing harm to patients and team members.

5. Cost Proposal & Financial Stability

Per RFQ/P instructions, we are submitting our cost proposal and financial stability information in a separate sealed envelope.

6. Community Integration & Value-Added Services

Community Service and Education

AMR is a strong community partner and active in each community we serve. We are committed to the belief that education enhances risk reduction. We provide hundreds of donated standby and training hours annually. We have already begun to foster relationships with Barrow County Fire and other first responder agencies throughout the County.



We take pride in our focus on capturing and analyzing local health and safety data. We collaborate with local stakeholders, civic organizations, non-profits, schools and places of worship to develop community education programs targeted at local needs. Examples of community service and education include:

- HEALTH FAIRS AND CLINICS: providing training each year for CPR, AEDs, "Stop the Bleed," and blood pressure checks for citizens of your community, including students, farm workers, etc.
- LOCAL EDUCATION PROGRAMS: We will build strong relationships with local high schools and universities that maintain EMT and Paramedic programs. We will look for opportunities to partner with the County's Fire Explorer program for students and other community education groups.
- MAKE THE RIGHT CALL CAMPAIGN: helping residents recognize the signs and symptoms of heart attacks, strokes, and other life-threatening emergencies so they are better prepared to promptly call 911.
- CHILD SAFETY SEAT CHECKS: partnering with local hospitals, fire departments, and other public safety agencies in these services, including providing nationally certified Child Passenger Safety Technicians to help staff car seat inspections.

- SCHOOL-BASED PROGRAMS: we commit to promoting educational opportunities in the region for high school students who are interested in an EMS career. We will provide not only CPR education but different scholarship programs for Paramedics and EMTs, as well as offering this opportunity to local fire districts and EMTs who serve the County.
- SEASONAL EVENTS: participating in local community education events, for example: National Heart Month in February, National EMS Week each May, Disaster Preparedness Month in September, and Memory Walk and National Breast Cancer Awareness Month in October, as well as Safe Halloween campaigns.
- DISASTER PREPAREDNESS: raising awareness regarding how to be ready for a disaster and how to create a readiness checklist on topics such as having printed phone numbers to call for help, knowing where your exits are located, and knowing what resources to keep on site.
- EMS AND HEALTHCARE CAREER EXPLORATION: focused on introducing young people to this exciting career opportunity through schools, community forums and networking.

We can flex up or flex down with personnel commitments based on the number of events and their size. All EMS education will be conducted in consultation and strong collaboration with Public Health/EMA along with County fire and first responders to maximize efforts and prevent duplication.

We will work to improve and update our community education programs based on annual analysis. In response to our data and collaboration with local stakeholders, we will implement community risk reduction services and participate in existing local community education campaigns.

Active Risk Reduction and Public Health Integration

The 2025 Northeast Georgia Regional Community Health Needs Assessment (CHNA), provided by the Northeast Georgia Health System, outlines priorities for public health and community leaders to address gaps in the healthcare system. For Barrow County, the following health priorities were identified:

- Mental and behavioral health
- Access to care
- Healthy behaviors and education

The CHNA notes there are many County residents who are limited by transportation barriers. They rely on 911 ambulances for their healthcare needs because of a lack of other options. These populations can fall through the gaps and caught in the 911 safety net. These priorities speak to healthcare equity and population health goals, with a particular focus on underserved groups including low-income families, the elderly, uninsured or underinsured, and those with unmanaged chronic or complex conditions.

AMR's exclusive 911 Nurse Navigation program directly supports these priorities. Mental and behavioral calls are commonly referred to our navigators. We can connect these requests to appropriate locally-based resources, such as Advantage Behavioral Health and other urgent care facilities, walk-in clinics and other non-hospital resources in Barrow County. Most importantly, 911 Nurse Navigation will help your residents avoid medical debt by connecting them to less costly options than an emergency department.

Multi-Agency Training for Barrow County

Our operations will participate in multi-agency training with our Barrow County EMS system stakeholders. Content will be driven based on the need for clinical improvement. These training drills and exercises translate directly to highly effective scene management and integration on active incidents. Our primary goal will be to develop a system that is united, transparent and highly accountable to the County.

The best patient outcomes come from an integrated system that works well together in the delivery of care. To ensure our team is continuously prepared for any unforeseen event, all field and supervisory personnel must complete the National Incident Management System training. This includes all Incident Command System (ICS) 100, 200 and 700 certifications, which focus on enabling organizations to integrate capabilities and achieve shared goals.

We pledge to build exemplary partnerships with the Barrow County Fire Department, Barrow County Training Division, Tactical EMS and the Barrow County 911 Emergency Medical Dispatch. We will use our technology and reporting to share data and track outcomes with these local agencies. Other methods used to promote a high level of integration in our County operation can include:

- Joint training programs, education and disaster drills
- Coordinated on-scene care and supply replenishment, including PPE
- Offer pathways to gain EMD certification

Homegrown Workforce

Since 2024, our Georgia Operations has implemented an in-house paramedic program to maintain a pipeline of new EMS candidates. We have seen great success, producing more than 30 state-licensed paramedics. While ensuring compliance with all applicable regulations set forth by the State of Georgia, we look forward to developing similar career advancement programs in Barrow County.

Another value-added service that differentiates AMR from other providers is our Earn While You Learn (EWYL) internship. This nationally recognized program may help high school graduates embark on a career in EMS, veterans who are leaving the armed forces and looking for employment in the civilian setting, or people who may be seeking an opportunity to change careers.



Earn While You Learn supports community members who want to become EMTs by providing new recruits with a paycheck while attending class.

In 2019, the American Ambulance Association awarded AMR with an AMBY award for this pioneering program. We have seen immense success in six years since. Since its inception, the EWYL program has expanded to 42 states and 173 cities. EWYL has successfully trained nearly 3,000 new EMTs. Graduates have been 44% women and 41% people of color.

Optional Bonus Categories

A. Innovation & Technology

911 Nurse Navigation

Innovation is a hallmark of AMR's proposal for Barrow County. Integrating our exclusive 911 Nurse Navigation program will enhance the delivery of EMS in the County. 911 Nurse Navigation is the most established low priority program of its kind in the U.S. We support 30-plus high performance systems and have successfully navigated over 280,000 911 calls since 2018.

It is operationally efficient and financially sustainable. In Georgia, AMR has entered into an agreement with a large healthcare payor to offset the program costs, meaning that we do not have to charge Barrow County residents for the navigation services we provide.

911 Nurse Navigation goes far beyond telemedicine / ET3 models. It aims to provide your residents with connections to licensed nurses who can guide them to the best options for their care. Other bidders may offer Barrow County out-sourced "right site of care" telemedicine models or an "on demand" program, similar to ET3. But no other 911 low acuity diversion program has had the impact and success of AMR's 911 Nurse Navigation program. For consideration:

- Efficiency for the EMS System. 911 Nurse Navigation is structured to receive referrals from both the PSAP and the field. This allows frontline clinicians to offer alternate solutions for residents.
- Free to the Caller. We believe that it is inappropriate to charge callers for navigation, as it could create a negative incentive for residents to access 911.
- Above and Beyond. Data shows that less than 1% of all 911 calls can be resolved purely with telehealth services. By contrast, systems using 911 Nurse Navigation routinely send 5%–8% of their call volume initially and then stabilize at more than 10% as the program matures in the market. 911 Nurse Navigation in DeKalb County sends more than 18% of its daily call volume to the nurse navigators. This removed more than 6,500 EMS responses from the system in 2025.
- Built for operational efficiency. Among the challenges with ET3-based, on demand telehealth programs are lengthy scene times for EMS crews. Conversely, our model for field referrals typically take 2-3 minutes once an EMS crew (fire department or first responders) contacts the nurse line. Once it becomes apparent that ambulance transport is not necessary, the crew can return to service, improving resource availability and significantly reducing task time.

Prehospital Blood Program

The ability for ground EMS agencies to carry and manage blood products has become popular in recent years. Blood products are a vital tool to drive good outcomes for the most seriously ill or injured patients.

AMR has taken best practices from our air partners in the GMR family to deliver blood in areas that show the greatest need. In Georgia, all 16 Air Evac Lifeteam aircraft bases, including AEL 117 in Snellville, are equipped with blood products and capable of rapidly deploying them in life-threatening treatment.

As blood products are a limited and perishable resource, we are sensitive to our ability to responsibly manage and deploy prehospital blood. Being a data-driven and evidence-influenced organization, we insist on in-depth analysis of the proposed area and an assurance of minimal waste via inventory controls or product recycling opportunities are essential.



AMR has several ground agencies in Georgia and throughout the country offering prehospital blood administration and experiencing excellent clinical outcomes. Those operations rely on partnerships with local health systems and private blood vendors. Our DeKalb County Operations is currently equipped with blood products for deployment to patients suffering catastrophic hemorrhagic shock. During its first four months, we administered more than 55 units of blood to patients ranging from shooting victims and patients involved in traffic accidents, to patients suffering from medical issues, such as gastrointestinal bleeding and post-partem hemorrhage.

AMR looks forward to responsibly continuing this service to Barrow County communities where this lifesaving, but finite resource can do the best. We have included descriptions of additional innovative solutions we can offer the County as **EXHIBIT-11**.

B. Commitment to Continuous Improvement

Commission on Accreditation of Ambulance Services (CAAS)

All three of our AMR Operations in the State of Georgia, and 26 more nationally, have achieved accreditation from the **Commission on Accreditation of Ambulance Services (CAAS)**. CAAS accreditation means an operations has achieved the gold standard for ambulance transport delivery.

We propose rolling Barrow County into our Georgia ground CAAS accreditation upon the next renewal of that accreditation. Ambulance accreditation is central to the important role we play in an EMS system. Accreditation will assure the Barrow County community that our Operations meet and exceed national standards. We have included a copy of our most recent accreditation certificate as **EXHIBIT-03**.

Industry Gold Standards

Additionally, all 16 Air Evac Lifeteam (AEL) bases are accredited by the **Commission on Accreditation of Medical Transport Systems (CAMTS)**. AEL consistently receives recognition from the CAMTS board for areas of "excellence" or "acknowledgment" within administrative, clinical, aviation, maintenance, quality and safety, EMS community outreach and human resource programs.

Many of AMR's national affiliates have earned **Mission: Lifeline EMS** recognition for our work, training and commitment to EMS agencies and first responders.

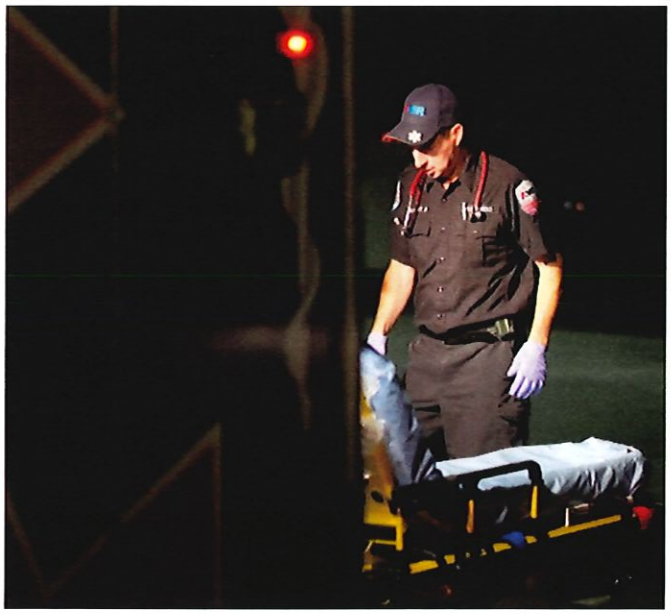
Looking Forward, Next Steps

We hope you find our submission informative and innovative with competitive and cost-effective pricing. We look forward to discussing next steps. Looking ahead, AMR is eager to use our vast knowledge and new ideas to help Barrow County build a sustainable EMS system. Our work in the state, our skills, and our understanding of the community make us the right choice for this important task. Our solution provides top-level emergency care while upholding the County's high standards.

Working together, we can innovate and enhance your EMS system, making Barrow County safer and healthier for the future. Thank you for your consideration.







Exhibits

Throughout our proposal, AMR has referenced a variety of supplemental documentation and exhibits. These are included in upcoming pages.



EXHIBIT-01
Sample Transition and Timeline



EXHIBIT-02
Key Personnel Biographies



EXHIBIT-03
Licenses and Accreditation



EXHIBIT-04
Sample Co-Branding Concept



EXHIBIT-05
Certificate of Insurance



EXHIBIT-06
Audited Financials



EXHIBIT-07
References and Contract History



EXHIBIT-08
Five-year Litigation Report



EXHIBIT-09
Disaster Preparedness Capabilities



EXHIBIT-10
QA/QI Program



EXHIBIT-11
Other Innovations

EXHIBIT-01

Sample Transition and Timeline

Transition Process

AMR has developed internal support teams and proven processes to work with County stakeholders to ensure no compromise in service occurs between providers. Our resources guarantee a successful start on or before July 1, 2026.

With the support of regional and national EMS experts, we offer a seamless transition, proven by decades of service. This direct support has led to higher engagement, increased rapport, stronger relationships with team members, and increased communication and innovation. Please see below for descriptions of our local and regional management personnel.

We understand the implementation and transition process is vital to the continuity of care. AMR has proven processes and internal support teams to work with County stakeholders to ensure no compromise in service occurs during a provider transition. As an experienced provider already established in Georgia and the region, we have the depth of resources and infrastructure to guarantee full implementation before the start date.

Upon contract award, our experienced implementation team will meet with appropriate local officials to discuss our transition plan. Together, we will review the plan, verify deliverables and identify any obstacles to successful implementation. We will confirm our mutual understanding of the purpose and objective of each deliverable. The kickoff meeting will serve to foster effective professional relationships between AMR and our system partners, as well as establish plans for future meetings, status reports and issue resolution.

We will also work cooperatively with the existing provider to ensure that no compromise in service occurs during the transition period. We value the experience and expertise of the incumbent workforce and will encourage these personnel to apply for positions with AMR and continue their service.

Contract Implementation and Start-Up Team

AMR will provide the County with a smooth and efficient implementation process focused on continuity of services, while setting a strong foundation of continuous improvement and innovation to further enhance the EMS system. This team will be led by Regional Director Rafe Waters who will oversee the implementation in close coordination with your EMS system's key stakeholders.

One of the first deliverables will be the development of a detailed workplan and timeline to guide implementation, as reviewed and approved by the County.

Example Transition Timeline

We offer a seamless transition to the new contract.

Within 30 Days of Award

Below, we have listed initial transition tasks that would be completed within 30 days of the award.

- Determine critical licenses needed and complete/submit all applications
  - Federal DEA License
  - Controlled Substance Registration (CSR), if needed
  - County business licenses and permits
  - CLIA Waiver
- Identify real estate locations (main station, substations, crew stations). Already in process.
- Determine staffing needs and post job requisitions to iCIMS (recruiting platform)
- Town Hall meetings scheduled for incumbent workforce
- Begin recruitment of local EMS workforce
- Determine shift types for the operation
- Receive the first installment of our proposed new fleet of vehicles
- Acquire new medical equipment and supplies
- Determine IT equipment needs and purchase
- Basware location setup (equipment/supply ordering system)
- Number of fuel cards identified
- Engage local Medical Director in new contract
- Engage Integra billing team on operation
- Engage ImageTrend (electronic patient care reporting) team
- Begin implementation of Nurse Navigation program for low acuity call diversion

Within 45 Days of Award

Below, we have listed ongoing tasks that we will complete within 45 days of the award.

- Medical protocols reviewed/approved
- Narcotic control safe/devices ordered
- Deployment analysis updated
- ImageTrend site visit scheduled
- ImageTrend devices ordered
- New employee interviews completed / job offers extended
- Pre-hire testing / screening scheduled, and onsite team identified
- Payroll mailing system created

Key Personnel Biographies

Our local team comprised of an Operations Manager (Operations Chief as referred to in the RFQ/P), a 24-hour Operations Supervisors and a Clinical Education Specialist will be supported by the expertise and experience of our key personnel. These regional leaders will enhance the coordination of quality care at all levels. Biographies of our key personnel members are included below.

Rafe Waters, Regional Director



Rafe Waters is a seasoned healthcare leader with a distinguished career in EMS since 2000, holding roles from EMT-I to Regional Director for Global Medical Response. He has significantly contributed to EMS in Georgia through leadership positions, including Chair of Region 9 EMS, GEMSA Board member. Rafe is committed to advancing pre-hospital care and holds degrees in Nursing, Organizational Leadership, and an MBA.

Dr. Ed Malcom, Medical Director



Dr. Ed Malcom has been board-certified in emergency medicine with experience in EMS medical direction, fire-EMS operations and critical care transport for more than 20 years. Since 2008, Dr. Malcom has been involved in medical direction for various hospitals, fire departments and other EMS agencies across Georgia. Dr. Malcom is skilled in building operational and educational frameworks that strengthen integration between EMS systems and hospital-based emergency services. He joined AMR more than a decade ago when he was selected Medical Director in Fulton County. Dr. Malcom is an Army veteran, who graduated from West Point, and enjoyed a decorated career before retiring as a Captain in 1997 while serving at Fort Benning. Upon award, Dr. Malcom will serve as our Medical Director during the implementation phase. Through a solicitation process, we will select a permanent Medical Director who will be responsible for providing oversight and direction for the EMS system and additional divisions listed in the RFQ/P.

Matthew Peczka, Regional Manager of Clinical Operations



Matthew Peczka has 23 years of EMS experience. Matt graduated with honors from Springfield College with a bachelor's degree in EMS management and obtained both his EMT and Paramedic certifications while completing his degree. Peczka has worked in a variety of EMS settings—private, fire-based, and pediatric critical care. Peczka currently serves as a Regional Manager of Clinical Operations for our South Region where he supports Georgia and Florida Operations and leads a team of instructors for all GMR solutions. Peczka became a Georgia EMS instructor in 2012 and teaches both private EMS training and the Technical College System of Georgia.

Dr. Edward Racht, Chief Medical Officer



Our selected Medical Director will have the full support of Dr. Edward Racht, our organization's Chief Medical Officer. Dr. Racht has more two decades of experience in EMS and healthcare. Dr. Racht received his undergraduate and medical degrees from Emory University in Atlanta and completed his residency at the Medical College of Virginia. Dr. Racht is known for his expertise in "operationalizing" medicine and will support our County Operations.

Licenses and Accreditations

We have included all evidence of regulatory compliance, current state of approval as a 911 EMS provider and any national accreditation in upcoming pages.

GEORGIA DEPARTMENT OF PUBLIC HEALTH

Kathleen E. Toomey, M.D., M.P.H., Commissioner / Brian Kemp, Governor

200 Piedmont Avenue, SE
Atlanta, Georgia 30334

dph.ga.gov

February 12, 2026

Agency Name: American Medical Response – Dekalb

License Number: 033-01

RE: Notification of Data Submission Compliance

The Georgia Department of Public Health, Office of Emergency Medical Services and Trauma ("Department") is the state authority that regulates the licensure and standards for Emergency Medical Services ("EMS") personnel and ambulance providers in the State of Georgia, pursuant to Title 31, Chapter 11 of the Official Code of Georgia, as well as Chapter 511-9-2 of the Rules of Regulations of the State of Georgia.

This letter serves as formal notification that American Medical Response – DeKalb is currently in full compliance with all data submission requirements to GEMSIS Elite.

Please note that the agency's monthly submission times for January and February were higher than usual due to a backlog of record submissions. This delay resulted from an internal technical issue identified within the AMR ImageTrend Elite system. The issue has since been addressed, and submission processes have returned to normal operating timelines.

Agency Name	Incident Month (CY2025)	Monthly Submission Time (Hours)	Monthly Average Validity Score
American Medical Response - Dekalb	January	410	97
American Medical Response - Dekalb	February	220	97
American Medical Response - Dekalb	March	15	99
American Medical Response - Dekalb	April	5	99
American Medical Response - Dekalb	May	4	99
American Medical Response - Dekalb	June	20	99
American Medical Response - Dekalb	July	9	99
American Medical Response - Dekalb	August	6	99
American Medical Response - Dekalb	October	6	99
American Medical Response - Dekalb	September	7	99
American Medical Response - Dekalb	November	4	99
American Medical Response - Dekalb	December	4	99

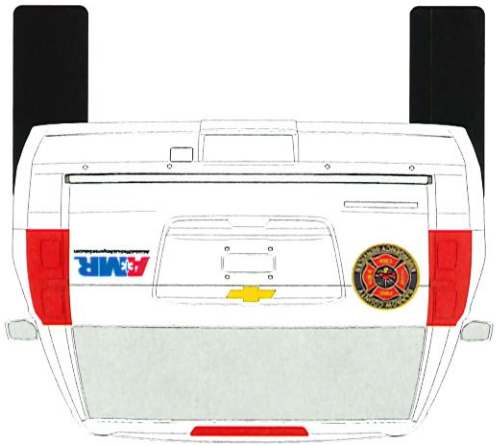
Please contact Dipti Patel, EMS Data Manager, if you have any questions.

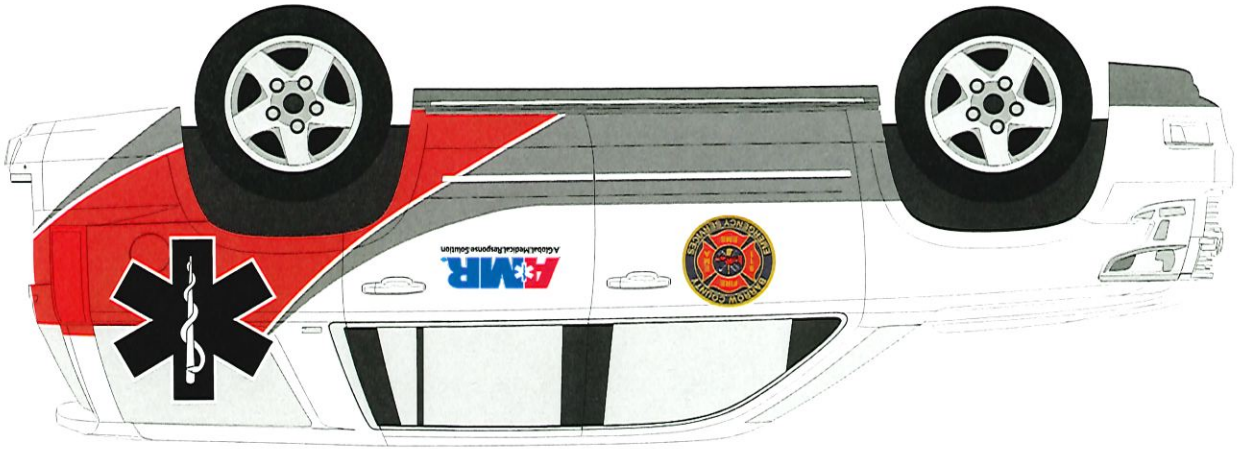
Thank you,

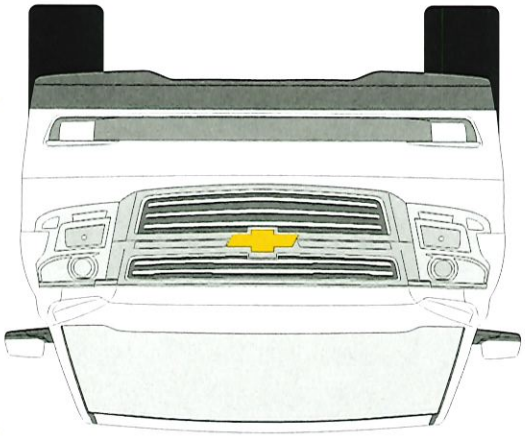
Dipti Patel
EMS Data Manager, Office of EMS and Trauma
1680 Phoenix Blvd. / Suite 200 / Atlanta, GA 30349
PHONE 770-996-3133 / **CELL** 470-543-0924

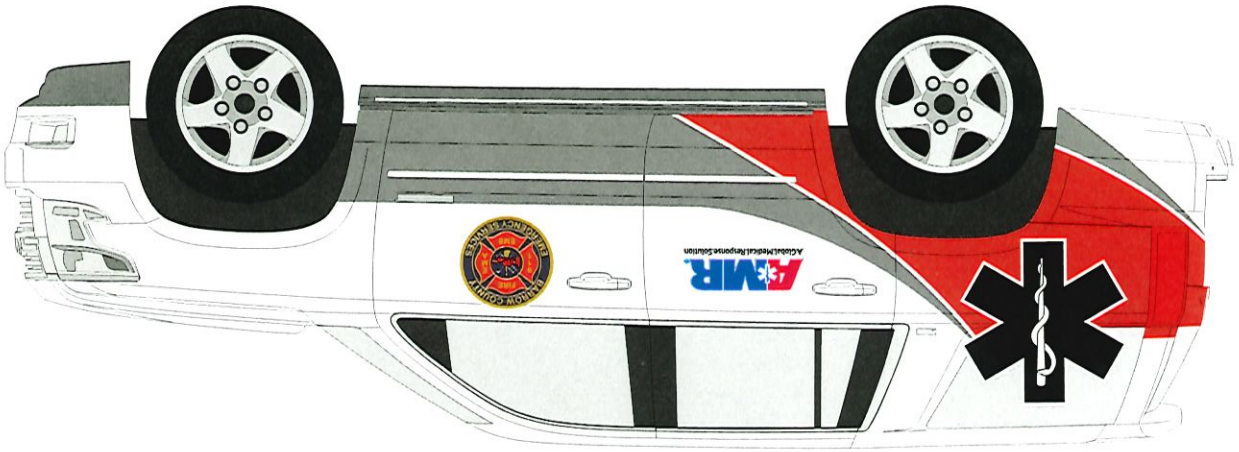
Sample Co-Branding Concept

We will work with the County and discuss options to co-brand the ambulances and other vehicles in our fleet. We have included sample co-branding concepts in upcoming pages.









Certificate of Insurance

We have included our standard Certificate of Insurance in upcoming pages.

AGENCY CUSTOMER ID: 570000073826
LOC #:

ACORD®

ADDITIONAL REMARKS SCHEDULE

Page _ of _

AGENCY	NAMED INSURED
Aon Risk Services Central, Inc.	American Medical Response, Inc.
POLICY NUMBER See Certificate Number: 570111674248	
CARRIER See Certificate Number: 570111674248	NAIC CODE
	EFFECTIVE DATE:

ADDITIONAL REMARKS

THIS ADDITIONAL REMARKS FORM IS A SCHEDULE TO ACORD FORM,
FORM NUMBER: ACORD 25 **FORM TITLE:** Certificate of Liability Insurance

INSURER(S) AFFORDING COVERAGE	NAIC #
INSURER	
INSURER	
INSURER	
INSURER	

ADDITIONAL POLICIES If a policy below does not include limit information, refer to the corresponding policy on the ACORD certificate form for policy limits.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFFECTIVE DATE (MM/DD/YYYY)	POLICY EXPIRATION DATE (MM/DD/YYYY)	LIMITS	
	WORKERS COMPENSATION							
A		N/A		WCUC72631195 OH SIR applies per policy te	03/31/2025	03/31/2026 ms & conditions		

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Audited Financials

Our most recent three fiscal years of audited financial statements are included in upcoming pages.

KPMG LLP
Suite 800
1225 17th Street
Denver, CO 80202-5598

Independent Auditors' Report

The Board of Directors
Global Medical Response, Inc.:

Opinion

We have audited the consolidated financial statements of Global Medical Response, Inc. and its subsidiaries (the Company), which comprise the consolidated balance sheets as of December 31, 2024 and 2023, and the related consolidated statements of operations, stockholder's equity, and cash flows for each of the years in the three-year period ended December 31, 2024, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2024 and 2023, and the results of its operations and its cash flows for each of the years in the three-year period ended December 31, 2024 in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with U.S. generally accepted accounting principles, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date that the consolidated financial statements are issued.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the consolidated financial statements.

KPMG LLP, a Delaware limited liability partnership and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee.

Global Medical Response, Inc.
CONSOLIDATED BALANCE SHEETS
(Amounts in thousands)

	December 31, 2024	December 31, 2023
ASSETS		
Current assets:		
Cash and cash equivalents	$ 352,293	$ 127,260
Insurance collateral	82,512	166,426
Accounts receivable, net	1,077,821	993,252
Spare parts, medical supplies and fuel	105,704	97,736
Prepaid expenses	75,008	70,197
Assets held for sale	-	427,604
Other current assets	124,197	75,961
Total current assets	1,817,535	1,958,436
Property and equipment, net	1,245,735	1,151,884
Operating right-of-use assets	199,271	213,242
Finance right-of-use assets	78,210	106,469
Intangible assets, net	1,308,519	1,348,240
Goodwill	2,180,581	2,113,146
Other assets	286,745	159,039
Total assets	$ 7,116,596	$ 7,050,456
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	54,659	76,952
Accrued wages, benefits and taxes	292,043	225,969
Accrued interest	19,438	89,649
Other accrued liabilities	405,566	299,072
Current portion of lease obligations	73,191	93,081
Current portion of long-term debt	162,221	137,408
Liabilities held for sale	—	215,575
Total current liabilities	1,007,118	1,137,706
Operating lease obligations	171,872	187,494
Finance lease obligations	70,051	78,095
Long-term debt	4,383,025	5,151,303
Deferred income taxes	169,097	202,255
Insurance reserves	251,089	246,754
Other long-term liabilities	89,776	49,215
Total liabilities	6,142,028	7,052,822
Commitments and contingencies		
Equity:		
Common stock	—	—
Additional paid-in capital	1,165,933	223,358
Retained earnings (deficit)	(196,316)	(225,908)
Accumulated other comprehensive income (loss)	4,951	184
Total equity (deficit)	974,568	(2,366)
Total liabilities and equity	$ 7,116,596	$ 7,050,456

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

Global Medical Response, Inc.
CONSOLIDATED STATEMENTS OF STOCKHOLDER'S EQUITY
(Amounts in thousands)

	Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
Balance at December 31, 2021	$ —	$ 233,899	$ 196,779	$ 1,304	$ 431,982
Stock-based compensation expense	—	7,213	—	—	7,213
Cash contributed by (distributed to) Parent	—	(23,917)	—	—	(23,917)
Net income (loss)	—	—	(220,025)	—	(220,025)
Other comprehensive income (loss), net of tax benefit (expense) of $1.2 million	—	—	—	(4,727)	(4,727)
Balance at December 31, 2022	$ —	$ 217,195	$ (23,246)	$ (3,423)	$ 190,526
Stock-based compensation expense	—	6,163	—	—	6,163
Cash contributed by (distributed to) Parent	—	—	—	—	—
Net income (loss)	—	—	(202,662)	—	(202,662)
Other comprehensive income (loss), net of tax benefit (expense) of ($1.0) million	—	—	—	3,607	3,607
Balance at December 31, 2023	$ —	$ 223,358	$ (225,908)	$ 184	$ (2,366)
Stock-based compensation expense	—	14,546	—	—	14,546
Issuance of shares under stock award plan, net of shares withheld for cash taxes paid	—	(6,566)	—	—	(6,566)
Net income (loss)	—	—	29,592	—	29,592
Cash contributed by (distributed to) Parent[(1)]	—	934,595	—	—	934,595
Other comprehensive income (loss), net of tax benefit (expense) of ($1.4) million	—	—	—	4,767	4,767
Balance at December 31, 2024	$ —	$ 1,165,933	$ (196,316)	$ 4,951	$ 974,568

(1) Refer to Note 20 for further detail regarding the cash contributed by Parent.

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

Global Medical Response, Inc.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

NOTE 1 –DESCRIPTION OF COMPANY

Global Medical Response, Inc. ("GMR"), formerly known as Air Medical Group Holdings, Inc., a Delaware corporation, is organized as a holding company that operates through its wholly-owned subsidiaries Air Medical Group Holdings LLC ("AMGH") and AMR Holdco, Inc. ("AMR"), collectively the "Company" to provide air, ground, specialty and residential fire services and managed medical transportation.

GMR is a direct wholly-owned subsidiary of GMR Intermediate Corp. ("Intermediate Corp.") and an indirect wholly-owned subsidiary of GMR Buyer Corp. ("Parent").

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation

The accompanying consolidated financial statements have been prepared in accordance with generally accepted accounting principles in the United States ("GAAP") to reflect the consolidated financial position, results of operations and cash flows of the Company. The consolidated financial statements of the Company include all of its wholly-owned subsidiaries. All significant intercompany transactions and balances have been eliminated in consolidation.

Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents are comprised principally of demand deposits at banks and other highly liquid short-term investments with maturities three months or less when purchased. Cash and cash equivalents are reflected in the financial statements at cost, which approximates fair value.

Restricted Cash

At December 31, 2024 and 2023, the Company held restricted cash and cash equivalents of $15.1 million and $6.3 million, respectively, classified within "Insurance collateral" in the accompanying consolidated balance sheets. The cash was restricted for the purpose of satisfying the obligations of the Company's wholly-owned captive insurance subsidiary.

At December 31, 2024 and 2023, the Company held restricted cash and cash equivalents of $1.5 million and $0.9 million, respectively, classified within "Other Assets" in the accompanying consolidated balance sheets. The cash was restricted for the purpose of satisfying the obligations of the Company's deferred compensation plan.

Spare Parts, Medical Supplies, and Fuel

Spare parts, medical supplies and fuel are comprised primarily of expendable aircraft parts, serialized parts, medical supplies and maintenance supplies related to flight equipment. Aircraft parts, serialized parts and maintenance supplies related to flight equipment are recorded at the lower of cost (average cost) or net realizable value. Spare parts and medical supplies are capitalized as inventory at cost, determined on a first-in, first out basis when purchased and charged to expense as used.

For the twelve months ended December 31, 2024, a total net gain on divestitures of approximately $5.9 million was recognized in the Consolidated Statements of Operation related to the three transactions.

There were no held for sale assets or liabilities of the business as of December 31, 2024. The principal components of the held for sale assets and liabilities of the business as of December 31, 2023 are as follows (in thousands):

	December 31, 2023
Assets	
Current assets:	
Cash and cash equivalents	$ 330
Accounts receivable, net	74,115
Spare parts, medical supplies and fuel	762
Prepaid expenses	1,152
Other current assets	637
Property and equipment	145,083
Operating right-of-use assets	18,143
Finance right-of-use assets	8,295
Intangible assets, net	43,096
Goodwill	133,516
Deferred income tax assets	2,139
Other assets	336
Total assets held for sale	$ 427,604
Liabilities	
Current Liabilities:	
Accounts payable	$ 680
Accrued wages, benefits and taxes	11,012
Accrued interest	472
Other accrued liabilities	54,537
Current portion of lease obligations	3,985
Current portion of long-term debt	10,329
Operating lease obligations	15,332
Finance lease obligations	7,738
Long-term debt	109,143
Deferred income tax liabilities	2,347
Total liabilities held for sale	$ 215,575

NOTE 4 – PURCHASE TRANSACTIONS

The Company accounts for its business combinations under the requirements of the acquisition method of accounting and under the premise that an acquirer be identified for each business combination. The acquirer is the entity that obtains control of one or more businesses in the business combination and the acquisition date is the date the acquirer achieves control. The assets acquired, liabilities assumed and any noncontrolling interests in the acquired business at the acquisition date are recognized at their fair values as of that date, and the direct costs incurred in connection with the business combination are recorded and expensed separately from the business combination. Acquisitions in which the Company is able to exert significant influence but does not have control are accounted for using the equity method.

Acquired assets and assumed liabilities include, but are not limited to, accounts receivable, fixed assets, intangible assets, deferred income taxes and insurance liabilities. The valuations are based on comparable market transactions, discounted cash flow analyses, actuarial analyses or other appropriate valuation techniques to determine the fair value of the assets acquired or liabilities assumed.

The acquisition date fair value of the total consideration transferred and acquisition date fair value of each major class of assets and liabilities for the other acquisitions completed during the year ended December 31, 2022, including post acquisition date adjustments recorded to purchase price allocations are as follows (in thousands):

	December 31, 2022
Spare parts, medical supplies and fuel	$ 384
Property and equipment	2,369
Operating right-of-use assets	1,002
Customer relationship intangible asset	4,200
Certificate of need intangible asset	1,200
Goodwill	5,847
Operating lease obligations	(1,002)
	$ 14,000

The purchase price allocation for the acquisition completed during the year ended December 31, 2022 is considered final. There were no additional purchase price allocation adjustments made in connection with the finalization of the purchase price allocation during the years ended December 31, 2024 or 2023 for acquisitions completed in 2022. The goodwill recorded for acquisitions completed during the year ended December 31, 2022 is expected to be fully deductible for tax purposes.

NOTE 5 – REVENUE RECOGNITION

The majority of our revenue is generated from fee for service patient revenue, which is derived principally from air and ground medical transport services provided to patients of healthcare facilities and communities served. While our contracts originate with a healthcare facility or community served and these entities may receive some value from the services provided to its patients or citizens, the patient or citizen is the primary beneficiary as they are the one that actually receives the service (i.e. medical transportation). Generally accepted accounting principles, specifically ASC 606, Revenue, requires identification of a customer for accounting purposes, which in the case of fee for service patient revenue, is the patient, to which we agree to provide transportation and other medically necessary support services in exchange for consideration. The Company does not consider the contract with the healthcare facility or community in a patient service revenue arrangement a contract with a customer under ASC 606 as only the patient is considered the customer. These types of contracts, which generally have durations longer than one year and include cancellation provisions, allow the Company access to patients and are used to determine the terms and conditions of the agreement with the patient, but are not considered a separate arrangement with a different customer. The Company reports revenue at the amounts that reflect the consideration we expect to receive in exchange for providing medical transportation services. These amounts are due from patients, third-party payors (including managed care payors and government programs) and others. Generally, we bill our patients and third-party payors several days after the services are performed with no significant payment terms, as payment is due upon receipt of the bill. Revenue is recognized as performance obligations are satisfied. Each transport constitutes a single performance obligation and, in most instances occur at readily determinable transaction prices. As a practical expedient, the Company applies a portfolio approach to sources of patient revenue, applied by payor type. At this level, each portfolio shares the characteristics conducive to ensuring that the results do not materially differ from the application to each individual patient contract related to each transport. Subsequent changes in the customer's ability to pay are recorded as bad debt within other operating expenses.

Estimating revenue is a complex process, largely due to the volume of transactions, the number and complexity of contracts with payors, the limited availability, at times, of certain patient and payor information at the time services are provided, and the length of time it takes for collections to fully mature, which can vary widely depending on individual payor review processes. Patients are billed for services provided, and the Company receives payments for these services from patients or their third-party payors. Payments for services provided are generally less than billed charges. The Company recognizes fee for service revenue, net of contractual adjustments and discounts for uninsured patients, at the time transport services are provided. In the period services are provided, the Company estimates gross charges based on: billed services plus an estimate for unbilled services based on pending case data collected, estimates of contractual allowances (explicit price concession) based on contracted rates and historical or actual cash collections, when available, and estimates of the

Net transport revenue includes fee for service patient revenue. Complementary revenue primarily includes income earned from our membership programs, community subsidies, fire protection service contracts, standby, special event, coordinated care services, charter services and income earned from our contract with FEMA and other federal and state agencies to coordinate emergency medical services responses.

NOTE 6 – ACCOUNTS RECEIVABLE

The Company manages accounts receivable by regularly reviewing its accounts and contracts and by providing appropriate adjustments to the estimate of the transaction price. Some of the factors considered by management in determining the adjustments are the historical trends of cash collections, contractual and uninsured write-offs, accounts receivable agings, established fee schedules, contracts with payors, changes in payor mix and procedure statistics. Actual collections of accounts receivable in subsequent periods may require changes in the estimated transaction price.

The Company tests its analysis by comparing cash collections to net fee for service revenues and monitoring self-pay utilization. In addition, when actual collection percentages differ from expected results, on a contract by contract basis, supplemental detailed reviews of the outstanding accounts receivable balances may be performed by the Company's billing operations to determine whether there are facts and circumstances existing that may cause a different conclusion as to the estimate of the collectability of that contract's accounts receivable from the estimate resulting from using the historical collection experience. Changes in these estimates, if any, are charged or credited to net revenue in the consolidated statements of operations in the period of change. Material changes in estimates may result from unforeseen write-offs of patient or third-party accounts receivable, unsuccessful disputes with managed care payors, adverse macro-economic conditions which limit patients' ability to meet their financial obligations, or broad changes to government regulations that adversely impact reimbursement rates for services provided by the Company. Significant changes in payor mix, changes in contractual arrangements with payors, business office operations, general economic conditions and health care coverage provided by federal or state governments or private insurers may have a significant impact on the Company's estimates and significantly affect its results of operations and cash flows. Consideration of credit risk is limited by the diversity and number of facilities, patients, payors and by the geographic dispersion of the Company's operations.

Estimated uncollectible amounts are generally considered implicit price concessions evaluated each reporting date by analyzing actual results, including cash collections, against estimates. Changes in these estimates are charged or credited to patient accounts receivable and net revenue rather than allowance for doubtful accounts. Estimated implicit price concessions of $2,293.0 million and $2,593.5 million were recorded as reductions to accounts receivable at December 31, 2024 and 2023, respectively, on the consolidated balance sheet.

NOTE 7 – PROPERTY AND EQUIPMENT

Property and equipment are recorded at cost except for property and equipment acquired through business acquisitions, which is initially recorded at fair value. Property and equipment primarily consists of aircraft, vehicles, medical and other equipment, aircraft parts and components, and other property, which are stated at cost, net of accumulated depreciation. Expenditures for major renewals, modifications, and improvements to extend the useful life of the asset are capitalized. All maintenance and repairs that do not extend the useful life of the asset, including scheduled aircraft component overhauls and replacements, are expensed as incurred. Gains and losses from dispositions of property, plant and equipment are recorded in the period incurred.

The Company evaluates long-lived assets for impairment when events or changes in circumstances indicate, in management's judgment, that the carrying value of such assets used in operations may not be recoverable. The determination of whether an impairment has occurred is based on management's estimate of undiscounted future cash flows attributable to the assets as compared to the carrying value of the assets. If an impairment has occurred, the amount of the impairment recognized is determined by estimating the fair value of the assets and, to the extent the carrying value exceeds the fair value of the assets, recording a loss provision. During the years ended December 31, 2024, 2023 and 2022, there were no events or circumstances that indicated a potential impairment in the Company's long-lived assets.

Right-of-use ("ROU") assets represent our right to use an underlying asset for the lease term and lease liabilities represent the present value of our obligation to make lease payments arising from the lease. Operating lease ROU assets and liabilities are recognized at possession date based on the present value of lease payments over the lease term. When our leases do not provide an implicit rate, we use our incremental borrowing rate based on the information available at commencement date in determining the present value of lease payments. The operating lease ROU asset also includes the impact of prepaid or deferred lease payments. The length of our lease term may include options to extend or terminate the lease when it is reasonably certain that we will exercise that option. Lease expense for operating lease payments is recognized on a straight-line basis over the lease term.

The components of lease expense were as follows (in thousands):

	Year Ended December 31,		
	2024	2023	2022
Operating lease cost	$ 78,575	$ 83,388	$ 85,085
Short-term lease cost	4,120	4,166	3,646
Finance lease cost:			
Amortization of right-of-use assets	20,903	30,552	36,345
Interest on lease liabilities	6,686	7,915	8,260
Total finance lease cost	27,589	38,467	44,605
Total lease costs	$ 110,284	$ 126,021	$ 133,336

Supplemental cash flow information related to leases was as follows (in thousands):

	Year Ended December 31,		
	2024	2023	2022
Cash paid for amounts included in the measurement of lease liabilities:			
Operating cash flows from operating leases	$ 87,192	$ 84,427	$ 84,676
Operating cash flows from finance leases	$ 6,686	$ 7,915	$ 8,260
Finance cash flows from finance leases	$ 32,480	$ 34,044	$ 36,860
Right-of-use assets obtained in exchange for lease obligations:			
Operating leases	$ 13,720	$ 11,849	$ 34,573
Finance leases	$ —	$ 8,340	$ 1,524

lived intangible; actual and projected revenue and operating margin; relevant market data for both the Company and its peer companies; industry outlooks; macroeconomic conditions; liquidity; changes in key personnel; and the Company's competitive position. The Company uses significant judgment to evaluate the totality of these events and factors to make the determination of whether it is more likely than not that the fair value of the reporting unit or indefinite-lived intangible is less than its carrying value. Indefinite-lived intangibles are to be tested at the reporting unit level, defined as an operating segment or one level below an operating segment (referred to as a component), with the fair value of the reporting unit being compared to its carrying amount. If the fair value of a reporting unit exceeds its carrying amount, the indefinite-lived intangibles associated with the reporting unit are not considered to be impaired.

The Company completed its annual impairment test as of October 1, 2024, using a qualitative assessment and determined that its indefinite-lived intangibles were not impaired. The Company's finite-lived intangibles include its membership lists, customer relationships, and certain trade names. The Company tests its finite-lived intangibles for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable. The Company's policy is to recognize an impairment charge when the carrying amount is not recoverable and such amount exceeds fair value. During the years ended December 31, 2024, 2023 and 2022, there were no events or circumstances that indicated a potential impairment in the Company's finite-lived intangibles.

Goodwill consisted of the following as of December 31, 2024 and 2023(in thousands):

Balance at December 31, 2022	$	2,278,701
Goodwill acquired		—
Post acquisition adjustments[(1)]		204
Impairment of assets held for sale		(32,243)
Assets held for sale		(133,516)
Balance at December 31, 2023	$	2,113,146
Goodwill acquired		—
Post-acquisition adjustments		—
Entities previously held for sale		67,435
Balance at December 31, 2024	$	2,180,581

(1) Post-acquisition adjustments are related to the finalization of the purchase price allocations for prior year acquisitions, as discussed in Note 4.

Intangible assets consist primarily of customer relationships and trade names. The table below illustrates the useful lives of each class of intangible assets and the remaining weighted average amortization period.

Amortizable Intangibles Assets	Estimated Useful Life	Weighted Average Amortization Period
Membership lists	15 years	5.3
Customer relationships	10-20 years	11.5
Trade names	10 years	5.1
Non-compete and other	10-15 years	3.8

respectively, included in other long-term liabilities on the consolidated balance sheets. As of December 31, 2024, the Company recognized $70.3 million of revenue that was included in the deferred revenue balance as of December 31, 2023, of this $26.2 million was related to deferred revenue related to divested businesses, as discussed in Note 3. For the year ended December 31, 2023, the Company recognized $65.6 million of revenue that was included in the deferred revenue balance as of December 31, 2022. As of December 31, 2024, the weighted average remaining period over which revenue for unsatisfied performance obligations on memberships will be recognized was approximately 3.4 years.

NOTE 11 – LONG-TERM DEBT

Long-term debt consisted of the following as of December 31, 2024 and 2023 (in thousands):

	Type	Rate Terms as of December 31, 2024	Maturity Date	December 31, 2024	December 31, 2023
Senior secured term loans					
Term loan (9.11% as of December 31, 2024)	Variable	SOFR + 5.50%	October 31, 2028	$ 3,551,131	$ -
Term loan (9.89% as of December 31, 2023)	Variable	SOFR + 4.25%	March 14, 2025	-	1,836,900
First lien term loan (9.03% and 9.93% as of December 31, 2024 and 2023, respectively)	Variable	SOFR + 4.25%	March 14, 2025	1,960	1,930,300
Second lien term loan (12.10% as of December 31, 2023)	Variable	SOFR + 6.75%	December 17, 2029	-	600,000
Senior secured notes (9.50% as of December 31, 2024)	Fixed	Fixed at 9.50%	October 31, 2028	582,929	-
Unsecured notes (6.50% as of December 31, 2024 and 2023, respectively)	Fixed	Fixed at 6.50%	October 1, 2025	19,689	600,000
Other long-term debt, including promissory notes related to aircraft purchases	Fixed	Various	Various	449,643	376,714
Total				$ 4,605,352	$ 5,343,914
Less current portion of long-term debt				(162,221)	(137,408)
Less unamortized deferred financing costs and debt discount				(60,106)	(55,203)
Long-term debt				$ 4,383,025	$ 5,151,303

The increase in other long-term debt during the year ended December 31, 2024 was primarily driven by standard aircraft loan activity completed during 2024.

Senior Secured Term Loans

On March 14, 2018, the Company entered into a joinder agreement (the "Third Joinder") to the initial credit agreement dated April 28, 2015 (the "Term Loan Credit Agreement"), by and among the Company, Intermediate Corp., and the other guarantors party thereto and Morgan Stanley Senior Funding, Inc., as the lender and the administrative and collateral agent to the Term Loan Credit Agreement. The Third Joinder provided for a $1,455.0 million senior secured term loan due March 14, 2025. The Company's net proceeds, after debt issuance costs and discount, were $1,387.0 million. The Third Joinder is subject to interest rates per annum equal to, at the Company's option, (i) the greater of LIBOR or 1.00% plus a margin of 4.25% or (ii) the greater of a base rate or 2.0% plus a margin of 3.25%. Interest payments are due (i) for loans bearing interest determined by reference to LIBOR, on the last day of the applicable interest period and, in the case of an interest period in excess of three months, on each date occurring at three-month intervals after the first day of such interest

prepayment occurs on or prior to the first anniversary of the closing date and (y) 101% of the aggregate principal amount of Second Lien Term Loans prepaid if such prepayment occurs after the first anniversary of the closing date but on or prior to the second anniversary of the closing date. The covenants set forth in the Second Lien Term Loan Credit Agreement are either substantially consistent with or less restrictive than those in the Term Loan Credit Agreement. The Company's net proceeds from the Second Lien Term Loans, after debt issuance costs of $12.8 million, were approximately $587.2 million. These proceeds were used to repay in full the $580.0 million outstanding obligations under the Unsecured Term Loan.

On June 27, 2023, the Company entered into Amendment No. 1 to Second Lien Term Loan Credit Agreement (the "First Amendment"). The First Amendment replaces LIBOR with Term SOFR as the benchmark interest rate applicable to Second Lien Term Loans, such that the applicable margin is (i) 6.75% for any Term SOFR loans and (ii) 5.75% for any Alternative Base Rate loans.

On May 20, 2024, concurrent with the consummation of the Exchange Offer, the Company entered into (i) Amendment No. 4 to that certain Credit Agreement, dated as of April 28, 2015 (the "Existing Credit Agreement", as so amended, the "Amended Credit Agreement"), by and among Holdings, the Company, the lenders party thereto and Morgan Stanley Senior Funding, Inc., as administrative agent and collateral agent, and (ii) an amendment to the other Credit Documents (as defined in the Existing Credit Agreement, the "Existing First Lien Loan Documents"), to provide for, among other things, (a) the incurrence of the new first lien senior secured term loan due October 2028 (the "Extended First Lien Term Loan") issued pursuant to the Amended Credit Agreement, the proceeds of which were used to repurchase the existing first lien senior secured term loans due March 2025 and October 2025, as provided for under the Existing Credit Agreement (collectively, the "Existing First Lien Term Loans") participating in the Amend and Extend Transactions (as defined below) and (b) the elimination of substantially all of the affirmative and negative covenants, events of default and certain other provisions contained in the Existing Credit Agreement and the Existing First Lien Loan Documents with respect to the Existing First Lien Term Loans and the contractual subordination of the Existing First Lien Term Loans to the Extended First Lien Term Loan and the New Notes (the "Amend and Extend Transactions").

The Extended First Lien Term Loan will mature on October 31, 2028 and had initial interest at a rate per annum equal to SOFR plus 6.0%, with 1.25% payable in kind and the rest payable in cash. As a result of the Ratings Upgrade, the interest on the Extended First Lien Term Loan for the interest period starting June 20, 2024 and any subsequent interest periods shall be SOFR plus 5.5%, with 0.75% payable in kind and the rest payable in cash.

On June 17, 2024, the Company repurchased $136.0 million of Extended First Lien Term Loan for $135.7 million, resulting in a gain recognized of $0.2 million, included in loss on debt extinguishment on the condensed consolidated statement of operations during the year ended December 31, 2024.

Concurrent with the settlement of the Exchange Offer and the consummation of the Amend and Extend Transactions, the Company and GMR Buyer Corp., an indirect parent of the Company, consummated certain new equity investment transactions in exchange for (i) the extinguishment in full of the Company's $600.0 million second lien secured term loan due 2029, (ii) $93.6 million in aggregate principal amount of the Existing First Lien Term Loans, (iii) $6.4 million in aggregate principal amount of the Old Notes and (iv) approximately $234.6 million of new money funds from certain existing investors. A loss on debt extinguishment of $17.8 million was recognized during the three months ended June 30, 2024 to record the total unamortized deferred financing costs and debt discount related to the second lien secured term loan due 2029.

The New Notes and related guarantees are secured on a (i) first-priority basis, subject to permitted liens, by security interests in all of the Company's and the Guarantors' personal property (other than ABL Priority Collateral (as defined below)) that secure the Extended First Lien Term Loan (as defined below) on a first-priority basis and (ii) second-priority basis, subject to permitted liens, in the Company's and the Guarantors' personal property consisting of receivables, inventory, goods and equipment (consisting of spare parts not attached to or installed on helicopters or other aircraft engines), cash, deposit accounts, securities and commodity accounts, and documents and supporting obligations, but generally excluding intellectual property and general intangibles (the "ABL Priority Collateral"), which secure the Company's existing asset-based revolving credit facility (the "ABL Facility") on a first-priority basis and its Extended First Lien Term Loan on a second-priority basis.

The New Notes are jointly and severally, irrevocably, fully and unconditionally guaranteed on a senior secured basis by Holdings and each of the Company's existing and future wholly-owned subsidiaries, including to the extent such subsidiary guarantees the Company's obligations under the ABL Facility and the Extended First Lien Term Loan or certain capital markets debt.

The Indenture limits the ability of the Company and its restricted subsidiaries, subject to certain exceptions, to incur additional indebtedness or guarantee indebtedness; issue certain preferred shares; declare or pay dividends, redeem stock or make other distributions to stockholders; make investments; create liens or use assets as security in other transactions; merge or consolidate, or sell, transfer, lease or otherwise dispose of all or substantially all of its assets; engage in certain transactions with affiliates; and sell, transfer or otherwise dispose of certain assets.

Asset-Based Revolving Credit Facility

On April 28, 2015, the Company entered into a $175.0 million asset-based revolving credit facility (the "ABL Facility"), with a syndicate of banks, with Bank of America, N.A. acting as the administrative agent and collateral agent.

On March 14, 2018, October 30, 2018, and May 16, 2022, the Company's existing ABL Facility credit agreement was amended pursuant to an incremental amendment, by and among the Company, the guarantors party thereto, the lenders and the letter of credit issuer listed therein and Bank of America, N.A., to provide for additional commitment of $100.0 million, $225.0 million, and $200.0 million, respectively, for a maximum available under the ABL Facility of $700.0 million.

The amended ABL Facility matures on the earlier of (a) May 16, 2027, and (b) 91 days prior to the maturity of the Second Secured Term Loans, the 2020 Senior Secured Notes, or the Second Lien Term Loan, whichever is the earliest, and is subject to customary borrowing base limitations and will be reduced by loans and letter of credit utilization. The borrowing base available to the Company under the terms of the ABL Facility is a function of eligible receivables of the Company. Borrowings under the ABL Facility will bear interest at a rate per annum equal to, at the Company's option, either (a) SOFR plus a margin ranging from 135 to 185 basis points or (b) a base rate plus a margin ranging from 25 to 75 basis points. The applicable margins will be determined based on our average excess liquidity during the immediately preceding fiscal quarter as a percentage of the maximum borrowing amount under the ABL Facility. The Company is also required to pay a commitment fee of 0.375% per annum in respect of any unutilized commitments, which fee will be reduced to 0.25% if the average daily used portion of the ABL Facility exceeds 50%. The credit agreement governing the ABL Facility requires that if excess liquidity is less than the greater of (i) $49.0 million and (ii) 10.0% of the lesser of (x) the aggregate commitments and (y) the applicable borrowing base, we must maintain a minimum fixed-charge coverage ratio of 1.0:1.0 until such thresholds are exceeded for 20 consecutive days. The obligations of the Company under the ABL Facility are unconditionally guaranteed by Intermediate Corp. and each of the Company's subsidiaries.

As of December 31, 2024, the maximum available under the ABL Facility was $700.0 million. As of December 31, 2024, letters of credit outstanding, which impact the available credit under the ABL Facility, were $123.6 million, and the maximum amount available to draw under the ABL Facility was $576.4 million. These letters of credit primarily secure the obligations of AMR's operations and the Company's captive insurance program. At December 31, 2024 and 2023, the Company had not drawn on the ABL Facility.

A reconciliation of the provision for income taxes (benefit) at the federal statutory rate of 21% compared to the effective tax rate is as follows (in thousands):

	For the Year Ended December 31,		
	2024	2023	2022
Income tax provision (benefit) at the statutory rate	$ 24,050	$ (33,723)	$ (59,390)
State income taxes, net of federal	11,007	(3,956)	(12,751)
Impairment of assets held for sale	—	7,049	—
Non-deductible political expenses	3,365	902	1,069
Other non-deductible expenses	4,552	3,342	2,008
Investment in subsidiary	(12,647)	14,648	—
Tax credits	(2,385)	(3,029)	(2,418)
Unrecognized tax benefits	219	730	357
Valuation allowance	55,429	55,661	9,325
Other	1,341	450	(983)
Provision for income taxes (benefit)	$ 84,931	$ 42,074	$ (62,783)

Deferred income tax assets and liabilities consisted of the following (in thousands):

	December 31, 2024	December 31, 2023
Deferred income tax assets		
Accounts receivable	$ 29,579	$ 33,663
Accrued liabilities	36,070	31,875
Lease obligations	115,290	118,647
Operating loss and credit carryforwards	50,055	89,163
Insurance and other long-term liabilities	57,062	25,345
Interest expense carryforward	258,253	204,054
Deferred income tax assets	546,309	502,747
Valuation allowance	(152,253)	(96,824)
Deferred income tax assets, net of valuation allowance, including those related to disposal groups	394,056	405,923
Less: Deferred income tax assets related to disposal groups, classified in assets held for sale	—	(2,139)
Deferred income tax assets, net of valuation allowance	394,056	403,784
Deferred income tax liabilities		
Property and equipment	(199,764)	(244,025)
Intangible assets	(221,996)	(198,333)
Right-of-use assets	(108,490)	(118,194)
Attribute reduction	(32,903)	(33,186)
Investment in subsidiary	—	(14,648)
Deferred income tax liabilities, including those related to disposal groups	(563,153)	(608,386)
Less: Deferred income tax liabilities related to disposal groups, classified in assets held for sale	—	2,347
Deferred income tax liabilities	(563,153)	(606,039)
Net deferred income tax liabilities	$ (169,097)	$ (202,255)

As of December 31, 2024, the Company has federal net operating loss carryforwards of $45.6 million with an indefinite carryforward period. The Company has state and local net operating loss carryforwards of $711.9 million, of which $521.1 million may expire in the years 2025-2044. A valuation allowance is established when it is more likely than not that some portion of net deferred tax assets will not be realized. Based on review of available evidence, the Company has determined that it is more likely than not that certain deferred tax assets may not be realized. The increase in valuation allowance of

The following table summarizes the valuation of the Company's financial instruments by the above fair value hierarchy levels as of December 31, 2024 and 2023 (in thousands):

	December 31, 2024			
Description	Level 1	Level 2	Level 3	Total
Assets:				
Available-for-sale securities	$ 47,119	$ 5,498	$ —	$ 52,617
Marketable equity securities	14,830	—	—	14,830
Interest rate swap	—	5,373	—	5,373
Liabilities:				
Contingent consideration	—	—	2,835	2,835

	December 31, 2023			
Description	Level 1	Level 2	Level 3	Total
Assets:				
Available-for-sale securities	$ 117,294	$ 8,056	$ —	$ 125,350
Marketable equity securities	34,755	—	—	34,755
Interest rate swap	—	2,446	—	2,446
Liabilities:				
Contingent consideration	—	—	3,335	3,335

The contingent consideration balance classified as a Level 3 liability decreased by $0.5 million during the year ended December 31, 2024, which mainly related to contingent consideration associated with the Capstone Fire Management, Inc. acquisition.

Insurance Collateral

Insurance collateral is comprised of investments in U.S. Treasuries and marketable equity and debt securities held by the Company's wholly-owned captive insurance subsidiary that support the Company's insurance programs and reserves, as well as cash deposits with third parties. Certain of these investments, if sold or otherwise liquidated, would have to be replaced by other suitable financial assurances and are, therefore, considered restricted. All debt securities are designated as available-for-sale and reported at fair value with the related temporary unrealized gains and losses related to changes in market conditions of marketable debt securities reported as a separate component of accumulated other comprehensive income (loss), net of deferred income tax. Changes in the fair value of a debt securities which are determined to be company specific credit losses are recognized in the statements of operations, thus establishing a new cost basis for such investment. All equity securities are carried at fair value with changes in fair value reported as a component other income (loss), net in the consolidated statements of operations. Investment income earned on these investments is reported as a component of other income, net in the accompanying statements of operations. Realized gains and losses are determined based on an average cost basis.

Investments are generally classified within Level 1 or Level 2 of the fair value hierarchy because they are valued using quoted market prices, broker or dealer quotations, or alternative pricing sources with reasonable levels of price transparency.

ended December 31, 2023, and a net loss on the sales and maturities of available-for-sale securities of $1.7 million for the year ended December 31, 2022.

Debt

Based on management's estimates, the carrying value of the other long-term debt approximates fair value as of December 31, 2024 and 2023. The estimated fair value of the Company's senior secured term loans, senior secured notes and unsecured notes was approximately $4,174.1 million and $3,910.2 million and the outstanding principal amount was $4,155.7 million and $4,967.2 million as of December 31, 2024 and 2023, respectively. The Company's debt is classified as Level 2 in the fair value hierarchy. For all other financial instruments including cash and cash equivalents, accounts receivable, accounts payable, and accrued expenses, the carrying amounts approximate fair value due to the short maturity of those instruments.

NOTE 14 – DERIVATIVE INSTRUMENTS

All derivative instruments are recorded on the balance sheet at fair value. The Company uses derivative instruments to manage risks associated with interest rate volatility. All hedging instruments that qualify for hedge accounting are designated and effective as hedges, in accordance with GAAP. If the underlying hedged transaction ceases to exist, all changes in fair value of the related derivatives that have not been settled are recognized in current earnings. Instruments that do not qualify for hedge accounting and the ineffective portion of hedges are marked to market with changes recognized in current earnings. The Company does not hold or issue derivative financial instruments for trading purposes and is not a party to leveraged derivatives. The Company's interest rate swaps are measured utilizing pricing models whereby all significant inputs are either observable or corroborated by observable market data.

On November 21 and December 14, 2022, the Company entered into two interest rate swap agreements with effective dates of November 30, 2022 and December 30, 2022, respectively, which matured on November 30, 2024. The swap agreements were with major financial institutions and effectively converted a total of $1.2 billion in variable rate debt to fixed rate debt with an average interest rate of approximately 4.64%. In July 2023, the Company amended its two interest rate swap agreements. Pursuant to the amendment agreements, the benchmark variable interest rate has transitioned from LIBOR to SOFR and the fixed interest rate has changed, on average, to approximately 4.55%. These instruments do not qualify for hedge accounting, therefore mark to market changes are included in interest expense on the consolidated statements of operations. The Company continued to make interest payments based on the variable rate associated with the debt and periodically settled with its counterparties for the difference between the rate paid and the fixed rate. The Company recorded a noncurrent asset in the amount of $2.4 million as of December 31, 2023.

In August 2024, the Company entered into three interest rate swap agreements with the effective date of November 29, 2024, with tranches maturing on November 30, 2025 and November 30, 2026. The swap agreements were with a major financial institution and effectively converted a total of $600.0 million in variable rate debt to fixed rate debt with an average interest rate of approximately 3.9% for a period of 12 months from the effective date and an additional $600.0 million of variable rate debt to fixed rate of approximately 3.7% for a period of 24 months from the effective date. These instruments do not qualify for hedge accounting, therefore mark to market changes are included in interest expense on the consolidated statements of operations. The Company continued to make interest payments based on the variable rate associated with the debt and periodically settled with its counterparties for the difference between the rate paid and the fixed rate. The Company recorded a noncurrent asset in the amount of $5.4 million as of December 31, 2024.

Change in fair value were recorded as interest expense in the consolidated statements of operations. During the years ended December 31, 2024 and 2023, a reduction of interest expense of $2.9 million and $4.3 million, respectively, was recorded.

The following is a summary of share-based option activity for the years ended December 31, 2024 and 2023:

	Shares	Weighted Average Exercise Price	Fair Value	Weighted Average Remaining Contract Life
Outstanding at December 31, 2022	23,449,175	$ 6.12	$ 3.42	4.10
Options granted	2,999,475	$ 10.03	$ 5.89	
Options exercised	—	$ —	$ —	
Options cancelled	(1,515,542)	$ 6.87	$ 3.83	
Outstanding at December 31, 2023	24,933,108	$ 6.55	$ 3.69	3.81
Options granted	3,796,874	$ 8.20	$ 4.53	
Options exercised	(2,992,270)	$ 3.93	$ 3.11	
Options cancelled	(2,538,124)	$ 8.16	$ 4.15	
Outstanding at December 31, 2024	23,199,588	$ 6.60	$ 3.94	4.04
Options exercisable at December 31, 2023	11,519,383			
Options exercisable at December 31, 2024	11,030,175			

The Company's pretax compensation cost for stock-based employee compensation is included in "Employee wages, benefits, and taxes" in the consolidated statements of operations due to these options being issued to the Company's management. The amount of expense recorded is as follows (in thousands):

	For the Years Ended December 31,		
	2024	2023	2022
Stock compensation expense	$ 54,990	$ 6,163	$ 7,213

This expense relates solely to the Company's time-based options and current estimates of achievement for the cash-settled performance units. No expense has been recorded with respect to the restricted stock units, non-cash settled performance stock units, and performance-based stock options, as those awards have vesting conditions that are subject to the achievement of a liquidity event, as defined in our 2015 Amended Equity Plan. This liquidity event condition is not treated as probable of occurring until the event transpires.

Effective May 20, 2024, two members of the Company's Board of Directors departed and all unvested deferred stock units ("DSUs") held were fully vested. The Company repurchased a total of 66,371 DSUs at $8.20 per share for a total amount of $0.5 million, while the remaining 111,897 DSUs converted to common shares.

As of December 31, 2024, there all time-based stock options outstanding are fully vested. As of December 31, 2024, the Company had $195.4 million of total unrecognized compensation cost related to restricted stock units, performance stock units, and performance-based stock options. A Monte Carlo valuation is utilized to estimate unrecognized compensation for performance-based stock options and the intrinsic value at the date of grant is used to estimate unrecognized compensation related to restricted and performance stock units.

Each of the vested options include provisions under which the holder of such option may require the Parent to repurchase such option in limited circumstances. Specifically, such instrument is subject to repurchase upon the death or disability of the holder at intrinsic value for the options. Additionally, the options are subject to various provisions whereby the Parent and certain investors collectively have the right to require the management holder to sell the shares or vested options following a termination.

The fair value of the time-based options granted by the Company is estimated at the date of grant using the modified Black-Scholes European pricing model. Expected volatility for stock options is determined using historical peer group volatility.

NOTE 18 – INSURANCE RESERVES

Insurance reserves are established for automobile, workers compensation, general liability and professional liability claims utilizing policies with both fully-insured and self-insured components. This includes the use of an off-shore captive insurance program through a wholly-owned subsidiary, GMR Insurance Services, Ltd. (formerly known as AMR Insurance Services, Ltd.). In other instances where the Company has obtained third-party insurance coverage, the Company normally retains liability for the first $1 to $3 million of the loss. Insurance reserves cover known claims and incidents within the level of retention that may result in the assertion of additional claims, as well as claims from unknown incidents that may be asserted arising from activities through December 31, 2024.

Reserves are established for claims based upon an assessment of claims reported and claims incurred but not reported. The reserves are established based on consultation with a third-party independent actuary using actuarial principles and assumptions that consider a number of factors, including historical claim payment patterns (including legal costs), changes in case reserves and the assumed rate of inflation in health care costs and property damage repairs.

Provisions for insurance expense included in the consolidated statements of operations include annual provisions determined in consultation with third-party actuaries and premiums paid to third-party insurers.

The table below summarizes the non-health and welfare insurance reserves included in the accompanying consolidated balance sheets at December 31, 2024 and 2023 (in thousands):

	December 31, 2024			December 31, 2023		
	Accrued Liability	Insurance Reserves	Total Liability	Accrued Liability	Insurance Reserves	Total Liability
Automobile	$ 27,664	$ 72,347	$ 100,011	$ 25,444	$ 72,628	$ 98,072
Workers' compensation	39,545	97,739	137,284	25,582	105,933	131,515
General/ Professional Liability	29,507	81,003	110,510	30,194	68,193	98,387
	$ 96,716	$ 251,089	$ 347,805	$ 81,220	$ 246,754	$ 327,974

The changes to the Company's estimated losses under insurance programs, including those covered by commercial insurance programs with offsetting assets, as of December 31, 2024 and December 31, 2023 were as follows (in thousands):

	December 31, 2024	December 31, 2023
Balance, beginning of period	$ 327,974	$ 305,506
Expense for current period reserves	25,895	35,413
Unfavorable (favorable) changes to prior reserves	22,465	9,115
Change in losses covered by commercial insurance programs	24,904	49,587
Payments for claims	(53,433)	(71,647)
Balance, end of period	$ 347,805	$ 327,974

NOTE 19 – COMMITMENTS AND CONTINGENCIES

Letters of Credit

As of December 31, 2024 and 2023, the Company had $123.6 million and $181.5 million in outstanding letters of credit, respectively.

31, 2024, 2023 and 2022, respectively. The fees are included in the "Other operating expenses" caption on the consolidated statements of operations.

Additionally, KKR Capital Markets LLC ("KCM"), an affiliate of KKR, provided for the arrangement and syndication of the Exchange Offer, Amended Credit Agreement, and Extended First Lien Term Loan. In consideration for these services, the Company incurred $25.1 million, $0.2 million, and $1.0 million in fees with KCM during the years ended December 31, 2024, 2023 and 2022, respectively.

In connection with the acquisition of AMR in 2018, we entered into an indemnification agreement with KKR North America Fund XI (AMG) LLC pursuant to which we agreed to indemnify affiliates of KKR that at any time hold our common equity (and their affiliates and certain other persons) against liabilities that may arise out of any breach by us of a consent decree we entered into with the Federal Trade Commission, and to advance expenses incurred as a result of any proceeding against them as to which they could be indemnified.

Concurrent with the settlement of the Exchange Offer and the consummation of the Amend and Extend Transactions, the Company and GMR Buyer Corp., an indirect parent of the Company, consummated certain new equity investment transactions in exchange for (i) the extinguishment in full of the Company's $600.0 million second lien secured term loan due December 2029, (ii) $93.6 million in aggregate principal amount of the Existing First Lien Term Loans, (iii) $6.4 million in aggregate principal amount of the Old Notes and (iv) approximately $235.0 million of new money funds from certain existing investors. The total new equity investment of $934.6 million was recognized as a contribution by Parent in the condensed consolidated statement of stockholder's equity.

NOTE 21 – UNAUDITED QUARTERLY FINANCIAL DATA

Summarized unaudited quarterly financial data for the years ended December 31, 2024 and 2023, respectively, is as follows (in thousands):

	Quarter			
	First	Second	Third	Fourth
2024				
Net revenue	$ 1,369,767	$ 1,462,924	$ 1,611,655	$ 1,531,852
Operating income	115,775	91,454	196,007	212,970
Income (loss) before income taxes	(12,208)	(56,629)	66,200	117,160
Net income (loss)	(30,897)	(70,910)	35,747	95,652
2023				
Net revenue	$ 1,205,774	$ 1,319,765	$ 1,423,256	$ 1,445,916
Operating income	(49,238)	101,982	134,903	162,929
Income (loss) before income taxes	(175,013)	(10,321)	(1,755)	26,501
Net income (loss)	(189,782)	(9,069)	(18,135)	14,324

NOTE 22 – SUBSEQUENT EVENTS

The Company has evaluated new information and events through March 24, 2025, which is the date these consolidated financial statements were available to be issued, to determine the need to either update these consolidated financial statements or to provide additional disclosures about those events. No additional disclosures were deemed necessary by the Company.

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Independent Auditors' Report

The Board of Directors
Global Medical Response, Inc.:

Report on the Audit of the Consolidated Financial Statements

Opinion

We have audited the consolidated financial statements of Global Medical Response, Inc. and its subsidiaries (the Company), which comprise the consolidated balance sheets as of December 31, 2023 and December 31, 2022, and the related consolidated statements of operations, stockholder's equity, and cash flows for each of the years in the three-year period ended December 31, 2023, and the related notes to the consolidated financial statements.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the financial position of the Company as of December 31, 2023 and December 31, 2022, and the results of its operations and its cash flows for each of the years in the three-year period ended December 31, 2023 in accordance with U.S. generally accepted accounting principles.

Basis for Opinion

We conducted our audits in accordance with auditing standards generally accepted in the United States of America (GAAS). Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of the Company and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audits. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated financial statements in accordance with U.S. generally accepted accounting principles, and for the design, implementation, and maintenance of internal control relevant to the preparation and fair presentation of consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for one year after the date that the consolidated financial statements are available to be issued.

Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control. Misstatements are considered material if there is a

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Global Medical Response, Inc.
CONSOLIDATED BALANCE SHEETS
(Amounts in thousands)

	December 31, 2023	December 31, 2022
ASSETS		
Current assets:		
Cash and cash equivalents	$ 127,260	$ 146,333
Insurance collateral	166,426	168,358
Accounts receivable, net	993,252	1,109,198
Spare parts, medical supplies and fuel	97,736	89,534
Prepaid expenses	70,197	47,616
Assets held for sale	427,604	—
Other current assets	75,961	71,861
Total current assets	1,958,436	1,632,900
Property and equipment, net	1,151,884	1,310,229
Operating right-of-use assets	213,242	254,439
Finance right-of-use assets	106,469	131,020
Intangible assets, net	1,348,240	1,470,516
Goodwill	2,113,146	2,278,701
Other assets	159,039	120,063
Total assets	$ 7,050,456	$ 7,197,868
LIABILITIES AND EQUITY		
Current liabilities:		
Accounts payable	76,952	80,677
Accrued wages, benefits and taxes	225,969	213,209
Accrued interest	89,649	26,941
Other accrued liabilities	299,072	384,814
Current portion of lease obligations	93,081	95,355
Current portion of long-term debt	137,408	111,586
Liabilities held for sale	215,575	—
Total current liabilities	1,137,706	912,582
Operating lease obligations	187,494	222,564
Finance lease obligations	78,095	108,160
Long-term debt	5,151,303	5,326,824
Deferred income taxes	202,255	171,397
Insurance reserves	246,754	221,086
Other long-term liabilities	49,215	44,729
Total liabilities	7,052,822	7,007,342
Commitments and contingencies		
Equity:		
Common stock	—	—
Additional paid-in capital	223,358	217,195
Retained earnings (deficit)	(225,908)	(23,246)
Accumulated other comprehensive income (loss)	184	(3,423)
Total equity	(2,366)	190,526
Total liabilities and equity	$ 7,050,456	$ 7,197,868

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

Global Medical Response, Inc.
CONSOLIDATED STATEMENTS OF STOCKHOLDER'S EQUITY
(Amounts in thousands)

	Common Stock	Additional Paid-in Capital	Retained Earnings	Accumulated Other Comprehensive Income (Loss)	Total
Balance at December 31, 2020	$ —	$ 748,636	$ 75,560	$ (8,430)	$ 815,766
Stock-based compensation expense	—	7,034	—	—	7,034
Cash contributed by (distributed to) Parent	—	(521,639)	—	—	(521,639)
Net income (loss)	—	—	121,219	—	121,219
Other comprehensive income (loss), net of tax benefit (expense) of $(3.2) million	—	—	—	9,734	9,734
Other	—	(132)	—	—	(132)
Balance at December 31, 2021	$ —	$ 233,899	$ 196,779	$ 1,304	$ 431,982
Stock-based compensation expense	—	7,213	—	—	7,213
Cash contributed by (distributed to) Parent	—	(23,917)	—	—	(23,917)
Net income (loss)	—	—	(220,025)	—	(220,025)
Other comprehensive income (loss), net of tax benefit (expense) of $1.2 million	—	—	—	(4,727)	(4,727)
Balance at December 31, 2022	$ —	$ 217,195	$ (23,246)	$ (3,423)	$ 190,526
Stock-based compensation expense	—	6,163	—	—	6,163
Net income (loss)	—	—	(202,662)	—	(202,662)
Other comprehensive income (loss), net of tax benefit (expense) of ($1.0) million	—	—	—	3,607	3,607
Balance at December 31, 2023	$ —	$ 223,358	$ (225,908)	$ 184	$ (2,366)

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

Global Medical Response, Inc.
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS

NOTE 1 –DESCRIPTION OF COMPANY

Global Medical Response Inc. ("GMR"), formerly known as Air Medical Group Holdings, Inc., a Delaware corporation, is organized as a holding company that operates through its wholly-owned subsidiaries Air Medical Group Holdings LLC ("AMGH") and AMR Holdco, Inc. ("AMR"), collectively the "Company" to provide air, ground, specialty and residential fire services and managed medical transportation.

GMR is a direct wholly-owned subsidiary of GMR Intermediate Corp. ("Intermediate Corp.") and an indirect wholly-owned subsidiary of GMR Buyer Corp. ("Parent").

NOTE 2 – SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

Principles of Consolidation

The accompanying consolidated financial statements have been prepared in accordance with generally accepted accounting principles in the United States ("GAAP") to reflect the consolidated financial position, results of operations and cash flows of the Company. The consolidated financial statements of the Company include all of its wholly-owned subsidiaries. All significant intercompany transactions and balances have been eliminated in consolidation.

Use of Estimates

The preparation of financial statements in conformity with GAAP requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

Cash and Cash Equivalents

Cash and cash equivalents are comprised principally of demand deposits at banks and other highly liquid short-term investments with maturities three months or less when purchased. Cash and cash equivalents are reflected in the financial statements at cost, which approximates fair value.

Restricted Cash

At December 31, 2023 and 2022, the Company held restricted cash and cash equivalents of $6.3 million and $14.9 million, respectively, classified within "Insurance collateral" in the accompanying consolidated balance sheets. The cash was restricted for the purpose of satisfying the obligations of the Company's wholly-owned captive insurance subsidiary.

At December 31, 2023 and 2022, the Company held restricted cash and cash equivalents of $0.9 million and $0.7 million, respectively, classified within "Other Assets" in the accompanying consolidated balance sheets. The cash was restricted for the purpose of satisfying the obligations of the Company's deferred compensation plan.

Spare Parts, Medical Supplies, and Fuel

Spare parts, medical supplies and fuel are comprised primarily of expendable aircraft parts, serialized parts, medical supplies and maintenance supplies related to flight equipment. Aircraft parts, serialized parts and maintenance supplies related to flight equipment are recorded at the lower of cost (average cost) or net realizable value. Spare parts and medical supplies are capitalized as inventory at cost, determined on a first-in, first out basis when purchased and charged to expense as used.

NOTE 3 – ASSETS HELD FOR SALE

Assets and liabilities to be disposed of by sale ("disposal group") are classified as held for sale if their carrying amounts are principally expected to be recovered through a sale transaction rather than through continuing use. The classification occurs when the disposal group is available for immediate sale and the sale is probable. These criteria are generally met when an agreement to sell exists, or management has committed to a plan to sell the assets within one year. Disposal groups are measured at the lower of carrying amount or fair value less costs to sell, and long-lived assets within the disposal group are not depreciated or amortized. The fair value of a disposal group, less any costs to sell, is assessed each reporting period it remains classified as held for sale and any remeasurement to the lower of carrying value or fair value less costs to sell is reported as an adjustment to the carrying value of the disposal group.

During the year ended December 31, 2023, asset groups within the Company's coordinated care, fire services, organ transport and charter flights were classified as held for sale, resulting in assets and liabilities of approximately $427.6 million and $215.6 million, respectively, at December 31, 2023 classified as held for sale in the condensed consolidated balance sheets.

As of December 31, 2023, the estimated fair values of the disposal groups required an impairment charge of approximately $32.2 million. The Company determined that the disposal groups classified as held for sale do not meet the criteria for classification as discontinued operations.

The principal components of the held for sale assets and liabilities of the business are as follows (in thousands):

	December 31, 2023
Assets	
Current assets:	
Cash and cash equivalents	$ 330
Accounts receivable, net	74,115
Spare parts, medical supplies and fuel	762
Prepaid expenses	1,152
Other current assets	637
Property and equipment	145,083
Operating right-of-use assets	18,143
Finance right-of-use assets	8,295
Intangible assets, net	43,096
Goodwill	133,516
Deferred income tax assets	2,139
Other assets	336
Total assets held for sale	$ 427,604
Liabilities	
Current Liabilities:	
Accounts payable	$ 680
Accrued wages, benefits and taxes	11,012
Accrued interest	472
Other accrued liabilities	54,537
Current portion of lease obligations	3,985
Current portion of long-term debt	10,329
Operating lease obligations	15,332
Finance lease obligations	7,738
Long-term debt	109,143
Deferred income tax liabilities	2,347
Total liabilities held for sale	$ 215,575

In connection with the finalization of the purchase price allocations for GrandView, the Company made purchase price allocation adjustments that increased goodwill by $0.2 million in 2023 from amounts reported as of December 31, 2022, due to an increase in accrued wages, benefits and taxes accruals.

Other Acquisitions

There were no acquisitions completed during the year ended December 31, 2023. During the year ended December 31, 2022, the Company, through its various wholly-owned subsidiaries, paid $14.0 million in total aggregate purchase consideration for an other acquisition. The Company acquired this company in order to achieve certain operational and strategic benefits.

The other acquisition completed during the year ended December 31, 2022 consist of the following:

Acquired Operation	Location	Date Acquired
Med-Express Ambulance Service, Inc.	Louisiana	February 2022

The acquisition date fair value of the total consideration transferred and acquisition date fair value of each major class of assets and liabilities for the other acquisitions completed during the year ended December 31, 2022, including post acquisition date adjustments recorded to purchase price allocations are as follows (in thousands):

	December 31, 2022
Spare parts, medical supplies and fuel	$ 384
Property and equipment	2,369
Operating right-of-use assets	1,002
Customer relationship intangible asset	4,200
Certificate of need intangible asset	1,200
Goodwill	5,847
Operating lease obligations	(1,002)
	$ 14,000

The purchase price allocation for the acquisition completed during the year ended December 31, 2022 is considered final. There were no additional purchase price allocation adjustments made in connection with the finalization of the purchase price allocation during the year ended December 31, 2023 for acquisitions completed in 2022. The goodwill recorded for acquisitions completed during the year ended December 31, 2022 is expected to be fully deductible for tax purposes.

NOTE 5 – REVENUE RECOGNITION

The majority of our revenue is generated from fee for service patient revenue, which is derived principally from air and ground medical transport services provided to patients of healthcare facilities and communities served. While our contracts originate with a healthcare facility or community served and these entities may receive some value from the services provided to its patients or citizens, the patient or citizen is the primary beneficiary as they are the one that actually receives the service (i.e. medical transportation). Generally accepted accounting principles, specifically ASC 606, Revenue, requires identification of a customer for accounting purposes, which in the case of fee for service patient revenue, is the patient, to which we agree to provide transportation and other medically necessary support services in exchange for consideration. The Company does not consider the contract with the healthcare facility or community in a patient service revenue arrangement a contract with a customer under ASC 606 as only the patient is considered the customer. These types of contracts, which generally have durations longer than one year and include cancellation provisions, allow the Company access to patients and are used to determine the terms and conditions of the agreement with the patient, but are not considered a separate arrangement with a different customer. The Company reports revenue at the amounts that reflect the consideration we expect to receive in exchange for providing medical transportation services. These amounts are due from patients, third-party payors (including managed care payors and government programs) and others. Generally, we bill our patients and third-party payors several days after the services are performed with no significant payment terms, as payment is due upon receipt of the bill. Revenue is recognized as performance obligations are satisfied. Each transport

and revenues are deferred and recognized over the life of the contractual service period. Revenue for variable consideration contracts is typically recognized as the services are performed at the contractually billable rate.

Net revenue for the years ended December 31, 2023, 2022 and 2021 consisted of the following (in thousands):

	Year Ended December 31,		
	2023	2022	2021
Medicare and Medicaid	$ 1,798,919	$ 1,691,613	$ 1,540,293
Commercial insurance and managed care (excluding Medicare and Medicaid managed care)	2,384,457	2,137,212	2,046,291
Self-pay	106,575	136,914	141,704
Net transport revenue	4,289,951	3,965,739	3,728,288
Complementary Revenue	1,104,760	1,202,649	1,186,652
Net revenue	$ 5,394,711	$ 5,168,388	$ 4,914,940

Net transport revenue includes fee for service patient revenue. Complementary revenue primarily includes income earned from our membership programs, community subsidies, fire protection service contracts, standby, special event, coordinated care services, charter services and income earned from our contract with FEMA and other federal and state agencies to coordinate emergency medical services responses.

NOTE 6 – ACCOUNTS RECEIVABLE

The Company manages accounts receivable by regularly reviewing its accounts and contracts and by providing appropriate adjustments to the estimate of the transaction price. Some of the factors considered by management in determining the adjustments are the historical trends of cash collections, contractual and uninsured write-offs, accounts receivable agings, established fee schedules, contracts with payors, changes in payor mix and procedure statistics. Actual collections of accounts receivable in subsequent periods may require changes in the estimated transaction price.

The Company tests its analysis by comparing cash collections to net fee for service revenues and monitoring self-pay utilization. In addition, when actual collection percentages differ from expected results, on a contract by contract basis, supplemental detailed reviews of the outstanding accounts receivable balances may be performed by the Company's billing operations to determine whether there are facts and circumstances existing that may cause a different conclusion as to the estimate of the collectability of that contract's accounts receivable from the estimate resulting from using the historical collection experience. Changes in these estimates, if any, are charged or credited to net revenue in the consolidated statements of operations in the period of change. Material changes in estimates may result from unforeseen write-offs of patient or third-party accounts receivable, unsuccessful disputes with managed care payors, adverse macro-economic conditions which limit patients' ability to meet their financial obligations, or broad changes to government regulations that adversely impact reimbursement rates for services provided by the Company. Significant changes in payor mix, changes in contractual arrangements with payors, business office operations, general economic conditions and health care coverage provided by federal or state governments or private insurers may have a significant impact on the Company's estimates and significantly affect its results of operations and cash flows. Consideration of credit risk is limited by the diversity and number of facilities, patients, payors and by the geographic dispersion of the Company's operations.

Estimated uncollectible amounts are generally considered implicit price concessions evaluated each reporting date by analyzing actual results, including cash collections, against estimates. Changes in these estimates are charged or credited to patient accounts receivable and net revenue rather than allowance for doubtful accounts. Estimated implicit price concessions of $2,593.5 million and $2,480.5 million were recorded as reductions to accounts receivable at December 31, 2023 and 2022, respectively, on the consolidated balance sheet.

NOTE 7 – PROPERTY AND EQUIPMENT

Property and equipment are recorded at cost except for property and equipment acquired through business acquisitions, which is initially recorded at fair value. Property and equipment primarily consists of aircraft, vehicles, medical and other

NOTE 8 – LEASE COMMITMENTS

Right-of-use assets and lease liabilities are recorded for the majority of our operating leases. We enter into operating and finance leases for aircraft, vehicles, equipment and real estate, among other things. Lease terms are generally between one to 20 years, some of which include renewal options, and some of which include options to terminate the leases within one year. Variable lease payments were $13.7 million, $13.0 million, and $11.0 million for the years ended December 31, 2023, 2022 and 2021, respectively. Variable expenses include common area maintenance, utilities, and other items as periodically billed by property management or the related lessor. Our lease agreements do not contain any material residual value guarantees or material restrictive covenants.

We determine if an arrangement is a lease and classify that lease as either an operating or finance lease at inception. Operating leases are included in operating right-of-use assets, current portion of lease obligations and operating lease obligations on our consolidated balance sheets. Finance leases are included in finance right-of-use assets, current portion of lease obligations and finance lease obligations on our consolidated balance sheets. As permitted under the standard, leases with an initial term of 12 months or less are not recorded on the balance sheet and we recognize lease expense for these leases on a straight-line basis over the lease term in our consolidated statements of operations.

Right-of-use ("ROU") assets represent our right to use an underlying asset for the lease term and lease liabilities represent the present value of our obligation to make lease payments arising from the lease. Operating lease ROU assets and liabilities are recognized at possession date based on the present value of lease payments over the lease term. When our leases do not provide an implicit rate, we use our incremental borrowing rate based on the information available at commencement date in determining the present value of lease payments. The operating lease ROU asset also includes the impact of prepaid or deferred lease payments. The length of our lease term may include options to extend or terminate the lease when it is reasonably certain that we will exercise that option. Lease expense for operating lease payments is recognized on a straight-line basis over the lease term.

The components of lease expense were as follows (in thousands):

	Year Ended December 31,		
	2023	2022	2021
Operating lease cost	$ 83,388	$ 85,085	$ 80,078
Short-term lease cost[(1)]	4,166	3,646	2,034
Finance lease cost:			
Amortization of right-of-use assets	30,552	36,345	46,578
Interest on lease liabilities	7,915	8,260	10,400
Total finance lease cost	38,467	44,605	56,978
Total lease costs	$ 126,021	$ 133,336	$ 139,090

(1) Leases that have terms of 12 months or less.

Future commitments as of December 31, 2023 for lease liabilities related to premises, equipment and other recurring commitments are as follows (in thousands):

	Maturities of Lease Liabilities		
Year Ending December 31,	Operating Leases	Finance Leases	Total
2024	$ 70,673	45,280	$ 115,953
2025	57,075	23,570	80,645
2026	44,509	24,715	69,224
2027	32,619	13,953	46,572
2028	26,087	16,896	42,983
Thereafter	76,795	8,493	85,288
Total lease payments	$ 307,758	$ 132,907	$ 440,665
Less: Amount representing interest	(66,842)	(15,153)	(81,995)
Total	240,916	117,754	358,670
Less: Short-term lease obligation payments	(53,422)	(39,659)	(93,081)
Total long-term lease obligations	$ 187,494	$ 78,095	$ 265,589

NOTE 9 – GOODWILL AND INTANGIBLE ASSETS

The Company's intangible assets include goodwill and other intangibles, which include the fair value of membership lists, customer relationships and certain trade names. The Company's indefinite-lived intangibles include goodwill, trade names and licenses. Goodwill represents the excess of purchase price over the fair value of net assets acquired. The Company evaluates indefinite-lived intangible assets, including goodwill, for impairment at least on an annual basis and more frequently if certain indicators are encountered. When testing for goodwill impairment, the Company considers multiple factors that could influence the fair value of the reporting unit or indefinite-lived intangible, including, but not limited to: the results of prior qualitative assessments performed; changes in the carrying amount of the reporting unit or indefinite-lived intangible; actual and projected revenue and operating margin; relevant market data for both the Company and its peer companies; industry outlooks; macroeconomic conditions; liquidity; changes in key personnel; and the Company's competitive position. The Company uses significant judgment to evaluate the totality of these events and factors to make the determination of whether it is more likely than not that the fair value of the reporting unit or indefinite-lived intangible is less than its carrying value. Indefinite-lived intangibles are to be tested at the reporting unit level, defined as an operating segment or one level below an operating segment (referred to as a component), with the fair value of the reporting unit being compared to its carrying amount. If the fair value of a reporting unit exceeds its carrying amount, the indefinite-lived intangibles associated with the reporting unit are not considered to be impaired.

The Company completed its annual impairment test as of October 1, 2023, using a qualitative assessment and determined that its indefinite-lived intangibles were not impaired. The Company's finite-lived intangibles include its membership lists, customer relationships, and certain trade names. The Company tests its finite-lived intangibles for impairment whenever events or circumstances indicate that the carrying amount may not be recoverable. The Company's policy is to recognize an impairment charge when the carrying amount is not recoverable and such amount exceeds fair value. During the years ended December 31, 2023, 2022 and 2021, there were no events or circumstances that indicated a potential impairment in the Company's finite-lived intangibles.

Estimated annual amortization for the next five years and thereafter subsequent to December 31, 2023 is expected to be (in thousands):

Period Ending December 31,	Amortization
2024	$ 76,038
2025	64,764
2026	58,895
2027	57,303
2028	56,856
Thereafter	474,484
	$ 788,340

NOTE 10 – OTHER ACCRUED LIABILITIES

Other accrued liabilities were as follows as of December 31, 2023 and 2022 (in thousands):

	December 31, 2023	December 31, 2022
Insurance reserves	$ 81,220	$ 84,420
Deferred membership revenue	51,015	89,982
Patient refunds	38,014	35,783
Accrued legal fees and settlements	4,324	17,417
Other	124,499	157,212
Total other accrued liabilities	$ 299,072	$ 384,814

Deferred membership revenue, or contract liabilities, are primarily related to cash payments recorded in advance of satisfying the Company's performance obligations related to sales of air and ground memberships. Deferred membership revenue balances of a long-term nature, were $39.1 million and $34.3 million as of December 31, 2023 and 2022, respectively, included in other long-term liabilities on the consolidated balance sheets. For the year ended December 31, 2023, the Company recognized $65.6 million of revenue that was included in the deferred revenue balance as of December 31, 2022. For the year ended December 31, 2022, the Company recognized $60.4 million of revenue that was included in the deferred revenue balance as of December 31, 2021. As of December 31, 2023, the weighted average remaining period over which revenue for unsatisfied performance obligations on memberships will be recognized was approximately 2.4 years.

base rate loans. Additionally, quarterly principal payments of approximately $4.1 million are required as part of the Refinancing Amendment, commencing on March 31, 2021.

On January 5, 2021, the Company entered into a joinder agreement (the "2021 January Joinder") to the Term Loan Credit Agreement, providing for $350.0 million of incremental term loan commitments also due October 2, 2025. The applicable margin is consistent with the terms of the Refinancing Amendment and quarterly principal payments of approximately $0.9 million are required, commencing on March 31, 2021. All other terms remained consistent with the Term Loan Credit Agreement. The net proceeds, after debt issuance costs and discount, were approximately $345.3 million, a portion of which was used to pay down the unsecured term loan.

On October 1, 2021, the Company entered into Refinancing Amendment No. 2 to the Term Loan Credit Agreement (the "2021 Refinancing Amendment").

The 2021 Refinancing Amendment, among other things, (i) establishes new first lien term loans in aggregate principal amount of approximately $1.975 billion, with the maturity date in October 2025, to refinance the existing term loans issued under the Refinancing Amendment together with the 2021 January Joinder and (ii) reprices the rates applicable to such term loans by amending the definition of the applicable margin. Pursuance to the 2021 Refinancing Amendment, the new applicable margin is (i) 4.25% for the new first lien term loans that are LIBOR loans and (ii) 3.25% for the new first lien term loans that are Alternative Base Rate loans.

On October 4, 2021, the Company entered into the 2021 October Joinder to the Term Loan Credit Agreement, providing for $480.0 million of incremental term loan commitments maturing in March 2025. The applicable margin is consistent with the terms of the 2021 Refinancing Amendment. Quarterly principal payments of approximately $1.2 million are required, commencing on December 31, 2021. All other terms remained consistent with the Term Loan Credit Agreement. The net proceeds, after debt issuance costs of $7.3 million, were approximately $476.0 million. These proceeds, in addition to approximately $50.7 million of cash on hand, were distributed to Parent to be used for the redemption of preferred stock issued by Parent.

In June 2023, the Company entered into Amendment No.3 to the Term Loan Credit Agreement dated April 28, 2015. Pursuant to the amendment, the benchmark interest rate has transitioned from LIBOR to the Secured Overnight Financing Rate ("SOFR"). As a result, the Term Loan Credit Agreement bears interest at a base rate (subject to a floor of 2.00%) plus an applicable margin of 3.25% or, at Company's option, the SOFR rate for a tenor of one, three or six months, depending on the interest period selected by the Company, plus the SOFR adjustment applicable to such interest period (both combined are subject to floor of 1.00%) and an applicable margin of 4.25%.

On December 17, 2021, the Company entered into a second lien term loan credit agreement with Ares Capital Corporation as administrative agent and collateral agent, providing for a $600 million second lien secured term loan due December 17, 2029 (the "Second Lien Term Loans"). The Second Lien Term Loans are subject to interest rates per annum equal to, at the Company's option, (i) the greater of LIBOR or 0.75% plus a margin of 675 basis points or (ii) a base rate plus a margin of 575 basis points. Interest payments are due (i) for loans bearing interest determined by reference to LIBOR, on the last day of the applicable interest period and, in the case of an interest period in excess of three months, on each date occurring at three-month intervals after the first day of such interest period and (ii) for loans bearing interest based on the base rate, quarterly. Subject to certain exceptions, if any Second Lien Term Loans are voluntarily or mandatorily prepaid, such prepayments shall be made at (x) 102% of the aggregate principal amount of Second Lien Term Loans prepaid if such prepayment occurs on or prior to the first anniversary of the closing date and (y) 101% of the aggregate principal amount of Second Lien Term Loans prepaid if such prepayment occurs after the first anniversary of the closing date but on or prior to the second anniversary of the closing date. The covenants set forth in the Second Lien Term Loan Credit Agreement are either substantially consistent with or less restrictive than those in the Term Loan Credit Agreement. The Company's net proceeds from the Second Lien Term Loans, after debt issuance costs of $12.8 million, were approximately $587.2 million. These proceeds were used to repay in full the $580.0 million outstanding obligations under the Unsecured Term Loan.

On June 27, 2023, the Company entered into Amendment No. 1 to Second Lien Term Loan Credit Agreement (the "First Amendment"). The First Amendment replaces LIBOR with Term SOFR as the benchmark interest rate applicable to

Unsecured Term Loan

On March 14, 2018, the Company also entered into a credit agreement with Morgan Stanley Senior Funding, Inc. as administrative agent, providing for a $730.0 million unsecured term loan due March 14, 2026 (the "Unsecured Term Loan"). The Unsecured Term Loan was subject to interest rates per annum equal to, at the Company's option, (i) the greater of LIBOR or 1.00% plus a margin of 7.88% or (ii) the greater of a base rate or 2.00% plus a margin of 6.88%.

On January 5, 2021, proceeds from the 2021 January Joinder Agreements were used to repay $150.0 million of the unsecured term loan. Subject to the terms of the loan a prepayment fee of $1.5 million was paid at the time of repayment. Additionally, on December 17, 2021, the Company extinguished the remaining $580.0 million of outstanding unsecured term loans as part of the Second Lien Term Loans. A total loss on debt extinguishment of $23.2 million was recognized during the twelve months ended December 31, 2021 to record the total unamortized deferred financing costs and debt discount related to the unsecured term loans.

Under the respective agreements governing the ABL Facility, senior secured term loans and the unsecured term loan, the Company is subject to certain customary covenants, including but not limited to limitations on investments, acquisitions, restricted payments, liens, and additional indebtedness and, in the case of the ABL Facility, the minimum fixed-charge coverage ratio as described above. Under the indenture governing the Acquisition Notes and the senior secured term loans, the Company is subject to certain incurrence based restrictive covenants, including those related to investments, indebtedness, and restricted payments.

Scheduled maturities of long-term debt are as follows (in thousands):

Period Ending December 31,	Amount
2024	$ 137,408
2025	4,403,147
2026	82,560
2027	69,093
2028	17,649
Thereafter	634,057
	$ 5,343,914

Liquidity

As of the date of this Annual Report, the Company expects its cash and cash equivalents of $127.3 million, accounts receivable, net of $993.3 million as of December 31, 2023, along with cash flows from operations and amounts currently available under the asset-based revolving credit facility will be sufficient to fund its operating expenses and expenditure requirements for the next twelve months. This assessment is based on assumptions and the Company's operating projections, including its projected cash generated by operations, may change as a result of many factors currently unknown to the Company.

The Company has $4.4 billion of long-term debt maturing in 2025 that will require the Company to raise additional capital to repay or to refinance this debt prior to maturity. Although the Company has been successful in refinancing our debt to date, there can be no assurance that adequate or sufficient funding will be available in the future, or under terms acceptable to the Company.

Deferred income tax assets and liabilities consisted of the following (in thousands):

	December 31, 2023	December 31, 2022
Deferred income tax assets		
Accounts receivable	$ 33,663	$ 32,101
Accrued liabilities	31,875	38,201
Lease obligations	118,647	126,103
Operating loss and credit carryforwards	89,163	113,216
Insurance and other long-term liabilities	25,345	26,344
Interest expense carryforward	204,054	115,157
Deferred income tax assets	502,747	451,122
Valuation allowance	(96,824)	(41,163)
Deferred income tax assets, net of valuation allowance, including those related to disposal groups	405,923	409,959
Less: Deferred income tax assets related to disposal groups, classified in assets held for sale	(2,139)	—
Deferred income tax assets, net of valuation allowance	403,784	409,959
Deferred income tax liabilities		
Property and equipment	(244,025)	(252,854)
Intangible assets	(198,333)	(177,506)
Right-of-use assets	(118,194)	(117,988)
Attribute reduction	(33,186)	(33,008)
Investment in subsidiary	(14,648)	—
Deferred income tax liabilities, including those related to disposal groups	(608,386)	(581,356)
Less: Deferred income tax liabilities related to disposal groups, classified in assets held for sale	2,347	—
Deferred income tax liabilities	(606,039)	(581,356)
Net deferred income tax liabilities	$ (202,255)	$ (171,397)

As of December 31, 2023, the Company has federal net operating loss carryforwards of $197.2 million (including $2.4 million related to disposal groups) with an indefinite carryforward period. The Company has state and local net operating loss carryforwards of $750.6 million (including $11.0 million related to disposal groups), of which $546.5 million (including $0.8 million related to disposal groups) may expire in the years 2024-2043. A valuation allowance is established when it is more likely than not that some portion of net deferred tax assets will not be realized. Based on review of available evidence, the Company has determined that it is more likely than not that certain deferred tax assets may not be realized. The increase in valuation allowance of $55.7 million is primarily attributable to federal and state business interest expense carryforwards and state net operating loss carryforwards.

The Company operates in multiple taxing jurisdictions and in the normal course of business is examined by federal and state tax authorities. The Company considers many factors and uses judgment in estimating and assessing the impact of uncertain tax positions. Final audit results may vary from the Company's estimates. In nearly all jurisdictions, the tax years prior to 2019 are no longer subject to examination.

Description	December 31, 2022 Level 1	Level 2	Level 3	Total
Assets:				
Available-for-sale securities	$ 110,463	$ 7,026	$ —	$ 117,489
Marketable equity securities	35,962	—	—	35,962
Liabilities:				
Interest rate swap	—	1,913	—	1,913
Contingent consideration	—	—	3,308	3,308

The contingent consideration balance classified as a Level 3 liability increased by less than $0.1 million during the year ended December 31, 2023, which mainly related to contingent consideration associated with the Hunter Ambulance Inc. acquisition.

Insurance Collateral

Insurance collateral is comprised of investments in U.S. Treasuries and marketable equity and debt securities held by the Company's wholly-owned captive insurance subsidiary that support the Company's insurance programs and reserves, as well as cash deposits with third parties. Certain of these investments, if sold or otherwise liquidated, would have to be replaced by other suitable financial assurances and are, therefore, considered restricted. All debt securities are designated as available-for-sale and reported at fair value with the related temporary unrealized gains and losses related to changes in market conditions of marketable debt securities reported as a separate component of accumulated other comprehensive income (loss), net of deferred income tax. Changes in the fair value of a debt securities which are determined to be company specific credit losses are recognized in the statements of operations, thus establishing a new cost basis for such investment. All equity securities are carried at fair value with changes in fair value reported as a component other income (loss), net in the consolidated statements of operations. Investment income earned on these investments is reported as a component of other income, net in the accompanying statements of operations. Realized gains and losses are determined based on an average cost basis.

Investments are generally classified within Level 1 or Level 2 of the fair value hierarchy because they are valued using quoted market prices, broker or dealer quotations, or alternative pricing sources with reasonable levels of price transparency.

Insurance collateral consisted of the following as of December 31, 2023 and 2022 (in thousands):

	December 31, 2023	December 31, 2022
Available-for-sale securities:		
U.S. Treasuries	$ —	$ 1,999
Corporate and municipal bonds	117,294	108,464
Preferred or fixed rate cap securities	8,056	7,026
Total available-for-sale securities	125,350	117,489
Marketable equity securities	34,755	35,962
Cash deposits and other	6,321	14,907
Insurance Collateral	$ 166,426	$ 168,358

NOTE 14 – DERIVATIVE INSTRUMENTS

All derivative instruments are recorded on the balance sheet at fair value. The Company uses derivative instruments to manage risks associated with interest rate volatility. All hedging instruments that qualify for hedge accounting are designated and effective as hedges, in accordance with GAAP. If the underlying hedged transaction ceases to exist, all changes in fair value of the related derivatives that have not been settled are recognized in current earnings. Instruments that do not qualify for hedge accounting and the ineffective portion of hedges are marked to market with changes recognized in current earnings. The Company does not hold or issue derivative financial instruments for trading purposes and is not a party to leveraged derivatives. The Company's interest rate swaps are measured utilizing pricing models whereby all significant inputs are either observable or corroborated by observable market data.

During 2018, the Company entered into three interest rate swap agreements with effective dates ranging from May 2018 to April 2020. These swaps matured in April of 2019, 2020 and 2021. Changes in fair value were recorded as a component of other comprehensive income (loss) before applicable tax impacts. Settlement of interest rate swap agreements were included in interest expense on the consolidated statements of operations. During the year ended December 31, 2021, $14.9 million of other comprehensive gain was reclassified into interest expense.

On November 21 and December 14, 2022, the Company entered into two interest rate swap agreements with effective dates of November 30, 2022 and December 30, 2022, respectively, with both maturing on November 30, 2024. The swap agreements were with major financial institutions and effectively converted a total of $1.2 billion in variable rate debt to fixed rate debt with an average interest rate of approximately 4.64%. In July 2023, the Company amended its two interest rate swap agreements. Pursuant to the amendment agreements, the benchmark variable interest rate has transitioned from LIBOR to SOFR and the fixed interest rate has changed, on average, to approximately 4.55%. These instruments do not qualify for hedge accounting, therefore mark to market changes are included in interest expense on the consolidated statements of operations. The Company continued to make interest payments based on the variable rate associated with the debt and periodically settled with its counterparties for the difference between the rate paid and the fixed rate. The Company recorded a noncurrent asset in the amount of $2.4 million as of December 31, 2023 and a noncurrent liability in the amount of $1.9 million as of December 31, 2022. Change in fair value were recorded as interest expense in the consolidated statements of operations. During the years ended December 31, 2023 and 2022, a reduction of interest expense of $4.3 million and an increase of interest expense of $1.9 million, respectively, was recorded.

NOTE 15 – OTHER COMPREHENSIVE INCOME (LOSS)

The following table presents the tax effect on each component of "Other comprehensive income (loss)" for the years ended December 31, 2023 and 2022 (in thousands).

	For the Year Ended December 31, 2023			For the Year Ended December 31, 2022		
	Before Tax Amount	Tax Benefit (Expense)	Net of Tax Amount	Before Tax Amount	Tax Benefit (Expense)	Net of Tax Amount
Unrealized holding gains (losses) on investments	4,765	(1,064)	3,701	(12,093)	2,687	(9,406)
Defined benefit pension plan net gains (losses)	(125)	31	(94)	6,190	(1,511)	4,679
Other comprehensive income (loss)	$ 4,640	$ (1,033)	$ 3,607	$ (5,903)	$ 1,176	$ (4,727)

This expense relates solely to the Company's time-based options. No expense has been recorded with respect to performance-based stock options, as those options have vesting conditions that are subject to the achievement of investment returns by the stockholders at the time of a liquidity event, as defined in our 2015 Equity Plan. This performance condition is not treated as probable of occurring until the liquidity event transpires.

As of December 31, 2023, there was approximately $14.8 million of total unrecognized compensation cost related to non-vested, time-based stock option grants, which will be recognized over a remaining weighted average period of approximately 2.7 years. As of December 31, 2023, the Company had $38.1 million of total unrecognized compensation cost related to performance-based stock options.

Each of the rollover options or vested new options include provisions under which the holder of such option may require the Parent to repurchase such option in limited circumstances. Specifically, such instrument is subject to repurchase upon the death or disability of the holder at intrinsic value for the options. Additionally, the options are subject to various provisions whereby the Parent and certain investors collectively have the right to require the management holder to sell the shares or vested options following a termination.

The fair value of the time-based options granted by the Company is estimated at the date of grant using the modified Black-Scholes European pricing model. Expected volatility for stock options is determined using historical peer group volatility.

The following table presents the assumptions used for the following periods:

	For the Years Ended December 31,		
	2023	2022	2021
Volatility	50%	50%	50%
Risk free rate	3.66% - 4.13%	2.42% - 4.06%	0.87% - 1.26%
Expected term of options in years	7.5	7.5	7.5
Expected dividend yield	0%	0%	0%
Expected forfeiture rate	0%	0%	0%
Exercise price of option grants	$8.20 - $10.20	$11.20 - $14.70	$11.20 - $14.20

NOTE 17 – EMPLOYEE BENEFIT PROGRAMS

Defined Contribution Plans

The Company maintains a 401(k) defined-contribution retirement plans for the benefit of its employees. Under the plan, eligible employees may contribute up to 80% of their gross pay up to the IRS maximum ($22,500 for 2023 and $20,500 for 2022). The Company's match is 50% of contributions up to 8% of annual salary.

Employer contributions to this plan totaled $48.3 million, $44.9 million, and $37.9 million for the years ended December 31, 2023, 2022, and 2021, respectively.

Defined Benefit Pension Plan

As part of the acquisition of AMR during 2018, the Company acquired a frozen defined benefit pension plan (the "Pension Plan") that covers eligible employees of one of our subsidiaries, primarily those covered by collective bargaining arrangements. Eligibility is achieved upon the completion of one year of service. Participants become fully vested in their accrued benefit after the completion of five years of service. As part of the freezing of the Pension Plan, no new benefits accrue and no hours of service earned after the freeze date will count in determining a participant's average annual earnings. In November 2019, the plan offered lump sum settlements to certain participants, resulting in the settlement of approximately $10.9 million of accumulated benefit obligations and a $0.6 million realized gain was recorded for the year ended December 31, 2019, presented within the "Other income (loss)" caption on the consolidated statements of operation. Benefits expense under this plan was less than $0.1 million, $0.1 million, and $0.3 million for the years ended December 31, 2023, 2022 and 2021, respectively. The net accrued benefits liability under this plan totaled $8.0 million and $7.8

NOTE 19 – COMMITMENTS AND CONTINGENCIES

Letters of Credit

As of December 31, 2023 and 2022, the Company had $181.5 million and $194.1 million in outstanding letters of credit, respectively.

Purchase Commitments

As of December 31, 2023, the Company had $21.9 million in purchase commitments for aircraft to be acquired in 2024. There are no aircraft purchase commitments for periods after 2024. The Company intends to use the new aircraft for base expansion opportunities as well as to replace some older aircraft. The above commitments represent a total of five aircraft. Commitments to purchase aircraft include the additional cost to modify these aircraft for patient transport. The costs to acquire and modify aircraft, under these or similar commitments have typically been financed by the Company through finance leases or promissory notes secured by aircraft. As of December 31, 2023, the Company has paid $5.1 million in non-refundable deposits, which will be applied against the purchase price of future aircraft. It is customary for the aircraft deposits to be applied to future aircraft purchases as each new agreement is signed. These deposits are classified in the "Other assets" caption of the Company's consolidated balance sheets. During the year ended December 31, 2023, the Company took delivery of 11 aircraft related to purchase commitments from prior periods.

Legal Matters

In or around May 2022, the Company received a Civil Investigative Demand (CID), as well as a follow-up CID in July 2022, in connection with an investigation by the U.S. Attorney's Office for the District of Colorado relating to air transports in the southwestern United States. The investigation is associated with a related qui tam lawsuit under the False Claims Act and the state law analogues in New Mexico and Colorado. The U.S. Attorney's Office and the applicable state Attorneys General Offices have declined to intervene in the related qui tam lawsuit. The Company moved to partially dismiss the claims, and the Court granted that motion on November 20, 2023, eliminating many of the claims and theories at issue. The Company continues to defend the remaining claims vigorously, and the case is in discovery.

The Company is involved in certain litigation arising in the ordinary course of business. Management believes the outcome of these legal proceedings will not have a material adverse impact on its financial condition, results of operations or liquidity.

NOTE 20 – RELATED-PARTY TRANSACTIONS

On April 28, 2015, investment funds affiliated with Kohlberg Kravis Roberts & Co. L.P. ("KKR") acquired 100% of the equity interest of the Company. The Company executed a monitoring agreement with KKR, which became effective on April 28, 2015. The monitoring agreement will be in effect from year to year unless amended or terminated by consent of all of the parties. In the event of a consummation of a change in control of, or initial public offering by the Company, the monitoring agreement will be automatically terminated, unless the Company otherwise elects to continue the monitoring agreement.

Pursuant to the monitoring agreement, the Company pays KKR a fee equal to 1% of EBITDA for the prior fiscal year, payable in quarterly installments in arrears at the end of each fiscal quarter. The Company incurred an advisory fee of $5.6 million, $9.5 million, and $7.6 million for the years ended December 31, 2023, 2022 and 2021, respectively. The fees are included in the "Other operating expenses" caption on the consolidated statements of operations.

Additionally, KKR Capital Markets LLC ("KCM"), an affiliate of KKR, and KKR Capstone Americas, LLC ("Capstone") provided for the arrangement and syndication of the Unsecured Term Loan, the 2021 January Joinder Agreement, the 2021 Refinancing Amendment, the October 2021 Joinder Agreement, the Second Lien Term Loans and operational support, procurement diagnostics, and due diligence support, respectively. In consideration for these services, the Company paid KCM and Capstone $0.2 million, $1.0 million, and $19.8 million during the years ended December 31, 2023, 2022 and 2021, respectively.

Global Medical Response, Inc.

Financial Statements Exhibit to the 2022 Annual Report

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KPMG

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the consolidated financial statements.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about the Company's ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control related matters that we identified during the audit.

KPMG LLP

Denver, Colorado
March 30, 2023

Global Medical Response, Inc.
CONSOLIDATED STATEMENTS OF OPERATIONS
(Amounts in thousands)

	Year Ended December 31,		
	2022	2021	2020
Net revenue	$ 5,168,388	$ 4,914,940	$ 4,351,388
Operating expenses:			
Employee wages, benefits and taxes	2,764,421	2,447,032	2,341,116
Maintenance, fuel and other direct expenses	493,047	391,391	329,074
Insurance expense	150,588	143,750	134,027
Other operating expenses	1,265,690	1,127,800	869,415
Governmental grants	—	(106,194)	(52,556)
Depreciation and amortization	329,241	323,164	372,958
Acquisition, integration and other charges	54,210	37,430	44,904
Total operating expenses	5,057,197	4,364,373	4,038,938
Operating income	111,191	550,567	312,450
Interest expense, net	389,124	345,688	361,090
Loss on debt extinguishment	—	23,171	17,105
Equity in (earnings) loss of unconsolidated affiliates	(1,602)	677	(282)
Other (income) loss, net	6,477	(718)	(664)
Net income (loss) before income taxes	(282,808)	181,749	(64,799)
Income tax (benefit) expense	(62,783)	60,530	(23,114)
Net income (loss)	$ (220,025)	$ 121,219	$ (41,685)
Comprehensive income (loss):			
Net income (loss)	(220,025)	121,219	(41,685)
Other comprehensive income (loss)			
Unrealized gains (losses) on derivative financial instruments	—	14,774	30,372
Unrealized holding gains (losses) on investments	(12,093)	(4,699)	3,383
Defined benefit pension plan net gain (loss)	6,190	2,840	(7,063)
Deferred income tax benefit (expense), net	1,176	(3,181)	(6,509)
Total other comprehensive income (loss), net of income tax	(4,727)	9,734	20,183
Comprehensive income (loss)	$ (224,752)	$ 130,953	$ (21,502)

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

Global Medical Response, Inc.
CONSOLIDATED STATEMENTS OF CASH FLOWS
(Amounts in thousands)

	Year Ended December 31,		
	2022	2021	2020
Cash flows from operating activities:			
Net income (loss)	$ (220,025)	$ 121,219	$ (41,685)
Adjustments to reconcile net income (loss) to net cash provided by (used in) operating activities			
Depreciation and amortization	329,241	323,164	372,958
Amortization of deferred financing costs and debt discount	27,745	27,463	26,704
Loss on debt extinguishment	—	23,171	17,105
Stock-based compensation expense	7,213	7,034	5,084
Loss (gain) on disposal of property and equipment	6,903	(559)	6,349
Unrealized loss (gain) on marketable equity securities	10,039	(5,078)	(3,596)
Other, net	(5,264)	5,604	1,695
Deferred income taxes	(69,927)	49,914	7,430
Equity in earnings of unconsolidated affiliates	1,602	(677)	(282)
Changes in assets and liabilities, net of effects of acquisitions			
Accounts receivable, net	(12,049)	(239,908)	(35,523)
Accounts payable	8,939	21,010	10,795
Accrued wages, benefits and taxes	(11,673)	(24,323)	69,749
Accrued interest	(20,683)	(3,033)	41,680
Accrued liabilities	52,742	47,076	(12,541)
Other assets and liabilities, net	(24,816)	46,038	30,147
Net cash provided by (used in) operating activities	79,987	398,115	496,069
Cash flows from investing activities:			
Acquisition of businesses, net of cash and restricted cash acquired	(120,162)	(118,306)	(16,411)
Proceeds from asset disposals related to sales and insurance recoveries	10,591	1,248	4,523
Purchases of property and equipment	(187,305)	(143,115)	(182,931)
Net change in investments held as insurance collateral	1,816	1,580	642
Purchases of marketable securities	(52,317)	(72,227)	(93,025)
Sales and maturities of marketable securities	47,107	42,152	67,239
Other investing activities, net	(37,778)	(10,111)	3,274
Net cash provided by (used in) investing activities	(338,048)	(298,779)	(216,689)
Cash flows from financing activities:			
Payments on finance lease obligations	(36,860)	(44,917)	(54,310)
Principal payments on long-term debt	(88,853)	(814,105)	(2,285,881)
Payment of deferred financing costs	(3,482)	(21,390)	(27,317)
Proceeds from issuance of long-term debt	37,093	1,430,700	2,276,306
Cash contributed by (distributed to) Parent	(23,917)	(521,639)	—
Other financing activities, net	—	(132)	(14,972)
Net cash provided by (used in) financing activities	(116,019)	28,517	(106,174)
Effect of exchange rate changes on cash, cash equivalents, restricted cash and restricted cash equivalents	5,264	(5,604)	(1,477)
(Decrease) increase in cash, cash equivalents, restricted cash and restricted cash equivalents	(368,816)	122,249	171,729
Cash and cash equivalents, beginning of period (including restricted cash and restricted cash equivalents of $60.8 million, $58.2 million, and $13.8 million, respectively)	530,771	408,522	236,793
Cash and cash equivalents, end of period (including restricted cash and restricted cash equivalents of $15.6 million, $60.8 million, and $58.2 million, respectively)	$ 161,955	$ 530,771	$ 408,522
Supplemental disclosure of cash flow information			
Equipment (primarily aircraft) additions financed with the issuance of debt	$ 157,436	$ 74,604	$ 81,363
Cash paid (received) during the period for:			
Interest	$ 382,049	$ 317,836	$ 286,961
Income taxes, net of refunds received	$ 11,131	$ 11,169	$ (45,331)

The accompanying Notes to Consolidated Financial Statements are an integral part of these statements.

Deferred Financing Costs

Direct costs incurred to obtain debt are capitalized and amortized using the effective-interest method over the term of the underlying debt. These deferred financing costs are shown as part of the net amount for the applicable underlying debt.

Income Taxes

Deferred income taxes reflect the impact of temporary differences between the reported amounts of assets and liabilities for financial reporting purposes and such amounts as measured by tax laws and regulations. The deferred tax assets and liabilities represent the future tax return consequences of those differences, which will either be taxable or deductible when the assets and liabilities are recovered or settled. A valuation allowance is provided for deferred tax assets when management concludes it is more likely than not that some portion of the deferred tax assets will not be realized. The respective tax authorities, in the normal course, audit previous tax filings. The Company considers many factors and uses judgement in estimating and assessing the impact of uncertain tax positions. Final audit results may vary from the Company's estimates.

CARES Act

In March 2020, in response to the COVID-19 pandemic, the Coronavirus Aid, Relief, and Economic Security Act ("CARES Act") was signed into law. The CARES Act provides numerous tax provisions and other stimulus measures, including temporary changes regarding prior and future utilization of net operating losses, temporary changes to the prior and future limitations on interest deductions, temporary delay of certain payment requirements for the employer portion of social security taxes, technical corrections from prior tax legislation for tax depreciation of certain qualified improvement property, and the creation of certain payroll tax credits associated with the retention of employees. The CARES Act also includes a number of benefits that are applicable to the Company and other healthcare providers including, but not limited to, the appropriation of funding to health care providers for related expenses or lost revenues that are attributable to the COVID-19 pandemic.

The Company received approximately $106.2 million and $52.6 million for the years ended December 31, 2021 and 2020, respectively, from the provider relief funds. The fund payments are grants, not loans, however providers are restricted and the funds must be used only for grant approved purposes. Upon receiving and having satisfied the terms and conditions associated with the initial tranche distribution of funds, the Company accounted for these as restricted contributions and recognized income in the consolidated statements of operations. Net cash provided by operating activities includes these grants received in the respective periods. No further funds were received for the year ended December 31, 2022.

The Company's assessment of whether the terms and conditions for amounts received have been met considers all frequently asked questions and other interpretive guidance issued by the U.S. Department of Health and Human Services ("HHS"). After consideration of the guidance provided, the Company believes the governmental grants recognized of approximately $106.2 million and $52.6 million is appropriately recorded as of December 31, 2021, and 2020, respectively.

Recently Issued Accounting Pronouncements

From time to time, new accounting pronouncements are issued by the Financial Account Standards Board ("FASB") or other standards setting bodies that the Company adopts as of the specified effective date. Unless otherwise discussed, the impact of any other recently issued standards that are not yet effective are either not applicable to the Company at this time or will not have a material impact on the Company's consolidated financial statements upon adoption.

NOTE 3 – PURCHASE TRANSACTIONS

The Company accounts for its business combinations under the requirements of the acquisition method of accounting and under the premise that an acquirer be identified for each business combination. The acquirer is the entity that obtains control of one or more businesses in the business combination and the acquisition date is the date the acquirer achieves control. The assets acquired, liabilities assumed and any noncontrolling interests in the acquired business at the acquisition

Other Acquisitions

During the years ended December 31, 2022 and 2021, the Company, through its various wholly-owned subsidiaries, paid $14.0 million and $122.1 million, respectively, in total aggregate purchase consideration for acquisitions. The Company acquired each of these companies in order to achieve certain operational and strategic benefits.

The other acquisitions completed during the years ended December 31, 2022 and 2021 consist of the following:

Acquired Operation	Location	Date Acquired
Med-Express Ambulance Service, Inc.	Louisiana	February 2022
Memphis Medical Center Air Ambulance Service, Inc. d/b/a Hospital Wing	Tennessee	October 2021
Hunter Ambulance, Inc.	New York	September 2021
O'Hara Aviation Management Services, L.C.	Texas	August 2021
Ojai Ambulance, Inc.	California	May 2021
Arizona Ambulance of Douglas, Inc.	Arizona	May 2021
Capstone Fire Management, Inc.	California	March 2021

The Capstone Fire Management, Inc. acquisition is subject to an earn-out provision estimated at $0.5 million that the Company expects to pay over a three year period. The Hunter Ambulance, Inc. acquisition is subject to contingent consideration of $2.8 million expected to be paid by the end of 2025.

The acquisition date fair value of the total consideration transferred and acquisition date fair value of each major class of assets and liabilities for the other acquisitions completed during the years ended December 31, 2022 and 2021, including post acquisition date adjustments recorded to purchase price allocations are as follows (in thousands):

	December 31, 2022	December 31, 2021
Accounts receivable, net	$ —	$ 813
Spare parts, medical supplies and fuel	384	36
Prepaid expenses	—	105
Property and equipment	2,369	22,583
Operating right-of-use assets	1,002	1,045
Customer relationship intangible asset	4,200	65,621
Certificate of need intangible asset	1,200	—
Goodwill	5,847	34,360
Other Assets	—	58
Accrued wages, benefits and taxes	—	(82)
Other accrued liabilities	—	(1,387)
Operating lease obligations	(1,002)	(1,045)
	$ 14,000	$ 122,107

In connection with the finalization of the purchase price allocations for certain acquisitions completed in 2021 the Company made purchase price allocation adjustments that decreased goodwill by $6.5 million in 2022 primarily due to an increase in customer relationship values. The goodwill recorded for acquisitions completed during the years ended December 31, 2022 and 2021 is expected to be fully deductible for tax purposes.

The accounting for other acquisitions completed during the year ended December 31, 2022, is currently preliminary. The Company continues to obtain information relative to the fair values of the assets acquired and liabilities assumed in the transactions, which could result in material changes to the amounts allocated above. The Company expects to finalize the purchase price allocations for these acquisitions as soon as practicable. The purchase price allocation for the acquisition completed during the year ended December 31, 2021, is considered final.

insurers may have a significant impact on estimates and significantly affect the results of operations and cash flows. Concentration of credit risk with respect to other payors is limited due to the large number of such payors.

The Company's billing and accounting systems provide historical trends of cash collections and contractual write-offs, accounts receivable agings and established fee adjustments from third-party payors. These estimates are recorded and monitored monthly as revenues are recognized. The principal exposure for uncollectible fee for service visits is from self-pay patients and, to a lesser extent, for co-payments and deductibles from patients with insurance.

Other sources of revenue primarily represent income earned from our membership programs, fire protection service contracts, standby, special event, community subsidies, coordinated care services, charter services and income earned from our contract with the Federal Emergency Management Agency ("FEMA") for disaster relief efforts and other federal and state agencies to coordinate emergency medical services responses. Revenue is recognized for these services when our performance obligation is satisfied, which is generally when services are rendered and in an amount that reflects the consideration to which we expect to be entitled. At contract inception, we assess the services specified and identify a performance obligation for each distinct contracted service. These other sources of revenue contracts general consist of fixed-price or variable consideration. Revenue for fixed-price contracts is typically recognized at the time of billing, unless evidence suggests that the revenue is earned or the Company's obligations are fulfilled in a different pattern. In these instances, revenues are deferred and recognized ratably over the life of the contract. Payment is generally received upfront and revenues are deferred and recognized over the life of the contractual service period. Revenue for variable consideration contracts is typically recognized as the services are performed at the contractually billable rate.

Net revenue for the years ended December 31, 2022, 2021 and 2020 consisted of the following (in thousands):

	Year Ended December 31,		
	2022	2021	2020
Medicare and Medicaid	$ 1,691,613	$ 1,540,293	$ 1,475,036
Commercial insurance and managed care (excluding Medicare and Medicaid managed care)	2,137,212	2,046,291	1,776,639
Self-pay	136,914	141,704	119,152
Net transport revenue	3,965,739	3,728,288	3,370,827
Complementary Revenue	1,202,649	1,186,652	980,561
Net revenue	$ 5,168,388	$ 4,914,940	$ 4,351,388

Net transport revenue includes fee for service patient revenue. Complementary revenue primarily includes income earned from our membership programs, community subsidies, fire protection service contracts, standby, special event, coordinated care services, charter services and income earned from our contract with FEMA and other federal and state agencies to coordinate emergency medical services responses.

NOTE 5 – ACCOUNTS RECEIVABLE

The Company manages accounts receivable by regularly reviewing its accounts and contracts and by providing appropriate adjustments to the estimate of the transaction price. Some of the factors considered by management in determining the adjustments are the historical trends of cash collections, contractual and uninsured write-offs, accounts receivable agings, established fee schedules, contracts with payors, changes in payor mix and procedure statistics. Actual collections of accounts receivable in subsequent periods may require changes in the estimated transaction price.

The Company tests its analysis by comparing cash collections to net fee for service revenues and monitoring self-pay utilization. In addition, when actual collection percentages differ from expected results, on a contract by contract basis, supplemental detailed reviews of the outstanding accounts receivable balances may be performed by the Company's billing operations to determine whether there are facts and circumstances existing that may cause a different conclusion as to the estimate of the collectability of that contract's accounts receivable from the estimate resulting from using the historical collection experience. Changes in these estimates, if any, are charged or credited to net revenue in the consolidated statements of operations in the period of change. Material changes in estimates may result from unforeseen write-offs of

Depreciation for property and equipment is provided substantially on a straight-line basis over their estimated useful lives, which are as follows:

	Useful Lives (in Years)
Buildings, including hangars	20-40
Leasehold improvements	Shorter of 5 years or life of lease
Aircraft	15
Vehicles	7-12
Medical and other equipment	5-10
Computer hardware and software	3
Other	3-15

Property and equipment consisted of the following (in thousands):

	December 31, 2022	December 31, 2021
Land	$ 3,074	$ 3,074
Buildings and leasehold improvements	156,623	144,658
Aircraft	1,091,172	846,813
Vehicles	354,778	320,102
Medical and other equipment	200,597	246,079
Computer hardware and software	197,031	180,244
Other	168,020	132,693
Property and equipment	2,171,295	1,873,663
Less accumulated depreciation	(861,066)	(755,992)
Property and equipment, net	$ 1,310,229	$ 1,117,671

Depreciation expense related to property and equipment was $213.4 million, $200.0 million, and $197.8 million for the years ended December 31, 2022, 2021 and 2020, respectively.

Assets held for sale, presented within the "Other current assets" caption on the consolidated balance sheets, was $4.2 million and $1.1 million as of December 31, 2022 and 2021, respectively.

NOTE 7 – LEASE COMMITMENTS

Right-of-use assets and lease liabilities are recorded for the majority of our operating leases. We enter into operating and finance leases for aircrafts, vehicles, equipment and real estate, among other things. Lease terms are generally between one to 20 years, some of which include renewal options, and some of which include options to terminate the leases within one year. Variable lease payments were $13.0 million, $11.0 million and $9.8 million for the years ended December 31, 2022, 2021 and 2020, respectively. Variable expenses include common area maintenance, utilities, and other items as periodically billed by property management or the related lessor. Our lease agreements do not contain any material residual value guarantees or material restrictive covenants.

We determine if an arrangement is a lease and classify that lease as either an operating or finance lease at inception. Operating leases are included in operating right-of-use assets, current portion of lease obligations and operating lease obligations on our consolidated balance sheets. Finance leases are included in finance right-of-use assets, current portion of lease obligations and finance lease obligations on our consolidated balance sheets. As permitted under the standard, leases with an initial term of 12 months or less are not recorded on the balance sheet and we recognize lease expense for these leases on a straight-line basis over the lease term in our consolidated statements of operations.

Right-of-use ("ROU") assets represent our right to use an underlying asset for the lease term and lease liabilities represent the present value of our obligation to make lease payments arising from the lease. Operating lease ROU assets and liabilities are recognized at commencement date based on the present value of lease payments over the lease term. When

Supplemental balance sheet information related to leases was as follows (in thousands):

	December 31, 2022	December 31, 2021
Operating Leases:		
Operating right-of-use assets	$ 254,439	$ 237,732
Current portion of lease obligations	$ 58,342	$ 55,831
Operating lease obligations	222,564	198,437
Total operating lease liabilities	$ 280,906	$ 254,268
Finance Leases:		
Finance right-of-use assets	$ 226,990	$ 238,984
Accumulated amortization	(95,970)	(80,048)
Finance right-of-use assets, net	$ 131,020	$ 158,936
Current portion of lease obligations	$ 37,013	$ 40,334
Finance lease obligations	108,160	134,533
Total finance lease liabilities	$ 145,173	$ 174,867
Weighted Average Remaining Lease Term (in years):		
Operating leases	6.54	6.52
Finance leases	3.69	4.22
Weighted Average Discount Rate:		
Operating leases	7.29%	6.74%
Finance leases	5.47%	5.34%

Future commitments as of December 31, 2022 for lease liabilities related to premises, equipment and other recurring commitments are as follows (in thousands):

	Maturities of Lease Liabilities		
Year Ending December 31,	Operating Leases	Finance Leases	Total
2023	$ 76,154	$ 43,731	$ 119,885
2024	61,857	50,134	111,991
2025	52,897	23,249	76,146
2026	41,579	22,186	63,765
2027	28,559	10,626	39,185
Thereafter	94,483	12,907	107,390
Total lease payments	$ 355,529	$ 162,833	$ 518,362
Less: Amount representing interest	(74,623)	(17,660)	(92,283)
Total	280,906	145,173	426,079
Less: Short-term lease obligation payments	(58,342)	(37,013)	(95,355)
Total long-term lease obligations	$ 222,564	$ 108,160	$ 330,724

NOTE 8 – GOODWILL AND INTANGIBLE ASSETS

The Company's intangible assets include goodwill and other intangibles, which include the fair value of membership lists, customer relationships and certain trade names. The Company's indefinite-lived intangibles include goodwill, trade names and licenses. Goodwill represents the excess of purchase price over the fair value of net assets acquired. The Company

Intangible assets consisted of the following at December 31, 2022 and 2021 (in thousands):

	December 31, 2022			December 31, 2021		
	Gross carrying amount	Accumulated amortization	Net carrying amount	Gross carrying amount	Accumulated amortization	Net carrying amount
Amortizable intangible assets						
Customer relationships	$ 1,224,744	$ (374,275)	$ 850,469	$ 1,180,572	$ (303,718)	$ 876,854
Membership lists	92,000	(47,073)	44,927	92,000	(40,940)	51,060
Trade names	73,318	(58,889)	14,429	63,118	(57,103)	6,015
Non-compete and other	7,197	(6,406)	791	7,197	(5,409)	1,788
Total amortizing intangible assets	1,397,259	(486,643)	910,616	1,342,887	(407,170)	935,717
Non-amortizable intangible assets						
Trade names	540,300	—	540,300	540,300	—	540,300
Certificates of need	19,600	—	19,600	18,400	—	18,400
Total non-amortizing intangible assets	559,900	—	559,900	558,700	—	558,700
Total intangibles, net	$ 1,957,159	$ (486,643)	$ 1,470,516	$ 1,901,587	$ (407,170)	$ 1,494,417

Aggregate amortization of intangible assets was $79.5 million, $76.6 million, and $119.9 million for the years ended December 31, 2022, 2021 and 2020, respectively. During 2020, the Company revised the estimated useful life of certain non-amortizable trade names to a remaining estimated useful life of nine months. These trade names were fully amortized as of December 31, 2020. The change in estimated useful life was accounted for prospectively as a change in accounting estimate and resulted in additional amortization expense of $43.5 million for the year ended December 31, 2020.

Estimated annual amortization for the next five years and thereafter subsequent to December 31, 2022 is expected to be (in thousands):

Period Ending December 31,	Amortization
2023	$ 79,238
2024	78,972
2025	67,698
2026	61,829
2027	60,241
Thereafter	562,638
	$ 910,616

NOTE 9 – OTHER ACCRUED LIABILITIES

Other accrued liabilities were as follows as of December 31, 2022 and December 31, 2021 (in thousands):

	December 31, 2022	December 31, 2021
Insurance reserves	$ 84,420	$ 82,199
Deferred membership revenue	89,982	68,211
Patient refunds	35,783	29,565
Accrued legal fees and settlements	17,417	4,222
Accrued deployment liabilities	—	12,994
Other	157,212	119,961
Total other accrued liabilities	$ 384,814	$ 317,152

The Refinancing Amendment, among other things, (i) establishes new first lien term loans in an aggregate principal amount of approximately $1,640.0 million, with the maturity date in October 2025, to refinance the outstanding first lien term loans and (ii) reprices the rates applicable to such term loans by amending the definition of the applicable margin. Pursuant to the Refinancing Amendment, the new applicable margin is (i) 4.75% for LIBOR loans and (ii) 3.75% for alternative base rate loans. Additionally, quarterly principal payments of approximately $4.1 million are required as part of the Refinancing Amendment, commencing on March 31, 2021.

On January 5, 2021, the Company entered into a joinder agreement (the "2021 January Joinder") to the Term Loan Credit Agreement, providing for $350.0 million of incremental term loan commitments also due October 2, 2025. The applicable margin is consistent with the terms of the Refinancing Amendment and quarterly principal payments of approximately $0.9 million are required, commencing on March 31, 2021. All other terms remained consistent with the Term Loan Credit Agreement. The net proceeds, after debt issuance costs and discount, were approximately $345.3 million, a portion of which was used to pay down the unsecured term loan.

On October 1, 2021, the Company entered into Refinancing Amendment No. 2 to the Credit Agreement dated April 28, 2015, (the "2021 Refinancing Amendment").

The 2021 Refinancing Amendment, among other things, (i) establishes new first lien term loans in aggregate principal amount of approximately $1.975 billion, with the maturity date in October 2025, to refinance the existing term loans issued under the 2020 Refinancing Amendment together with the 2021 January Joinder and (ii) reprices the rates applicable to such term loans by amending the definition of the applicable margin. Pursuance to the 2021 Refinancing Amendment, the new applicable margin is (i) 4.25% for the new first lien term loans that are LIBOR Loans and (ii) 3.25% for the new first lien term loans that are Alternative Base Rate loans.

On October 4, 2021, the Company entered into the 2021 October Joinder to the Term Loan Credit Agreement, providing for $480.0 million of incremental term loan commitments maturing in March 2025. The applicable margin is consistent with the terms of the 2021 Refinancing Amendment. Quarterly principal payments of approximately $1.2 million are required, commencing on December 31, 2021. All other terms remained consistent with the Term Loan Credit Agreement. The net proceeds, after debt issuance costs of $7.3 million, were approximately $476.0 million. These proceeds, in addition to approximately $50.7 million of cash on hand, were distributed to Parent to be used for the redemption of preferred stock issued by Parent.

On December 17, 2021, the Company entered into a second lien term loan credit agreement with Ares Capital Corporation as administrative agent and collateral agent, providing for a $600 million second lien secured term loan due December 17, 2029 (the "Second Lien Term Loans"). The Second Lien Term Loans are subject to interest rates per annum equal to, at the Company's option, (i) the greater of LIBOR or 0.75% plus a margin of 675 basis points or (ii) a base rate plus a margin of 575 basis points. Interest payments are due (i) for loans bearing interest determined by reference to LIBOR, on the last day of the applicable interest period and, in the case of an interest period in excess of three months, on each date occurring at three-month intervals after the first day of such interest period and (ii) for loans bearing interest based on the base rate, quarterly. Subject to certain exceptions, if any Second Lien Term Loans are voluntarily or mandatorily prepaid, such prepayments shall be made at (x) 102% of the aggregate principal amount of Second Lien Term Loans prepaid if such prepayment occurs on or prior to the first anniversary of the closing date and (y) 101% of the aggregate principal amount of Second Lien Term Loans prepaid if such prepayment occurs after the first anniversary of the closing date but on or prior to the second anniversary of the closing date. The covenants set forth in the second lien term loan credit agreement are either substantially consistent with or less restrictive than those in the Term Loan Credit Agreement. The Company's net proceeds from the Second Lien Term Loans, after debt issuance costs of $12.8 million, were approximately $587.2 million. These proceeds were used to repay in full the $580.0 million outstanding obligations under the Unsecured Term Loan.

Facility are unconditionally guaranteed by Intermediate Corp. and each of the Company's subsidiaries. The ABL Facility is secured by a first-priority security interest in the ABL Priority Collateral described above and a second-priority interest in the Priority Term Collateral described above.

As of December 31, 2022, the maximum available under the ABL Facility was $700 million. As of December 31, 2022, letters of credit outstanding, which impact the available credit under the ABL Facility, were $194.1 million, and the maximum amount available to draw under the ABL Facility was $505.9 million. These letters of credit primarily secure the obligations of AMR's operations and the Company's captive insurance program. At December 31, 2022 and December 31, 2021, the Company had not drawn on the ABL Facility.

Unsecured Term Loan

On March 14, 2018, the Company also entered into a credit agreement with Morgan Stanley Senior Funding, Inc. as administrative agent, providing for a $730.0 million unsecured term loan due March 14, 2026 (the "Unsecured Term Loan"). The Unsecured Term Loan was subject to interest rates per annum equal to, at the Company's option, (i) the greater of LIBOR or 1.00% plus a margin of 7.88% or (ii) the greater of a base rate or 2.00% plus a margin of 6.88%.

On January 5, 2021, proceeds from the 2021 January Joinder Agreements were used to repay $150.0 million of the unsecured term loan. Subject to the terms of the loan a prepayment fee of $1.5 million was paid at the time of repayment. Additionally, on December 17, 2021, the Company extinguished the remaining $580.0 million of outstanding unsecured term loans as part of the Second Lien Term Loans. A total loss on debt extinguishment of $23.2 million was recognized during the twelve months ended December 31, 2021 to record the total unamortized deferred financing costs and debt discount related to the unsecured term loans.

Under the respective agreements governing the ABL Facility, senior secured term loans and the unsecured term loan, the Company is subject to certain customary covenants, including but not limited to limitations on investments, acquisitions, restricted payments, liens, and additional indebtedness and, in the case of the ABL Facility, the minimum fixed-charge coverage ratio as described above. Under the indenture governing the Acquisition Notes and the senior secured term loans, the Company is subject to certain incurrence based restrictive covenants, including those related to investments, indebtedness, and restricted payments.

Scheduled maturities of long-term debt are as follows (in thousands):

Period Ending December 31,	Amount
2023	$ 111,586
2024	129,544
2025	4,407,838
2026	93,802
2027	82,956
Thereafter	695,004
	$ 5,520,730

On March 27, 2020, the CARES Act was enacted. It includes temporary changes to existing U.S. corporate income tax laws that impact the Company, most notably the ability to carryback federal net operating losses, offset 100% of taxable income with net operating loss carryforwards, and a favorable change to the limitation on the deductibility of interest expense. A discrete tax benefit for the remeasurement of federal net operating losses that were carried back based on provisions of the CARES Act was recorded during the first quarter of the year ended December 31, 2020.

As of December 31, 2022, the Company has federal net operating loss carryforwards of $339.8 million with an indefinite carryforward period. The Company has state and local net operating loss carryforwards of $613.7 million, of which $427.1 million may expire in the years 2023-2042. A valuation allowance is established when it is more likely than not that some portion of net deferred tax assets will not be realized. Based on review of available evidence, the Company has determined that it is more likely than not that certain deferred tax assets may not be realized. The increase in valuation allowance of $9.3 million is primarily attributable to state net operating loss and interest expense carryforwards.

The Company operates in multiple taxing jurisdictions and in the normal course of business is examined by federal and state tax authorities. The Company considers many factors and uses judgment in estimating and assessing the impact of uncertain tax positions. Final audit results may vary from the Company's estimates. In nearly all jurisdictions, the tax years prior to 2018 are no longer subject to examination.

A reconciliation of the beginning and ending amount of gross unrecognized tax benefits is as follows (in thousands):

	December 31, 2022	December 31, 2021
Balance, beginning of year	$ 1,734	$ 1,072
Increases for tax positions related to the current year	256	420
Increases for tax positions related to prior years	120	253
Decreases for tax positions related to prior years	(15)	(11)
Balance, end of year	$ 2,095	$ 1,734

As of December 31, 2022, the Company had $2.1 million of unrecognized tax benefits of which $2.0 million would affect the effective tax rate, if recognized. The Company does not expect the total amount of unrecognized tax benefits to significantly change within the next twelve months.

The Company recognized no change in interest and penalties in the statement of operations for the years ended December 31, 2022, 2021 and 2020. The Company recognizes accrued interest and penalties related to unrecognized tax benefits as a component of income tax expense in its statement of operations.

NOTE 12 – FAIR VALUE MEASUREMENTS

The Company classifies its financial instruments that are reported at fair value based on a hierarchal framework which ranks the level of market price observability used in measuring financial instruments at fair value. Market price observability is impacted by a number of factors, including the type of instrument and the characteristics specific to the instrument. Instruments with readily available active quoted prices or for which fair value can be measured from actively quoted prices generally will have a higher degree of market price observability and a lesser degree of judgment used in measuring fair value.

Financial instruments measured and reported at fair value are classified and disclosed in one of the following categories:

Level 1—Quoted prices are available in active markets for identical assets or liabilities as of the reporting date. The Company does not adjust the quoted price for these assets or liabilities, which include marketable securities held in connection with the Company's captive insurance program.

Level 2—Pricing inputs are other than quoted prices in active markets, which are either directly or indirectly observable as of the reporting date, and fair value is determined through the use of models or other valuation

Insurance collateral consisted of the following as of December 31, 2022 and 2021 (in thousands):

	December 31, 2022	December 31, 2021
Available-for-sale securities:		
U.S. Treasuries	$ 1,999	$ —
Corporate and municipal bonds	108,464	118,711
Preferred or fixed rate cap securities	7,026	8,505
Total available-for-sale securities	117,489	127,216
Marketable equity securities	35,962	44,973
Cash deposits and other	14,907	59,714
Insurance Collateral	$ 168,358	$ 231,903

Amortized cost basis and aggregate fair value of the Company's marketable securities as of December 31, 2022 and 2021 were as follows (in thousands):

	December 31, 2022			
	Cost Basis	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
Description:				
U.S. Treasuries	$ 1,993	$ 6	$ —	$ 1,999
Corporate and municipal bonds	117,551	11	(9,098)	108,464
Preferred or fixed rate cap securities	8,254	—	(1,228)	7,026
Total available-for-sale securities	127,798	17	(10,326)	117,489
Marketable equity securities	35,538	4,281	(3,857)	35,962
Total securities	$ 163,336	$ 4,298	$ (14,183)	$ 153,451

	December 31, 2021			
	Cost Basis	Gross Unrealized Gains	Gross Unrealized Losses	Fair Value
Description:				
Corporate and municipal bonds	$ 116,987	$ 2,444	$ (720)	$ 118,711
Preferred or fixed rate cap securities	8,445	123	(63)	8,505
Total available-for-sale securities	125,432	2,567	(783)	127,216
Marketable equity securities	34,497	10,913	(437)	44,973
Total securities	$ 159,929	$ 13,480	$ (1,220)	$ 172,189

As of December 31, 2022, available-for-sale securities included U.S. Treasuries, corporate bonds and fixed income securities of $8.6 million with contractual maturities within one year, $62.6 million with contractual maturities extending longer than one year through five years and $46.3 million with contractual maturities extending longer than five years. Actual maturities may differ from contractual maturities as a result of the Company's ability to sell these securities prior to maturity.

The Company evaluates the marketable debt securities portfolio to determine whether declines in fair value of these securities are related to credit loss. Management estimates credit losses on marketable debt securities utilizing a credit loss impairment model on a quarterly basis. We estimate expected credit losses, measured over the contractual life of debt securities, considering relevant issue specific factors, including, but not limited to, a decrease in credit ratings or an entity's ability to pay. The Company is not aware of any specific factors indicating that the underlying issuers of the debt securities would not be able to pay interest as it becomes due or repay the principal amount at maturity. Therefore, the Company believes that the changes in the estimated fair values of these debt securities are related to market fluctuations, as such, there were no credit losses recognized as of December 31, 2022 and 2021.

NOTE 14 – OTHER COMPREHENSIVE INCOME (LOSS)

The following table presents the tax effect on each component of "Other comprehensive income (loss)" for the years ended December 31, 2022 and 2021 (in thousands).

	For the Year Ended December 31, 2022			For the Year Ended December 31, 2021		
	Before Tax Amount	Tax Benefit (Expense)	Net of Tax Amount	Before Tax Amount	Tax Benefit (Expense)	Net of Tax Amount
Unrealized gains (losses) on derivative financial instruments	$ —	$ —	$ —	$ 14,774	$ (3,528)	$ 11,246
Unrealized holding gains (losses) on investments	(12,093)	2,687	(9,406)	(4,699)	1,044	(3,655)
Defined benefit pension plan net gains (losses)	6,190	(1,511)	4,679	2,840	(697)	2,143
Other comprehensive income (loss)	$ (5,903)	$ 1,176	$ (4,727)	$ 12,915	$ (3,181)	$ 9,734

The "Accumulated other comprehensive income (loss)" is detailed in the following table, net of tax (in thousands).

Accumulated Other Comprehensive Income (Loss)	Unrealized gains (losses) on derivative financial instruments	Unrealized holding gains (losses) on investments	Defined benefit pension plan net gains (loss)	Total
Balance at December 31, 2020	$ (11,246)	$ 5,046	$ (2,230)	$ (8,430)
Other comprehensive income (loss) before reclassification	26,130	(5,805)	2,143	22,468
Amounts reclassified from accumulated other comprehensive income (loss)	(14,884)	2,150	—	(12,734)
Balance at December 31, 2021	$ —	$ 1,391	$ (87)	$ 1,304
Other comprehensive income (loss) before reclassification	—	(8,447)	4,679	(3,768)
Amounts reclassified from accumulated other comprehensive income (loss)	—	(959)	—	(959)
Balance at December 31, 2022	$ —	$ (8,015)	$ 4,592	$ (3,423)

NOTE 15 – STOCK COMPENSATION PROGRAM

On April 28, 2015, the Board of Directors of our Parent approved and adopted the GMR Buyer Corp. 2015 Stock Incentive Plan, formerly known as the AMGH Buyer Corp. 2015 Stock Incentive Plan (the "2015 Equity Plan"). The 2015 Equity Plan authorizes equity award options to be granted to management and other personnel and key service providers. The total number of shares of Parent common stock authorized for issuance under the 2015 Equity Plan is 27,010,114 shares. As of December 31, 2022, a total of 23,449,175 stock options were issued and outstanding.

Grants of new options comprise both time-based options and performance-based options. Time-based options generally vest based solely on continued service in equal increments of 20% on each anniversary of the grant date. Performance-based options vest if certain predetermined performance targets based on the investment returns of the Sponsor stockholders, as defined in the 2015 Equity Plan, are met at the time of a liquidity event, as defined in the 2015 Equity Plan. The 2015 Equity Plan contains provisions that permit an adjustment of the number of shares of common stock represented by each option for any change in capitalization.

NOTE 16 – EMPLOYEE BENEFIT PROGRAMS

Defined Contribution Plans

The Company maintains a 401(k) defined-contribution retirement plans for the benefit of its employees. Under the plan, eligible employees may contribute up to 80% of their gross pay up to the IRS maximum ($20,500 for 2022 and $19,500 for 2021). The Company's match is 50% of contributions up to 8% of annual salary.

Employer contributions to this plan totaled $44.9 million, $37.9 million, and $32.9 million, for the years ended December 31, 2022, 2021, and 2020, respectively.

Defined Benefit Pension Plan

As part of the acquisition of AMR during 2018, the Company acquired a frozen defined benefit pension plan (the "Pension Plan") that covers eligible employees of one of our subsidiaries, primarily those covered by collective bargaining arrangements. Eligibility is achieved upon the completion of one year of service. Participants become fully vested in their accrued benefit after the completion of five years of service. As part of the freezing of the Pension Plan, no new benefits accrue and no hours of service earned after the freeze date will count in determining a participant's average annual earnings. In November 2019, the plan offered lump sum settlements to certain participants, resulting in the settlement of approximately $10.9 million of accumulated benefit obligations and a $0.6 million realized gain was recorded for the year ended December 31, 2019, presented within the "Other income (loss)" caption on the consolidated statements of operation. Benefits expense under this plan was approximately $0.1 million, $0.3 million and $0.3 million for the years ended December 31, 2022, 2021 and 2020, respectively. The net accrued benefits liability under this plan totaled $7.8 million and $14.0 million at December 31, 2022 and 2021, respectively, presented within the "Other long-term liabilities" caption on the consolidated balance sheets.

Collective Bargaining Agreements

Approximately 36% of our employees are represented by 75 active collective bargaining agreements. As of December 31, 2022, there are 11 operational locations representing approximately 4,000 employees currently in the process of negotiations. In 2023, 20 collective bargaining agreements, representing approximately 2,800 employees will be subject to negotiation. The Company believes it maintains a good working relationship with its employees and has not experienced any union work actions in the past several years. The Company does not anticipate any actions and should one occur the company does not expect any action to have a material adverse effect on its ability to provide service to its patients and communities.

NOTE 17 – INSURANCE RESERVES

Insurance reserves are established for automobile, workers compensation, general liability and professional liability claims utilizing policies with both fully-insured and self-insured components. This includes the use of an off-shore captive insurance program through a wholly-owned subsidiary, GMR Insurance Services, Ltd. (formerly known as AMR Insurance Services, Ltd.). In other instances where the Company has obtained third-party insurance coverage, the Company normally retains liability for the first $1 to $3 million of the loss. Insurance reserves cover known claims and incidents within the level of retention that may result in the assertion of additional claims, as well as claims from unknown incidents that may be asserted arising from activities through December 31, 2022.

Reserves are established for claims based upon an assessment of claims reported and claims incurred but not reported. The reserves are established based on consultation with a third-party independent actuary using actuarial principles and assumptions that consider a number of factors, including historical claim payment patterns (including legal costs), changes in case reserves and the assumed rate of inflation in health care costs and property damage repairs.

Provisions for insurance expense included in the consolidated statements of operations include annual provisions determined in consultation with third-party actuaries and premiums paid to third-party insurers.

Legal Matters

In or around May 2022, the Company received a Civil Investigative Demand (CID), as well as a follow-up CID in July 2022, in connection with an investigation by the U.S. Attorney's Office for the District of Colorado relating to air transports in the southwestern United States. The investigation is associated with a related qui tam lawsuit under the False Claims Act and certain analogous state laws. The U.S. Attorney's Office and the applicable state Attorneys General Offices have declined to intervene in the related qui tam lawsuit. The Company has produced documents and information in response to the investigation and is defending the lawsuit vigorously, which is still in its early stages.

In April 2020, plaintiff filed a putative class action and Private Attorneys General Act (PAGA) representative lawsuit in the Superior Court of California for Los Angeles County. Plaintiff seeks to represent non-exempt employees of American Medical Response of Southern California and American Medical Response Ambulance Service, Inc. on claims they were not paid for all time worked because they were subjected to unlawful time-rounding practices and were not reimbursed for the use of their personal cellphones when the devices in ambulances failed to work. The parties are currently engaged in discovery. Trial is currently scheduled for January 2024. The Company is defending the claims vigorously.

In August 2020, plaintiffs commenced a putative class action lawsuit and PAGA lawsuit in Alameda County Superior Court. Plaintiffs seek to represent a class of pilots, nurses and paramedics of REACH Medical Holdings, LLC, REACH Air Medical Services, LLC, and CALSTAR Air Medical Services, as to alleged violations of California wage and hour laws including meal and rest break requirements and overtime pay requirements. In September 2021, a plaintiff filed a similar class action complaint, alleging many of the same claims as the prior lawsuit. In January 2022, the parties to both lawsuits agreed to informal coordination of the two actions, and to jointly mediate the matters. Discovery was stayed in the matters in March 2022, and remains stayed. Mediation occurred in July 2022, and the parties are in continued settlement discussions.

The Company is involved in other litigation arising in the ordinary course of business. Management believes the outcome of these legal proceedings will not have a material adverse impact on its financial condition, results of operations or liquidity.

NOTE 19 – RELATED-PARTY TRANSACTIONS

On April 28, 2015, investment funds affiliated with Kohlberg Kravis Roberts & Co. L.P. ("KKR") acquired 100% of the equity interest of the Company. The Company executed a monitoring agreement with KKR, which became effective on April 28, 2015. The monitoring agreement will be in effect from year to year unless amended or terminated by consent of all of the parties. In the event of a consummation of a change in control of, or initial public offering by the Company, the monitoring agreement will be automatically terminated, unless the Company otherwise elects to continue the monitoring agreement.

Pursuant to the monitoring agreement, the Company pays KKR a fee equal to 1% of EBITDA for the prior fiscal year, payable in quarterly installments in arrears at the end of each fiscal quarter. The Company incurred an advisory fee of $9.5 million, $7.6 million, and $7.8 million for the years ended December 31, 2022, 2021 and 2020. The fees are included in the "Other operating expenses" caption on the consolidated statements of operations.

Additionally, KKR Capital Markets LLC ("KCM"), an affiliate of KKR, and KKR Capstone Americas, LLC ("Capstone") provided for the arrangement and syndication of the Unsecured Term Loan, the 2021 January Joinder Agreement, the 2021 Refinancing Amendment, the October 2021 Joinder Agreement, the Second Lien Term Loans and operational support, procurement diagnostics, and due diligence support, respectively. In consideration for these services, the Company paid KCM and Capstone $1.0 million, $19.8 million, and $8.0 million during the years ended December 31, 2022, 2021 and 2020, respectively.

In connection with the acquisition of AMR in 2018, we entered into an indemnification agreement with KKR North America Fund XI (AMG) LLC pursuant to which we agreed to indemnify affiliates of KKR that at any time hold our common equity (and their affiliates and certain other persons) against liabilities that may arise out of any breach by us of

EXHIBIT-07

References and Contract History

We have included reference information and contract history for three current EMS clients.

DeKalb County

AMR has provided emergency county-wide ambulance services for DeKalb County, Georgia since 2013. Our DeKalb County fleet of more than 50 ALS and BLS ambulances remain ready to support any sudden fluctuations in response needs for this large, high-performance system. Three Supervisors trucks, two QRVs and two blood cars offer additional layers of patient care.

In 2017, the Commission on Accreditation of Ambulance Services (CAAS) accredited AMR's Dekalb County operation for meeting the gold standards of the industry. Repeatedly, the American Heart Association has recognized AMR Dekalb as both a Gold and Silver level for cardiac and stroke care.

We contribute thousands of staff hours to community-based events including career days, fundraisers, veteran-focused initiatives and much more. We are proud partners of organizations such as the Safe America Foundation, 100 Black Men of America, CASA and Work Source of Metro Atlanta. In 2020, we implemented an innovative nurse navigation program to help DeKalb County 911 callers quickly reach the most appropriate level of care.

DeKalb County has implemented and seen tremendous success with our 911 Nurse Navigation program, described in Section A. Innovation & Technology of our proposal.

Darnell D. Fullum, Director of Public Safety
DeKalb County Government I Office of Public Safety
2013 – present
678/406.7731 I ddfullum@dekalbcountyga.gov

North Fulton

AMR and our affiliated companies have been the Zone Provider for North Fulton County for more than two decades. We provide comprehensive ALS emergency and BLS non-emergency medical transportation services in the North Fulton area (Alpharetta, Johns Creek, Milton, Roswell and Sandy Springs). We have a fleet of 20 ALS ambulances. In 2017, CAAS accredited our North Fulton County Operations for meeting the industry's gold standards.

Pabel Troche, Fire Chief
Roswell Fire Department
770/641.3730
ptroche@roswellgov.com

EXHIBIT-08

Five-Year Litigation History

We have included our litigation and/or default history withing the past five years in upcoming pages.

Like others in the industry, AMR and its affiliates and subsidiaries in their day-to-day operations have been involved in contract disputes, received notices of non-performance, and been involved in litigation with customers, vendors, payers, patients and others. In many emergency medical services systems across the country, AMR reports monthly performance and receives notices of contractual assessments which involve exemptions and appeals.

All of these matters are resolved in the ordinary course and there are no pending actions that we believe would materially impair or otherwise impact our ability to perform the obligations under the RFQ/P. AMR is unaware of any final judgments against it for material breach of an emergency medical services agreement. If you would like to discuss these matters in more detail or need clarification, we are happy to make ourselves and/or our counsel available to discuss at your convenience.

Just like other ambulance providers, AMR and our subsidiaries have from time-to-time been contacted by government agencies (e.g., CMS, Medicaid agencies, OIG, or DOJ, etc.) in connection with their regulatory or investigational authority. We have implemented policies and procedures that we believe will assure that we are in substantial compliance with the laws that these governmental agencies regulate. Any past matters have been resolved with the appropriate governmental agency including, for example, settlements, corporate integrity agreements or consent decrees.

Date Claim Opened	Claim Type	Coverage Description	Claim Number	Claim Status	State of Loss	Unit Name	Legal Entity
7/14/2020	Claim	Professional Liability	AMR-20-450892	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/3/2023	Claim	Professional Liability	AMR-23-551228	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/19/2023	Claim	Professional Liability	AMR-23-571493	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/16/2023	Claim	Professional Liability	AMR-23-575361	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/23/2024	Claim	Professional Liability	AMR-23-585009	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/3/2024	Claim	Professional Liability	AMR-24-588152	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/19/2024	Claim	Professional Liability	AMR-24-599452	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/4/2024	Claim	Professional Liability	AMR-24-600786	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/11/2024	Claim	Professional Liability	AMR-24-601303	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/3/2024	Claim	Professional Liability	AMR-24-602995	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/3/2025	Claim	Professional Liability	AMR-24-623330	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/13/2025	Claim	Professional Liability	AMR-25-637454	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/27/2025	Claim	Professional Liability	AMR-25-638568	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/27/2020	Suit	Professional Liability	AMR-20-446269	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/7/2020	Suit	Professional Liability	AMR-20-466552	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/18/2021	Suit	Professional Liability	AMR-20-483777	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/19/2021	Suit	Professional Liability	AMR-20-483898	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/6/2023	Suit	Professional Liability	AMR-22-539468	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/19/2024	Suit	Professional Liability	AMR-24-594742	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/9/2024	Suit	Professional Liability	AMR-24-598849	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/13/2020	AU	Property Damage	015025-430916-AD-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
1/14/2020	WC	Workers' Compensation	015025-430945-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
1/20/2020	AU	Property Damage	015025-430692-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/27/2020	WC	Workers' Compensation	015025-431119-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/28/2020	AU	Property Damage	015025-431141-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/7/2020	AU	Property Damage	015025-431267-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/12/2020	AU	Property Damage	015025-431338-AD-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
2/24/2020	AU	Property Damage	015025-431488-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/28/2020	WC	Workers' Compensation	015025-431545-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/3/2020	AU	Collision/Physical Damage	015025-431607-AP-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/3/2020	AU	Collision/Physical Damage	015025-431603-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/5/2020	WC	Workers' Compensation	015025-431640-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/5/2020	AU	Property Damage	015025-431639-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/6/2020	AU	Bodily Injury	015025-431639-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/9/2020	AU	Property Damage	015025-431723-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/9/2020	AU	Property Damage	015025-431724-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/12/2020	WC	Workers' Compensation	015025-431740-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/16/2020	WC	Workers' Compensation	015025-431798-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/16/2020	WC	Workers' Compensation	015025-431788-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/16/2020	WC	Workers' Compensation	015025-431804-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/17/2020	WC	Workers' Compensation	015025-431813-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/23/2020	AU	Bodily Injury	015025-431901-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/7/2020	WC	Workers' Compensation	015025-432006-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/17/2020	GL	Property Damage	015025-432184-GD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/11/2020	WC	Workers' Compensation	015025-432434-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/11/2020	WC	Workers' Compensation	015025-432433-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/14/2020	AU	Bodily Injury	015025-431723-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/19/2020	WC	Workers' Compensation	015025-432525-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
5/20/2020	AU	Property Damage	015025-432537-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/21/2020	AU	Bodily Injury	015025-432537-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/27/2020	WC	Workers' Compensation	015025-432599-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/27/2020	WC	Workers' Compensation	015025-432600-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/3/2020	WC	Workers' Compensation	015025-432686-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/5/2020	AU	Collision/Physical Damage	015025-275195-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/12/2020	AU	Property Damage	015025-432822-AD-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
6/18/2020	AU	Property Damage	015025-432895-AD-01	Closed	CA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/23/2020	WC	Workers' Compensation	015025-432944-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/23/2020	AU	Property Damage	015025-432943-AD-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
6/26/2020	WC	Workers' Compensation	015025-433001-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/29/2020	WC	Workers' Compensation	015025-433021-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/29/2020	WC	Workers' Compensation	015025-433022-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/29/2020	GL	Property Damage	015025-432984-GD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/6/2020	WC	Workers' Compensation	015025-433092-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/6/2020	WC	Workers' Compensation	015025-433093-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/6/2020	AU	Bodily Injury	015025-433102-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/6/2020	AU	Property Damage	015025-432822-AD-02	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
7/7/2020	AU	Property Damage	015025-432822-AD-03	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
7/8/2020	AU	Property Damage	015025-433102-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/13/2020	AU	Medical Payments	015025-433102-AM-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/23/2020	AU	Bodily Injury	015025-433350-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/3/2020	WC	Workers' Compensation	015025-433548-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
8/3/2020	WC	Workers' Compensation	015025-433563-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/12/2020	GL	Property Damage	015025-433729-GD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/17/2020	WC	Workers' Compensation	015025-433791-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/17/2020	AU	Bodily Injury	015025-433790-AB-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
8/17/2020	AU	Property Damage	015025-433792-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/19/2020	AU	Property Damage	015025-433831-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/21/2020	AU	Bodily Injury	015025-433792-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/24/2020	WC	Workers' Compensation	015025-433896-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
8/24/2020	WC	Workers' Compensation	015025-433883-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/26/2020	AU	Bodily Injury	015025-433831-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/26/2020	AU	Bodily Injury	015025-433831-AB-02	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.

3/8/2021	WC	Workers' Compensation	015025-437171-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/8/2021	WC	Workers' Compensation	015025-437172-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/10/2021	AU	Collision/Physical Damage	015025-437170-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/12/2021	WC	Workers' Compensation	015025-437251-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/12/2021	AU	Bodily Injury	015025-427399-AB-03	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/15/2021	AU	Collision/Physical Damage	015025-437229-AP-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/17/2021	AU	Property Damage	015025-437169-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/19/2021	WC	Workers' Compensation	015025-437339-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/22/2021	WC	Workers' Compensation	015025-437354-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/25/2021	WC	Workers' Compensation	015025-437403-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/25/2021	WC	Workers' Compensation	015025-437404-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/25/2021	AU	Property Damage	015025-437402-AD-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/26/2021	WC	Workers' Compensation	015025-437426-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/26/2021	WC	Workers' Compensation	015025-437417-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/29/2021	AU	Bodily Injury	015025-437402-AB-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
3/29/2021	AU	Property Damage	015025-436064-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/30/2021	WC	Workers' Compensation	015025-437452-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/30/2021	WC	Workers' Compensation	015025-437454-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/13/2021	WC	Workers' Compensation	015025-437636-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/16/2021	WC	Workers' Compensation	015025-437709-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/19/2021	WC	Workers' Compensation	015025-437727-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/19/2021	AU	Property Damage	015025-437708-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/20/2021	WC	Workers' Compensation	015025-437735-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/22/2021	WC	Workers' Compensation	015025-437783-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/22/2021	WC	Workers' Compensation	015025-437772-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/26/2021	WC	Workers' Compensation	015025-437829-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/4/2021	AU	Collision/Physical Damage	015025-437872-AP-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
5/5/2021	WC	Workers' Compensation	015025-437935-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/5/2021	AU	Property Damage	015025-437945-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/5/2021	AU	Property Damage	015025-437934-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/12/2021	WC	Workers' Compensation	015025-438012-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
5/14/2021	AU	Bodily Injury	015025-437945-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/25/2021	WC	Workers' Compensation	015025-438135-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/26/2021	WC	Workers' Compensation	015025-438148-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/27/2021	WC	Workers' Compensation	015025-438171-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/2/2021	WC	Workers' Compensation	015025-438228-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/4/2021	WC	Workers' Compensation	015025-438242-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/15/2021	WC	Workers' Compensation	015025-438381-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/17/2021	AU	Collision/Physical Damage	015025-438416-AP-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
6/21/2021	WC	Workers' Compensation	015025-438456-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/21/2021	AU	Property Damage	015025-438455-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/22/2021	WC	Workers' Compensation	015025-438469-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/24/2021	WC	Workers' Compensation	015025-438512-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/24/2021	AU	Collision/Physical Damage	015025-275329-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/28/2021	WC	Workers' Compensation	015025-438557-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/6/2021	WC	Workers' Compensation	015025-438641-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/7/2021	WC	Workers' Compensation	015025-438640-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
7/12/2021	WC	Workers' Compensation	015025-438717-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/15/2021	WC	Workers' Compensation	015025-438648-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/20/2021	WC	Workers' Compensation	015025-438820-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/3/2021	WC	Workers' Compensation	015025-439006-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/4/2021	AU	Collision/Physical Damage	015025-439003-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/4/2021	AU	Collision/Physical Damage	015025-439005-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/11/2021	WC	Workers' Compensation	015025-439112-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/13/2021	WC	Workers' Compensation	015025-439046-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
8/13/2021	AU	Property Damage	015025-439177-AD-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
8/17/2021	AU	Bodily Injury	015025-439177-AB-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
8/17/2021	AU	Bodily Injury	015025-439177-AB-02	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
8/17/2021	AU	Bodily Injury	015025-439177-AB-03	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
8/18/2021	WC	Workers' Compensation	015025-439189-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/18/2021	WC	Workers' Compensation	015025-439275-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/19/2021	WC	Workers' Compensation	015025-439298-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/30/2021	WC	Workers' Compensation	015025-439459-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/31/2021	WC	Workers' Compensation	015025-439487-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/1/2021	AU	Collision/Physical Damage	015025-439486-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/7/2021	WC	Workers' Compensation	015025-439579-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/7/2021	WC	Workers' Compensation	015025-275385-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/14/2021	WC	Workers' Compensation	015025-439657-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/17/2021	WC	Workers' Compensation	015025-439756-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/20/2021	AU	Property Damage	015025-439786-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/21/2021	WC	Workers' Compensation	015025-439814-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/22/2021	AU	Property Damage	015025-439843-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/23/2021	WC	Workers' Compensation	015025-439840-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
9/24/2021	AU	Property Damage	015025-437871-AD-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
9/28/2021	WC	Workers' Compensation	015025-439897-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/28/2021	WC	Workers' Compensation	015025-439918-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/28/2021	AU	Property Damage	015025-439912-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/30/2021	WC	Workers' Compensation	015025-439955-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/4/2021	WC	Workers' Compensation	015025-439976-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/7/2021	WC	Workers' Compensation	015025-440047-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/7/2021	WC	Workers' Compensation	015025-440048-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/7/2021	AU	Collision/Physical Damage	015025-275402-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/11/2021	AU	Bodily Injury	015025-275385-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/14/2021	WC	Workers' Compensation	015025-440135-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.

3/17/2022	WC	Workers' Compensation	015025-442311-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/17/2022	WC	Workers' Compensation	015025-443035-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/18/2022	AU	Collision/Physical Damage	015025-443027-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/21/2022	WC	Workers' Compensation	015025-442513-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/21/2022	AU	Collision/Physical Damage	015025-442913-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/22/2022	AU	Collision/Physical Damage	015025-443093-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/4/2022	WC	Workers' Compensation	015025-443298-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/5/2022	WC	Workers' Compensation	015025-442893-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/5/2022	WC	Workers' Compensation	015025-443320-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/5/2022	AU	Collision/Physical Damage	015025-443283-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/6/2022	WC	Workers' Compensation	015025-443339-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/7/2022	WC	Workers' Compensation	015025-443285-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/7/2022	AU	Collision/Physical Damage	015025-443365-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/15/2022	WC	Workers' Compensation	015025-443297-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/18/2022	WC	Workers' Compensation	015025-443497-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/22/2022	WC	Workers' Compensation	015025-443588-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/22/2022	GL	Property Damage	015025-443357-GD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/25/2022	WC	Workers' Compensation	015025-443591-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/25/2022	WC	Workers' Compensation	015025-443619-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/26/2022	AU	Property Damage	015025-443256-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/27/2022	AU	Property Damage	015025-275574-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/28/2022	WC	Workers' Compensation	015025-443666-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
5/2/2022	AU	Bodily Injury	015025-275574-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/3/2022	WC	Workers' Compensation	015025-443733-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/9/2022	WC	Workers' Compensation	015025-443804-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/9/2022	WC	Workers' Compensation	015025-443825-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/12/2022	WC	Workers' Compensation	015025-443879-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/13/2022	WC	Workers' Compensation	015025-442229-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/16/2022	WC	Workers' Compensation	015025-443921-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/16/2022	WC	Workers' Compensation	015025-443931-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/18/2022	WC	Workers' Compensation	015025-443976-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/18/2022	WC	Workers' Compensation	015025-443973-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/18/2022	WC	Workers' Compensation	015025-443993-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/19/2022	WC	Workers' Compensation	015025-444001-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/19/2022	GL	Property Damage	015025-443994-GD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/23/2022	WC	Workers' Compensation	015025-444031-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/23/2022	WC	Workers' Compensation	015025-444048-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/27/2022	WC	Workers' Compensation	015025-444121-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/31/2022	WC	Workers' Compensation	015025-444167-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/2/2022	AU	Medical Payments	015025-275574-AM-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/7/2022	WC	Workers' Compensation	015025-444269-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/7/2022	WC	Workers' Compensation	015025-444302-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/8/2022	AU	Collision/Physical Damage	015025-275627-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/9/2022	AU	Property Damage	015025-444318-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/13/2022	WC	Workers' Compensation	015025-444381-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/15/2022	WC	Workers' Compensation	015025-441713-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/15/2022	WC	Workers' Compensation	015025-441778-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
6/20/2022	WC	Workers' Compensation	015025-444444-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/20/2022	WC	Workers' Compensation	015025-275646-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/21/2022	AU	Collision/Physical Damage	015025-444468-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/24/2022	WC	Workers' Compensation	015025-444552-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/1/2022	WC	Workers' Compensation	015025-444656-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/5/2022	WC	Workers' Compensation	015025-441315-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/6/2022	AU	Collision/Physical Damage	015025-444670-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/11/2022	WC	Workers' Compensation	015025-444800-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/13/2022	AU	Collision/Physical Damage	015025-275633-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/18/2022	WC	Workers' Compensation	015025-444878-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/18/2022	WC	Workers' Compensation	015025-444895-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/18/2022	AU	Property Damage	015025-444869-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/25/2022	AU	Bodily Injury	015025-275574-AB-02	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/26/2022	WC	Workers' Compensation	015025-445004-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/12/2022	WC	Workers' Compensation	015025-445218-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/15/2022	WC	Workers' Compensation	015025-444846-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/16/2022	WC	Workers' Compensation	015025-445274-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/24/2022	WC	Workers' Compensation	015025-445408-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/25/2022	WC	Workers' Compensation	015025-445411-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/30/2022	WC	Workers' Compensation	015025-445444-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/30/2022	AU	Collision/Physical Damage	015025-275744-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/8/2022	WC	Workers' Compensation	015025-445543-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/9/2022	AU	Property Damage	015025-445588-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/15/2022	AU	Collision/Physical Damage	015025-445702-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/15/2022	AU	Property Damage	015025-445657-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/19/2022	AU	Property Damage	015025-445701-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/21/2022	WC	Workers' Compensation	015025-445746-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/27/2022	AU	Property Damage	015025-445816-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/30/2022	AU	Bodily Injury	015025-445657-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/3/2022	AU	Collision/Physical Damage	015025-445893-AP-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
10/5/2022	WC	Workers' Compensation	015025-445860-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/11/2022	AU	Bodily Injury	015025-444869-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/11/2022	AU	Collision/Physical Damage	015025-446028-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/17/2022	AU	Property Damage	015025-446093-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/24/2022	WC	Workers' Compensation	015025-446219-WC-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
10/24/2022	AU	Property Damage	015025-275812-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/25/2022	WC	Workers' Compensation	015025-446074-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.

6/13/2023	AU	Collision/Physical Damage	015025-449364-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/15/2023	AU	Medical Payments	015025-449080-AM-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/19/2023	WC	Workers' Compensation	015025-449437-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/19/2023	WC	Workers' Compensation	015025-449452-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/19/2023	WC	Workers' Compensation	015025-449458-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/20/2023	AU	Collision/Physical Damage	015025-449443-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/26/2023	WC	Workers' Compensation	015025-449526-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/3/2023	WC	Workers' Compensation	015025-449621-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/11/2023	WC	Workers' Compensation	015025-449701-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/11/2023	WC	Workers' Compensation	015025-449702-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/11/2023	WC	Workers' Compensation	015025-449715-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/13/2023	AU	Collision/Physical Damage	015025-449666-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/18/2023	AU	Property Damage	015025-449668-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/19/2023	WC	Workers' Compensation	015025-449805-WC-01	Closed	GA	(Closed Nov-23) MHT - Atlanta, GA	Metro Ambulance Services, Inc.
7/19/2023	AU	Collision/Physical Damage	015025-449777-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/19/2023	AU	Property Damage	015025-276342-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/20/2023	WC	Workers' Compensation	015025-276342-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/26/2023	WC	Workers' Compensation	015025-449893-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/31/2023	WC	Workers' Compensation	015025-449937-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/31/2023	WC	Workers' Compensation	015025-449938-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/31/2023	WC	Workers' Compensation	015025-449940-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
7/31/2023	WC	Workers' Compensation	015025-449951-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/7/2023	WC	Workers' Compensation	015025-450025-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/8/2023	AU	Property Damage	015025-449874-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/14/2023	AU	Property Damage	015025-450117-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/22/2023	AU	Bodily Injury	015025-450242-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/22/2023	AU	Collision/Physical Damage	015025-276415-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/22/2023	AU	Property Damage	015025-450242-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/23/2023	AU	Property Damage	015025-445493-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
8/30/2023	AU	Collision/Physical Damage	015025-450280-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/1/2023	WC	Workers' Compensation	015025-450368-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/7/2023	AU	Property Damage	015025-450292-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/12/2023	WC	Workers' Compensation	015025-450475-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/14/2023	WC	Workers' Compensation	015025-450502-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/14/2023	WC	Workers' Compensation	015025-450510-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/27/2023	AU	Collision/Physical Damage	015025-276560-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/27/2023	AU	Collision/Physical Damage	015025-276561-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/29/2023	WC	Workers' Compensation	015025-450657-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
9/29/2023	WC	Workers' Compensation	015025-450659-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/4/2023	WC	Workers' Compensation	015025-450671-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/5/2023	GL	Bodily Injury	015025-276342-GB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/10/2023	WC	Workers' Compensation	015025-450762-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/10/2023	WC	Workers' Compensation	015025-450763-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
10/26/2023	AU	Property Damage	015025-450545-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/2/2023	WC	Workers' Compensation	015025-276755-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/3/2023	WC	Workers' Compensation	015025-276759-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/3/2023	AU	Property Damage	015025-450663-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/9/2023	AU	Property Damage	015025-276712-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/10/2023	AU	Property Damage	015025-444376-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/10/2023	AU	Property Damage	015025-447846-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/15/2023	AU	Collision/Physical Damage	015025-451059-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/15/2023	GL	Property Damage	015025-450808-GD-01	Closed	GA	(Closed Nov-23) MHT - Atlanta, GA	Metro Ambulance Services, Inc.
11/16/2023	WC	Workers' Compensation	015025-276846-WC-01	Closed	GA	(Closed Nov-23) MHT - Atlanta, GA	Metro Ambulance Services, Inc.
11/27/2023	WC	Workers' Compensation	015025-451108-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/28/2023	WC	Workers' Compensation	015025-451176-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
11/28/2023	AU	Bodily Injury	015025-448536-AB-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/1/2023	AU	Property Damage	015025-450595-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/1/2023	AU	Property Damage	015025-276924-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/4/2023	AU	Collision/Physical Damage	015025-276121-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/19/2023	AU	Collision/Physical Damage	015025-276585-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/19/2023	AU	Property Damage	015025-277054-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/3/2024	WC	Workers' Compensation	015025-277152-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/8/2024	WC	Workers' Compensation	015025-276987-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/8/2024	WC	Workers' Compensation	015025-277235-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/11/2024	AU	Property Damage	015025-277272-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/15/2024	GL	Property Damage	015025-277290-GD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/16/2024	AU	Collision/Physical Damage	015025-277330-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/19/2024	WC	Workers' Compensation	015025-277362-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/7/2024	WC	Workers' Compensation	015025-000056-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/12/2024	AU	Property Damage	015025-000237-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/14/2024	WC	Workers' Compensation	015025-000219-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/15/2024	WC	Workers' Compensation	015025-000270-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/16/2024	WC	Workers' Compensation	015025-000320-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/16/2024	AU	Collision/Physical Damage	015025-000384-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/21/2024	WC	Workers' Compensation	015025-000272-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/21/2024	WC	Workers' Compensation	015025-000366-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/21/2024	AU	Property Damage	015025-000503-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/5/2024	AU	Property Damage	015025-000849-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/12/2024	GL	Bodily Injury	015025-000963-GB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/18/2024	WC	Workers' Compensation	015025-001072-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/19/2024	WC	Workers' Compensation	015025-001106-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/21/2024	WC	Workers' Compensation	015025-001169-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/27/2024	AU	Collision/Physical Damage	015025-276342-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/1/2024	WC	Workers' Compensation	015025-001387-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.

12/11/2024	GL	Property Damage	015025-007019-GD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/18/2024	AU	Property Damage	015025-007181-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/19/2024	WC	Workers' Compensation	015025-007135-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/20/2024	WC	Workers' Compensation	015025-007197-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
12/20/2024	AU	Property Damage	015025-007208-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/3/2025	AU	Collision/Physical Damage	015025-007551-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/8/2025	WC	Workers' Compensation	015025-007605-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/10/2025	AU	Property Damage	015025-002831-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/16/2025	AU	Collision/Physical Damage	015025-006922-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/22/2025	WC	Workers' Compensation	015025-007868-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/24/2025	AU	Property Damage	015025-008012-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/27/2025	AU	Property Damage	015025-008067-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/27/2025	AU	Property Damage	015025-008067-AD-02	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/27/2025	AU	Property Damage	015025-008047-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/27/2025	AU	Property Damage	015025-008047-AD-02	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/30/2025	AU	Property Damage	015025-008193-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
1/31/2025	AU	Property Damage	015025-008207-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/3/2025	AU	Collision/Physical Damage	015025-008243-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/4/2025	WC	Workers' Compensation	015025-008190-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/5/2025	WC	Workers' Compensation	015025-008275-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/5/2025	AU	Property Damage	015025-008312-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/11/2025	WC	Workers' Compensation	015025-008358-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/11/2025	AU	Bodily Injury	015025-008312-AB-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/18/2025	AU	Property Damage	015025-008520-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/18/2025	AU	Property Damage	015025-008562-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/19/2025	AU	Collision/Physical Damage	015025-008562-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/20/2025	WC	Workers' Compensation	015025-008546-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/25/2025	AU	Property Damage	015025-008748-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/26/2025	WC	Workers' Compensation	015025-008686-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
2/26/2025	AU	Bodily Injury	015025-008774-AB-01	Open	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
2/26/2025	AU	Collision/Physical Damage	015025-008795-AP-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/4/2025	AU	Collision/Physical Damage	015025-008917-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/13/2025	GL	Property Damage	015025-006651-GD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/14/2025	AU	Bodily Injury	015025-008917-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/20/2025	WC	Workers' Compensation	015025-009200-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/24/2025	AU	Collision/Physical Damage	015025-009305-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
3/31/2025	AU	Bodily Injury	015025-009305-AB-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/1/2025	AU	UI/UIM	015025-008562-AU-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/2/2025	AU	Property Damage	015025-009516-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/9/2025	AU	Collision/Physical Damage	015025-008207-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/9/2025	AU	Collision/Physical Damage	015025-009677-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/9/2025	AU	Collision/Physical Damage	015025-009660-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/9/2025	AU	Property Damage	015025-009626-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
4/10/2025	WC	Workers' Compensation	015025-009650-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/2/2025	AU	Collision/Physical Damage	015025-010162-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/5/2025	WC	Workers' Compensation	015025-010111-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/5/2025	AU	Property Damage	015025-010205-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/6/2025	WC	Workers' Compensation	015025-010159-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/6/2025	WC	Workers' Compensation	015025-010160-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/6/2025	AU	Collision/Physical Damage	015025-010174-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/8/2025	AU	Bodily Injury	015025-010205-AB-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/8/2025	AU	Property Damage	015025-010311-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/9/2025	AU	Bodily Injury	015025-010333-AB-01	Open	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
5/12/2025	AU	Property Damage	015025-010129-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/13/2025	AU	Property Damage	015025-010333-AD-01	Closed	GA	(Closed Dec-23) - Atlanta, GA	Metro Ambulance Services, Inc.
5/15/2025	WC	Workers' Compensation	015025-010446-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/19/2025	AU	Collision/Physical Damage	015025-010493-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/20/2025	AU	Property Damage	015025-010493-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/20/2025	AU	Property Damage	015025-010567-AD-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
5/22/2025	WC	Workers' Compensation	015025-010532-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/5/2025	AU	Property Damage	015025-010876-AD-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/9/2025	WC	Workers' Compensation	015025-010882-WC-01	Closed	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/11/2025	AU	Property Damage	015025-010994-AD-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/17/2025	WC	Workers' Compensation	015025-011045-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/17/2025	AU	Collision/Physical Damage	015025-011114-AP-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/18/2025	WC	Workers' Compensation	015025-011123-WC-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/19/2025	AU	Property Damage	015025-011182-AD-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/23/2025	AU	Bodily Injury	015025-010994-AB-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/23/2025	AU	Property Damage	015025-011230-AD-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.
6/25/2025	AU	Bodily Injury	015025-010876-AB-01	Open	GA	DeKalb County, GA	Metro Ambulance Services, Inc.

EXHIBIT-09

Disaster Preparedness Capabilities

When our communities call upon us, AMR brings the healthcare expertise, equipment and speed needed to respond to emergency situations. AMR is the prime contractor with the Federal Emergency Management Agency (FEMA) to provide ground ambulance, air ambulance, paratransit services, and non-ambulance EMS personnel to supplement the federal and military response to a disaster, act of terrorism or any other public health emergency. This contract covers 48 states, including Georgia. We accomplish all this while still maintaining our EMS systems and mutual aid contracts.

AMR is the first and only call when it comes to responding to disasters. We are the nation's most experienced and best-prepared provider of emergency disaster and multi-casualty incident (MCI) response. This expertise makes us a proven partner for the County because our teams or higher trained and have more experience managing disasters.

Time and time again, AMR has been there as the local provider with national strength when disasters strike. When communities are overwhelmed, they reach out to us. Our disaster preparedness and depth of resources has been tested and proven by our responses to catastrophic hurricanes and wildfires, COVID-19 evacuations and many other multi-casualty incidents and disasters. At all times, our organization maintains a national database of employees and vehicles available for disaster support deployment.



No other public or private ambulance provider shares our experience managing large disaster deployments

Our responses at a moment's notice demonstrate our depth and capability of crisis response. In addition to our local disaster capabilities, we have implemented the logistics, pre-positioned ambulances, equipment and supplies to deploy as many as 800 fully staffed ambulances to anywhere in the United States within 24-hours of activation by FEMA.

At all times, our organization maintains a national database of employees and vehicles available for disaster support deployment. These resources have proven to be critically beneficial in many of the large-scale emergencies and disasters affecting our nation, including floods, wildfires, hurricanes, terrorist attacks, and emerging infectious diseases.

Our local workforce and distinguished national resources give us the exclusive advantage of being able to immediately respond to any disaster event.

Locally Run

Our approach of being "locally run, nationally supported" has let us build regional assets and conduct mutual aid trainings with neighboring counties, ensuring we're prepared for any disaster.

AMR's Disaster Response Network

Over the decades, AMR has proven its ability to respond to local disasters and MCIs in a coordinated, effective fashion demonstrating our power of regional integration.

We are the recognized industry leader in developing and implementing models to address large-scale disaster and surge capacity needs. AMR has the regional bench strength to seamlessly move a large group of additional units to a scene when needed.

No other provider can offer equivalent resources deployable in such a rapid fashion. AMR is abundantly qualified and ready to access disaster resources at the regional, state and national levels if our Barrow County's robust resources need support.

AMR's resources have proven to be critically beneficial in many of the large-scale emergencies and disasters affecting Georgia communities, as well as in supplementing the state's public safety infrastructure. Our proposed deployment plans are designed to ensure our ability to meet and exceed response times in all but the most extreme situations.

AMR maintains a national database of employees and vehicles available for deployment at all times. We are proud of our ability to maintain a full level of service with all of our local contracts even with large-scale deployments. **AMR is one of the only EMS organizations in the world that has the resources to provide massive disaster response while continuing to provide the same level of service in our base communities.**

AMR's role during disasters includes medical transportation, patient triage, treatment, evacuation and transportation. For major federal disasters we are also prepared to perform hazard recognition, symptom surveillance and reporting, on-scene medical stand-by and transport and redistribution of patients to free-up receiving hospital and bed space. We have assets that may be used for a variety of secondary functions—including distributing immunizations, staffing shelters, EDs and setting up mobile medical units.

AMR's Office of Emergency Management



Leveraging both local and nationwide resources, we can swiftly assemble a highly experienced senior management team capable of assuming control of the EMS system in a catastrophic scenario. Our Office of Emergency Management (OEM) could complement all County disaster response leadership.

AMR's OEM manages the deployment of thousands of ambulances, buses, wheelchair-accessible vehicles, fixed-wing and rotor-wing aircraft and command and support staff to coordinate communications, equipment, supplies, logistics and various support functions in response to major U.S. disasters and emergency evacuation support. AMR's OEM enables us to efficiently implement temporary emergency measures, ensuring seamless service delivery during the transition period.

QA/QI Program

Segment I: Developing a Foundation of Care

AMR's first step in our quality process is to provide employees with performance expectations and ensure they have the tools they need to respond to given situations, incidents and patient conditions. We do this through in-depth understanding of written patient care protocols, evidence-based practice guidelines, clinical and operational policies, performance scorecards, and continuing education and training.

Starting with the new hire selection process and comprehensive orientation training program, we ensure our field staff has the training, tools, and performance expectations necessary to meet the demands of high-performance EMS service. Once out of orientation, it is imperative that we create a "learning organization culture" and provide ongoing training and education to ensure our clinicians remain at the forefront of EMS care.

AMR will offer a catalog of clinical and operation learning videos to our paramedics and EMTs working within the County. These are available from a combination of platforms, including Cornerstone—AMR's online learning management system.

In addition to video-based educational content, our company's learning management system streamlines certificate management and access to online continuing education for AMR clinicians.

Our local Clinical Operations department utilizes this system to distribute locally developed courses created for the specific needs of the employees. The combination of data monitoring and evidence-based practice implementation ensures that the patients are receiving the best care, and the resulting improvement is visible to the providers.

Segment II: Monitoring the Care

AMR's quality management program is explicitly designed to ensure that every patient receives the best care and customer service possible. To do this, we use a variety of monitoring tools to evaluate our services and identify clinical issues, allowing us to develop the most effective solutions to ensure the best possible patient care. The key monitoring and identification tools we use are:

- **Data Collection and Analysis –** Our clinical data will be generated from **ImageTrend**, the ePCR platform we will utilize in the County. Our clinical education department and Dr. Malcom, our proposed medical director, will have access to monthly performance improvement measurement tools, which currently track AMR's key performance improvement metrics. **ImageTrend** is a NEMSIS-compliant ePCR system allows for rapid real-time identification and retrospective review of individual-level issues and overall system performance. **ImageTrend** analytics provide agencies a library of base reports covering clinical and operational measures to enable users the ability to trend performance over time, identify individual crew performance issues and initiate

in Nurse Navigation Quality Assurance initiatives directly with the 911 Nurse Navigation team. Nationally, navigated callers report high satisfaction with the program including a 4.7 out of 5.0 rating.

Segment III: Local Quality Management Talent

We believe that every member of our leadership team plays a key role in our QA/QI process. In the County, this responsibility will start with Rafe Waters, our Regional Director and a local Operations Manager. Supporting our operational team will be Dr. Ed Malcom, our proposed Medical Director, along with Clinical Operations Manager William Riner and an experienced team of Field Operations Supervisors.

As our key leaders, these important personnel will work to establish clinical and operational missions that will be aligned with Barrow County and your quality management programs. Additionally, we will give preference to the incumbent workforce who have been embedded in the system to ensure a seamless transition.

Moreover, our QA/QI processes involve all AMR caregivers and local first responder partners – we provide care to the same patient, even if we do wear different uniforms. The following committees and personnel play a key role in fulfilling our local clinical mission:

- **Quality Improvement Committee –** Our internal Quality Improvement Committee will be chaired by Regional Director Rafe Waters. This committee will review proceedings with County stakeholders, our Clinical Operations team led by William Riner, dedicated local AMR clinicians, Dr. Malcom, various first responder representatives and local hospital staff to ensure action items are met. Activities for the committee include reviewing system performance in all key areas, generating ideas for improvement projects, and guiding and monitoring progress on improvement projects. Our overall focus is on system-wide performance for our patients and the community.
- **Peer Review Committee –** All AMR employees are encouraged to become involved in making improvements. Our Peer Review Committee plays a vital role in overall quality for our local operation, from evaluating new equipment, to providing feedback on new protocols, fine-tuning deployment plans, and assessing the performance of our functions. Peer involvement is an important component of engaging employees. By having employees involved in all these elements, they can "own" new concepts, procedures, standards, and other progressive activities, and are actively engaged in improving the system and the overall quality of care. As the day-to-day frontline clinicians, these employees often hold the key to innovative solutions for challenging issues.
- **Leadership Team –** Clinical enhancements are a core goal and focus for AMR. Improved clinical outcomes are one of the most important factors in demonstrating the benefits of clinical enhancements. This outcome-based approach is founded in our data-driven systems, and the

Other Innovative Programs for Barrow County's Future

In addition to our 911 Nurse Navigation and whole blood programs we described in our proposal, AMR has other forward-leaning enhancements if Barrow County desired. Examples are included below.



Transport.net: The Barrow County Communication Center is already utilizing our proprietary **Transport.net** platform. This online ordering system helps dispatchers schedule medical aircraft requests to correctly match the appropriate level of service. Transport.net, and its Rapid SOS enhancement, automates the process—improving the ease of ordering transports, while providing real-time transparency to patient movement and transport availability.



Carbyne: A potential future enhancement would be adding the **Carbyne solution** to the Barrow County 911 Communications Center to enhance dispatch services. Carbyne is designed to improve ambulance arrival time by up to 28% by rapidly identifying the caller's physical address.



Advanced Equipment: We will use enhanced technology in all aspects of service delivery, from patient care equipment and vehicles to dispatch and system status management solutions. From our aircraft transporting blood to the utilization of the cloud-based Pulsara communications system, all our clinical innovations are aimed in producing better patient outcomes.

A Global Medical Response Solution

4400 State Highway 121, Ste. 700
Lewisville, Texas 75056
www.amr.net

February 20, 2025

Barrow County Board of County Commissioners
Historic Courthouse
Attn: Abril Olivas, County Clerk
30 N. Broad Street I Winder, GA 30680

RE: RFQ/P2026-11 I Emergency (911) Ambulance Services

Dear Ms. Olivas,

American Medical Response (AMR) appreciates the opportunity to continue working collaboratively with Barrow County as part of the RFQ/P2026-11 process. Enclosed, AMR has executed and submitted the Vendor Application, Contractor Affidavit/E-Verify form, and the proposed EMS Services Agreement (Agreement) in accordance with the County's request.

Consistent with the language outlined in the **AWARD & CONDITIONS** section of the RFQ/P, AMR understands that neither party will be bound until a written agreement is mutually acceptable and may incorporate ideas presented in the proposal during negotiations. In that spirit, and with a shared commitment to transparency and partnership, AMR respectfully requests the opportunity to discuss and align on certain provisions within the proposed Agreement prior to final execution.

Our intent is to ensure that the Agreement accurately reflects the requirements of the RFQ/P, AMR's submitted proposal, and the County's operational and service objectives. We believe that addressing the items below through open dialogue will help establish a strong, long-term partnership that supports and enhances the Barrow County EMS system.

- I. Scope of Services and Termination Date
  - C. – The term does not currently specify the four (4) additional one (1) year period renewals based on satisfactory performance listed within the RFP.
- III. Compensation and Method of Payment
  - A. – The compensation section is currently listed for 2027; however, the agreement specifies a start date of July 1, 2026. Additionally, we have included our annual subsidy to account for potential renewal years, which the County may wish to consider adding to the agreement.
  - C. – The wording in this section, as well as others, suggests that the selected provider would be utilizing, billing, and collecting under the County's license, using the County's NPI, and allows the provider to bill patients in the County's name and on the County's behalf. Given there may be some differences between this section and the RFP, we would appreciate the chance to review this section together to confirm it aligns with the County's objectives.

- Exhibit A, Scope of Services
  - 1b. – The "Service Start Date" and "Effective Date" are not the same. We believe there should be alignment.
  - 1d. – There is a "#" to indicate the number of ambulance units. This should be changed with agreed to number prior to execution by the parties.
  - The inclusion of a separate SLA agreement post-execution of the Agreement. We believe that it may be prudent to negotiate and include such language within the four corners of the Agreement.
  - 4d. The no transport fee of "up to $100" should be revised to be consistent with the Georgia Medicaid rate of $753.35 to allow the selected provider to bill within state guidelines for that patient population.

AMR values the County's emphasis on partnership and collaboration and welcomes the opportunity to work together to resolve these items in a manner that supports mutual objectives and ensures clarity for both parties. Should you have any questions or wish to discuss these items further, we would be pleased to do so at your convenience. Thank you for your consideration.

Respectfully submitted,

RAFE WATERS
Regional Director
912/346.9541 I rafe.waters@gmr.net

BRETT JOVANOVICH
South Region President
205/529.8899 I brett.jovanovich@gmr.net

Barrow COUNTY GEORGIA

BARROW COUNTY
FINANCE DEPARTMENT
PURCHASING DIVISION

30 North Broad Street | Winder, GA 30680
(O) 770.867.1953 (F) 770.307.3141
www.barrowga.org

VENDOR APPLICATION

[X] NEW APPLICATION [ ] REVISED APPLICATION

GENERAL VENDOR INFORMATION

COMPANY NAME: Metro Ambulance Services Inc.

DBA NAME: American Medical Response (AMR)

ADDRESS: 4400 State Highway 121, Suite 700

CITY: Lewisville STATE: Texas ZIP: 75056

TELEPHONE NUMBER: 678.259.3979 FAX NUMBER:

EMAIL ADDRESS: rafe.waters@gmr.net

FEDERAL TAX ID NUMBER (if company) : 58-1036407

SOCIAL SECURITY NUMBER (if individual): DUNS NUMBER:

OCCUPATIONAL TAX COUNTY OF REGISTRATION & LICENSE NUMBER:

REMITTANCE INFORMATION

REMIT TO ADDRESS (if different from above):

CITY: STATE: ZIP:

ACCOUNTS RECEIVABLE CONTACT E:

CONTACT TELEPHONE NUMBER:

CONTACT EMAIL ADDRESS:

FIRM ORGANIZED AS:	[ ] INDIVIDUAL/SOLE PROPRIETOR	[ ] PARTNERSHIP
	[X] CORPORATION	[ ] NON-PROFIT
	[ ] JOINT VENTURE	[ ]
	[ ] GOVERNMENT	

[X] LARGE BUSINESS WITH $1,000,000 IN SALES AND UP	NUMBER OF EMPLOYEES 51
[ ] SMALL BUSINESS WITH LESS THAN $1,000,000 IN SALES	

51% MINORITY OWNED BUSINESS CONCERN:	[ ] YES	[X] NO
51% WOMAN OWNED BUSINESS CONCERN:	[ ] YES	[X] NO

PRINCIPAL LINE OF BUSINESS (please describe)

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CONTRACTOR AFFIDAVIT / EVERIFY

STATE OF Georgia

COUNTY OF Barrow

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is engaged in the physical performance of services on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period, and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b).

Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

Company ID 271115

10/30/2009

Date of Enrollment

Metro Ambulance Services Inc. DBA
American Medical Response (AMR)
Name of Contractor

RFQ/P2026-11 Emergency Medical Services (EMS) Provider
Name of Project

BARROW COUNTY BOARD OF COMMISSIONERS
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on February 20, 2026

in HAMPTON (city) GEORGIA (state).

Signature of Authorized Officer or Agent

Rafe Waters
Printed Name of Authorized Officer or Agent

Regional Director
Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS 20 DAY OF FEBRUARY 2026.

Notary Public

My Commission Expires: 10/18/2027.

ADRIANA ROCK
NOTARY PUBLIC
Clayton County
State of Georgia
My Commission Expires Oct. 18, 2027

EMS SERVICES AGREEMENT

BARROW COUNTY PRIMARY 911 COVERAGE AREA

THIS AGREEMENT is made and entered into as of this 1st day of July, 2026 (the "Effective Date"), by and between **BARROW COUNTY, GEORGIA,** a political subdivision of the State of Georgia, acting by and through its governing authority, the Barrow County Board of Commissioners (hereinafter referred to as the "County"), and Metro Ambulance Services Inc. DBA American Medical Response, a Georgia incorporated company (herein after referred to as the "Service Provider"), collectively referred to herein as the "Parties."

WITNESSETH:

WHEREAS, County desires to retain Service Provider to provide certain services generally described as emergency medical / ambulance services throughout Barrow County; and

WHEREAS, County finds that specialized knowledge, skills, and training are necessary to perform the services contemplated under this Agreement; and

WHEREAS, Service Provider has represented that it is appropriately licensed and qualified by training and experience and possesses the essential equipment and trained personnel necessary to perform the services required hereunder; and

WHEREAS, Service Provider desires to perform the services as set forth in this Agreement under the terms and conditions provided in this Agreement; and

WHEREAS, the public interest will be served by this Agreement; and

WHEREAS, Service Provider has familiarized itself with the nature and extent of the Agreement, the Project, and the Services, and with all local conditions and federal, state and local laws, ordinances, rules and regulations that may in any manner affect cost, progress or performance of Services; and

NOW, THEREFORE, for and in consideration of the mutual promises, the public purposes, and the acknowledgements and agreements contained herein, and other good and adequate consideration, the sufficiency of which is hereby acknowledged, the Parties do mutually agree as follows:

I. SCOPE OF SERVICES AND TERMINATION DATE

A. **Agreement.** The Agreement shall consist of this Professional Services Agreement and each of the Exhibits hereto, which are incorporated herein by reference, including:

Exhibit A - Scope of Services
Exhibit B - Contractor Affidavit and Agreement

B. **The Services.** The Services to be completed under this Agreement (the "Services") includes, but shall not be limited to, the work described in the Scope of Services provided in **Exhibit A,** attached hereto and incorporated herein by reference, and generally described as County-wide, emergency ambulance services. Unless otherwise stated therein, the Services include all material, labor, insurance, tools, equipment, machinery, water, heat, utilities, transportation, facilities, services and any other miscellaneous items and work necessary to complete the Services. Some details necessary for proper execution and completion of the Services may not be specifically described in the Scope of Services, but they are a requirement of the Services if they are a usual and customary component of the contemplated services or are otherwise necessary for proper completion of the Services.

C. **Term.** Service Provider warrants and represents that it will perform its services in a prompt and timely manner in accordance with the Scope of Services and best practices for operation of an ambulance service and care of patients transported therein. This Agreement is an annual contract and shall commence as of the date first written above and shall terminate on **June 30, 2027,** unless renewed by mutual agreement of the Parties.

II. WORK CHANGES

A. **Change Order Defined.** A "Change Order" means a written modification of the Agreement, signed by representatives of County and Service Provider with appropriate authorization.

B. **Right to Order Changes.** County reserves the right to order changes in the Services to be performed under this Agreement by altering, adding to, or deducting from the Services. All such changes shall be incorporated in written Change Orders and executed by Service Provider and County. Such Change Orders shall specify the changes ordered and any necessary adjustment of compensation and completion time.

C. **Change Order Requirement.** Any work added to or removed from the scope of this Agreement by a Change Order shall be executed under all the applicable conditions of this Agreement. No claim for additional compensation or extension of time shall be recognized, unless contained in a written Change Order duly executed on behalf of County and Service Provider prior to the effective date of such change or expressly contemplated hereby. Service Provider shall not be obligated to provide any service not described in the Scope of Services in the absence of a properly executed Change Order.

D. **Authority to Execute Change Order.** The County Manager has authority to execute, without further action of the Barrow County Board of Commissioners, any number of Change Orders so long as their total effect does not materially alter the terms of this Agreement or materially increase the Maximum Contract Price, as set forth in Section III(B) below. Any such Change Orders materially altering the terms of this Agreement, or any Change Order increasing the price by more than twenty-five thousand dollars ($25,000.00), must be approved by the Barrow County Board of Commissioners.

III. COMPENSATION AND METHOD OF PAYMENT

A. Ambulance Service: The County's total cost of providing Ambulance services per Fiscal Year (which shall be defined as July 1 through June 30) shall be as set forth below, payable by County to Service Provider in twelve (12) equal monthly installments.

FY2027: $3,965,000

B. The payment outlined above includes both the cost of the EMS service and the ALS Units. The installments will be due in advance of the tenth (10th) business day of each month.

C. It is acknowledged and agreed by the parties that the amount to be paid by County as set forth above, is not enough to cover Service Provider's cost of providing services hereunder and it is, therefore, agreed that County shall not bill patients or receive any amounts from patients or third-party payors as compensation for services provided by Service Provider pursuant to this Agreement. County hereby agrees that all fees received or collected as a result of services rendered by Service Provider hereunder shall be the property of Service Provider. County shall cooperate fully with Service Provider in all matters relating to billing and collecting and County hereby appoints Service Provider as its true and lawful attorney in fact for the following limited purposes: (i) to bill patients in the name of County and on County's behalf; (ii) to collect in the name of County and on County's behalf, from patients, insurance companies, Medicare, and all other third-party payers, all charges resulting from the provision of services, equipment, devices or supplies provided by Service Provider hereunder; (iii) to collect in the name of County and on County's behalf, all capitation payments, hospital incentive funds and funds from any shared risk pools under any risk-sharing arrangements wherein Service Provider is the provider of services; and (iv) to take possession of, and endorse in the name of County, when necessary, all cash, notes, checks, money orders, insurance payments, and any other instruments received as payment of accounts receivable.

D. The fees or charges for services rendered by Service Provider hereunder shall be as set forth in **Exhibit A** below. Service Provider, or Service Provider's agent, shall be responsible for billing patients and third-party payors for services provided by Service Provider hereunder and collecting fees for such services.

IV. COVENANTS OF SERVICE PROVIDER

A. Expertise of Service Provider; Licenses, Certification and Permits. Service Provider accepts the relationship of trust and confidence established between it and County, recognizing that County's intention and purpose in entering into this Agreement is to engage an entity with the requisite capacity, experience, and professional skill and judgment to provide the Services in pursuit of the timely and competent completion of the Services undertaken by Service Provider under this Agreement. Service Provider shall employ only persons duly qualified in the appropriate area of expertise to perform the Services described in this Agreement.

Service Provider covenants and declares that it has obtained all diplomas, certificates,

licenses, permits or the like required of Service Provider by any and all national, state, regional, county, or local boards, agencies, commissions, committees or other regulatory bodies in order to perform the Services contracted for under this Agreement. Further, Service Provider agrees that it will perform all Services in accordance with the standard of care and quality ordinarily expected of competent professionals and in compliance with all federal, state, and local laws, regulations, codes, ordinances, or orders applicable to the Project, including, but not limited to, any applicable records retention requirements and Georgia's Open Records Act (O.C.G.A. § 50-18-71, *et seq.)* to the extent applicable to Service Provider by virtue of this Agreement.

B. **Budgetary Limitations.** Service Provider agrees and acknowledges that budgetary limitations are not a justification for breach of sound principles of Service Provider's profession and industry. Specifically, Service Provider agrees that, in the event it cannot perform the Services within the budgetary limitations established without disregarding sound principles of Service Provider's profession and industry, Service Provider will give written notice immediately to County.

C. **County's Reliance on the Services.** Service Provider acknowledges and agrees that County does not undertake to approve or pass upon matters of expertise of Service Provider and that, therefore, County bears no responsibility for Service Provider's Services performed under this Agreement. Service Provider acknowledges and agrees that the acceptance of Services by County is limited to the function of determining whether there has been compliance with what is required to be done under this Agreement. County will not, and need not, inquire into adequacy, fitness, suitability or correctness of Service Provider's performance.

D. **Service Provider's Reliance on Submissions by County.** Service Provider must have timely information and input from County in order to perform the Services required under this Agreement. Service Provider is entitled to rely upon information provided by County, but Service Provider shall provide immediate written notice to County if Service Provider knows or reasonably should know that any information provided by County is erroneous.

E. **Service Provider's Representative.** _____, shall be authorized to act on Service Provider's behalf with respect to the Services as Service Provider's designated representative, provided that this designation shall not relieve either Party of any written notice requirements set forth elsewhere in this Agreement.

F. **Assignment of Agreement.** Service Provider covenants and agrees not to assign or transfer any interest in, or delegate any duties of this Agreement, without the prior express written consent of County, except that Service Provider may assign its interests and obligations hereunder to an affiliate controlled by, controlling, or under common control with Service Provider. As to any approved subcontractors, Service Provider shall be solely responsible for reimbursing them, and County shall have no obligation to them.

G. **Responsibility of Service Provider and Indemnification of County.** Service Provider covenants and agrees to take and assume all responsibility for the Services rendered in connection with this Agreement. Service Provider shall bear all losses and damages directly or indirectly resulting to it and/or County on account of the performance or character of the Services

rendered pursuant to this Agreement. Service Provider shall defend, indemnify and hold harmless County and County's elected and appointed officials, officers, boards, commissions, employees, representatives, consultants, agents, attorneys and volunteers (individually an "Indemnified Party" and collectively "Indemnified Parties") from and against any and all claims, suits, actions, judgments, injuries, damages, losses, costs, expenses and liability of any kind whatsoever, including but not limited to attorney's fees and costs of defense ("Liabilities"), to the extent that such Liabilities arise from or are the result of an alleged willful, negligent or tortious act or omission arising out of the Services, performance of contracted services, or operations by Service Provider, any subcontractor, anyone directly or indirectly employed by Service Provider or subcontractor or anyone for whose acts or omissions Service Provider or subcontractor may be liable in connection with the Services, regardless of whether or not the act or omission is caused in part by a party indemnified hereunder; provided that this indemnity obligation shall only apply to the extent Liabilities are caused by, or result from, the negligence, recklessness, or intentionally wrongful conduct of the Service Provider or other persons employed or utilized by the Service Provider in the performance of this Agreement.

In any and all claims against an Indemnified Party, by any employee of Service Provider, its subcontractor, anyone directly or indirectly employed by Service Provider or subcontractor or anyone for whose acts Service Provider or subcontractor may be liable, the indemnification obligation set forth in this provision shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for Service Provider or any subcontractor under workers' or workmen's compensation acts, disability benefit acts or other employee benefit acts. This obligation to indemnify, defend, and hold harmless the Indemnified Party(ies) shall survive expiration or termination of this Agreement, provided that the claims are based upon or arise out of actions or omissions that occurred during the performance of this Agreement.

H. Independent Contractor. Service Provider hereby covenants and declares that it is engaged in an independent business and agrees to perform the Services as an independent contractor. Nothing in this Agreement shall be construed to make Service Provider or any of its employees, servants, or subcontractors, an employee, servant or agent of County for any purpose. Except as expressly set forth herein, Service Provider agrees to be solely responsible for its own matters relating to the time and place the Services are performed and the method used to perform such Services; the instrumentalities, tools, supplies and/or materials necessary to complete the Services; hiring of consultants, agents or employees to complete the Services; and the payment of employees, including benefits and compliance with Social Security, withholding and all other regulations governing such matters. Service Provider agrees to be solely responsible for its own acts and those of its subordinates, employees, and subcontractors during the life of this Agreement. There shall be no direct contractual relationship between any subcontractor or supplier and County by virtue of this Agreement with Service Provider. Any provisions of this Agreement that may appear to give County the right to direct Service Provider as to the details of the services to be performed by Service Provider or to exercise a measure of control over such services will be deemed to mean that Service Provider shall follow the directions of County with regard to the results of such services only. It is further understood that this Agreement is not exclusive, and County may hire additional entities to perform the Services related to this Agreement.

Inasmuch as County and Service Provider are independent of each other, neither has the authority to bind the other to any third person or otherwise to act in any way as the representative of the other, unless otherwise expressly agreed to in writing signed by both Parties hereto. Service Provider agrees not to represent itself as County's agent for any purpose to any party or to allow any employee of Service Provider to do so, unless specifically auth01ized, in advance and in writing, to do so, and then only for the limited purpose stated in such authorization. Service Provider shall assume full liability for any contracts or agreements Service Provider enters into on behalf of County without the express knowledge and prior written consent of County.

I. Insurance.

(1) Requirements: Service Provider shall have and maintain in full force and effect for the duration of this Agreement, insurance insuring against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the Services by Service Provider, its agents, representatives, employees or subcontractors. These requirements are subject to amendment or waiver if so approved in writing by the County Manager.

(2) Minimum Limits of Insurance: Service Provider shall maintain the following insurance policies with coverage and limits no less than:

(a) Commercial General Liability coverage of at least $3,000,000 (three million dollars) combined single limit per occurrence for comprehensive coverage including for bodily and personal injury, sickness, disease or death, injury to or destruction of property, including loss of use resulting therefrom. If general aggregate limit applies, the general aggregate limit shall be twice the required occurrence limit.

(b) Commercial Automobile Liability (owned, non-owned, hired) coverage of at least $3,000,000 (three million dollars) combined single limit per occurrence for comprehensive coverage including bodily and personal injury, sickness, disease or death, injury to or destruction of property, including loss of use resulting therefrom.

(c) Professional Liability of at least $3,000,000 (three million dollars) limit for claims arising out of professional services and caused by Service Provider's errors, omissions, or negligent acts.

(d) Workers' Compensation limits as required by the State of Georgia and Employers' Liability limits of $1,000,000 (one million dollars) per occurrence or disease covering all Service Provider employees, including all paramedics and EMTs employed by or under contract with Service Provider.

(e) Commercial Umbrella Liability Coverage in the amount of $3,000,000 (three million dollars) covering all Service Provider employees, including all paramedics and EMTs employed by or under contract with Service Provider.

(f) ServiceProvider may meet limit requirements through a combination of primary and umbrella coverage.

(3) Deductibles and Self-Insured Retentions: Service Provider may maintain some or all of its insurance required hereunder through its program of self-insured retention, and by a combination of primary and umbrella policies.

(4) Other Insurance Provisions: Each policy shall contain, or be endorsed to contain, the following provisions respectively:

(a) General Liability, Automobile Liability and Umbrella Liability Coverage.

(i) Additional Insured Requirement. County and County's elected and appointed officials, officers, boards, commissioners, employees, representatives, consultants, servants, agents and volunteers (individually "Insured Party" and collectively "Insured Parties") shall be additional insureds as respects: liability arising out of activities performed by or on behalf of Service Provider; products and completed operations of Service Provider; premises owned, leased, or used by Service Provider; automobiles owned, leased, hired, or borrowed by Service Provider. The coverage shall contain no special limitations on the scope of protection afforded to the Insured Parties. Nothing contained in this section shall be construed to require the Service Provider to provide liability insurance coverage to any Insured Party for claims asserted against such Insured Party for its sole negligence.

(ii) Separate Coverage. Coverage shall state that Service Provider's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to limits of insurance provided.

(iii) Subrogation. The insurer shall agree to waive all rights of subrogation against the Insured Parties for losses arising from Services performed by Service Provider for County.

(b) Workers' Compensation Coverage. The insurer providing Workers' Compensation Coverage will agree to waive all rights of subrogation against the Insured Parties for losses arising from Services performed by Service Provider for County.

(c) All Coverages.

(i) Notice Requirement. Service Provider shall provide written notice to County at least thirty (30) days prior to any reduction, suspension, voiding, or cancellation of coverage. County reserves the right to accept alternate notice terms and provisions, provided they meet the minimum requirements under Georgia law.

(ii) *Effective Dates.* Policies shall be in effect for the entire term hereof.

(5) Acceptability of Insurers: Service Provider coverage may be provided by a Self-Insured Retention. Commercial insurance maintained by Service Provider must be issued by a company licensed or approved by the Insurance Commissioner to transact business in the State of Georgia. Such insurance policies shall be placed with insurer(s) with an A.M. Best Policyholder's rate of no less than "A-" and with a financial rating of Class VII or greater. The Service Provider shall be responsible for any delay resulting from the failure of its insurer to provide proof of coverage in the proscribed form.

(6) Verification of Coverage: Upon request, Service Provider shall furnish to County for County approval certificates of insurance and endorsements to the policies evidencing all coverage required by this Agreement upon request. Without limiting the general scope of this requirement, Service Provider is specifically required to provide an endorsement naming County as an additional insured when required. The certificates of insurance and endorsements for each insurance policy are to be on a form utilized by Service Provider's insurer in its normal course of business. Upon request, Service Provider shall provide proof that any expiring coverage has been renewed or replaced prior to the expiration of the coverage.

(7) Subcontractors: Service Provider shall either (1) ensure that its insurance policies (as described herein) cover all subcontractors and the Services performed by such subcontractors or (2) ensure that any subcontractor secures separate policies covering that subcontractor and its Services. All coverage procured for subcontractors by Service Provider shall be subject to all of the requirements stated in this Agreement, including, but not limited to, naming the Insured Parties as additional insureds.

(8) Claims-Made Policies: Service Provider shall extend any claims-made insurance policy for at least six (6) years after termination or final payment under the Agreement, whichever is later, and have an effective date which is on or prior to the Effective Date.

(9) County as Additional Insured and Loss Payee: County shall be additional insured and loss payee on all policies required by this Agreement, except County need not be an additional insured and loss payee on any Professional Liability policy or Workers' Compensation policy.

J. **Employment of Unauthorized Aliens Prohibited - E-Verify Affidavit.** Pursuant to O.C.G.A. § 13-10-91, County shall not enter into a contract for the physical performance of services unless:

(1) Service Provider shall provide evidence on County-provided forms, attached hereto as **Exhibits B and C** (affidavits regarding compliance with the E-Verify program to be sworn under oath under criminal penalty of false swearing pursuant to O.C.G.A. § 16-10-71), that it and Service Provider's subcontractors have registered with, are authorized to use and use the federal work authorization program commonly known as E- Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91, and that they will continue to use the federal work authorization program throughout the contract period, **or**

(2) Service Provider provides evidence that it is not required to provide an affidavit because it is an *individual* (not a company) licensed pursuant to Title 26 or Title 43 or by the State Bar of Georgia and is in good standing.

Service Provider hereby verifies that it has, prior to executing this Agreement, executed a notarized affidavit, the form of which is provided in **Exhibit B,** and submitted such affidavit to County or provided County with evidence that it is an individual not required to provide such an affidavit because it is licensed and in good standing as noted in sub-subsection (2) above. Further, Service Provider hereby agrees to comply with the requirements of the federal Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603, O.C.G.A. § 13-10-91 and Georgia Department of Labor Rule 300-10-1-.02.

Where Service Provider is required to provide an affidavit pursuant to O.C.G.A. § 13- 10-91, the County Manager or his/her designee shall be authorized to conduct an inspection of Service Provider's and Service Provider's subcontractors' verification process at any time to determine that the verification was correct and complete. Service Provider and Service Provider's subcontractors shall retain all documents and records of their respective verification process for a period of five (5) years following completion of the contract. Further, where Service Provider is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, the County Manager or his/her designee shall further be authorized to conduct periodic inspections to ensure that no County Service Provider or Service Provider's subcontractors employ unauthorized aliens on County contracts. By entering into a contract with County, Service Provider and Service Provider's

subcontractors agree to cooperate with any such investigation by making their records and personnel available upon reasonable notice for inspection and questioning. Where Service Provider or Service Provider's subcontractors are found to have employed an unauthorized alien, the County Manager or his/her designee may report same to the Department of Homeland Security. Service Provider's failure to cooperate with the investigation may be sanctioned by termination of the Agreement, and Service Provider shall be liable for all damages and delays occasioned by County by such failure to cooperate.

Service Provider agrees that the employee-number category designated below is applicable to Service Provider. [DESIGNATE/MARK APPROPRIATE CATEGORY]

____ 500 or more employees.

____ 100 or more employees.

__X__ Fewer than 100 employees. (for Barrow County)

Service Provider hereby agrees that, in the event Service Provider employs or contracts with any subcontractor(s) in connection with this Agreement and where the subcontractor is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, Service Provider will secure from the subcontractor(s) such subcontractor(s') indication of the above employee-number category that is applicable to the subcontractor.

The above requirements shall be in addition to the requirements of state and federal law and shall be construed to be in conformity with those laws.

K. Records, Reports and Audits.

(1) Records:

a. Books, records, documents, account ledgers, data bases, and similar materials relating to the Services performed for County under this Agreement ("Records") shall be established and maintained by Service Provider in accordance with applicable law and requirements prescribed by County and made known to Service Provider in advance with respect to all matters covered by this Agreement. Except as otherwise authorized or required, such Records shall be maintained for at least three (3) years from the date that final payment is made to Service Provider by County under this Agreement. Furthermore, Records that are the subject of audit findings shall be retained for three (3) years or until such audit findings have been resolved, whichever is later.

b. All costs claimed or anticipated to be incurred in the performance of this Agreement shall be supported by properly executed payrolls, time records, invoices, contracts, or vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders or other accounting documents pertaining in whole or in part

to this Agreement shall be clearly identified and readily accessible.

(2) Reports and Information: Upon request, Service Provider shall furnish to County any and all Records (but not Protected Health Information unless furnished in compliance with HIPAA) in the form reasonably requested by County. All Records provided electronically must be in a format reasonably compatible with County's computer systems and software.

(3) Audits and Inspections: At any time during normal business hours and as often as County may deem necessary, Service Provider shall make available to County or County's representative(s) for examination all Records (but not Protected Health Information unless furnished in compliance with HIPAA). Service Provider will permit County or County's representative(s) to audit, examine, and make excerpts or transcripts from such Records. Service Provider shall provide proper facilities for County or County's representative(s) to access and inspect the Records, or, at the request of County. Further, and to the extent compatible with Service Provider's obligations of confidentiality to its patients, Service Provider shall permit County or County's representative(s) to observe and inspect any or all of Service Provider's facilities and activities during normal hours of business for the purpose of evaluating Service Provider's compliance with the terms of this Agreement. In such instances, County or County's representative(s) shall not interfere with or disrupt such activities.

L. **Ethics Code; Conflict of Interest.** Service Provider agrees that it shall not engage in any activity or conduct that would result in a violation of the Barrow County Code of Ethics or any other similar law or regulation. Service Provider certifies that to the best of its knowledge no circumstances exist which will cause a conflict of interest in performing the Services. Should Service Provider become aware of any circumstances that may cause a conflict of interest during the Term of this Agreement, Service Provider shall immediately notify County. If County determines that a conflict of interest exists, County may require that Service Provider take action to remedy the conflict of interest or terminate the Agreement without liability. County shall have the right to recover any fees paid for services rendered by Service Provider when such services were performed while a conflict of interest existed if Service Provider had knowledge of the conflict of interest and did not notify County within five (5) business days of becoming aware of the existence of the conflict of interest.

M. **Confidentiality.** Service Provider acknowledges that each may receive confidential information of the other and that each will protect the confidentiality of any such confidential information and will require any of its subcontractors, consultants, and/or staff to likewise protect such confidential information. Service Provider agrees that confidential information it learns or receives or such reports, information, opinions or conclusions that Service Provider creates under this Agreement shall not be made available to, or discussed with, any individual or organization, including the news media, without prior written approval of County.

Service Provider shall exercise reasonable precautions to prevent the unauthorized disclosure and use of County information whether specifically deemed confidential or not.

Service Provider acknowledges that County's disclosure of documentation is governed by Georgia's Open Records Act, and Service Provider further acknowledges that if Service Provider submits records containing trade secret information, and if Service Provider wishes to keep such records confidential, Service Provider must submit and attach to such records an affidavit affirmatively declaring that specific information in the records constitutes trade secrets pursuant to Article 27 of Chapter 1 of Title 10, and the Parties shall follow the requirements of O.C.G.A. § 50-18-72(a)(34) related thereto.

Notwithstanding anything to the contrary herein, County acknowledges that Service Provider is subject to the Health Insurance Portability and Accountability Act of 1996, as codified at 42 U.S.C. § 1320d and as modified by the Health Information Technology for Economic and Clinical Health Act of the American Recovery and Reinvestment Act of 2009, Pub. L. 111-5 and regulations promulgated thereunder, including, without limitation, the federal privacy regulations contained in 45 C.F.R. Parts 160 and 164, the federal security standards contained in 45 C.F.R. Part 142, and the federal standards for electronic transactions contained in 45 C.F.R. Parts 160 and 162, all collectively referred to herein as "HIPAA," and County agrees that Service Provider shall not be required to disclose any Protected Health Information, as defined by HIPAA, to County.

N. **Meetings.** Service Provider is required to meet with County's personnel, or designated representatives, to resolve technical or contractual problems that may occur during the Term of this Agreement at no additional cost to County. Meetings will occur as problems arise and will be coordinated by County. County shall inform Service Provider's Representative of the need for a meeting and of the date, time and location of the meeting at least three (3) full business days prior to the date of the meeting. Face-to-face meetings are desired. However, at Service Provider's option and expense, a conference call meeting may be substituted. Consistent failure to participate in problem resolution meetings, two consecutive missed or rescheduled meetings, or failure to make a good faith effort to resolve problems, may result in termination of this Agreement for cause.

O. **Authority to Contract.** The individual executing this Agreement on behalf of Service Provider covenants and declares that it has obtained all necessary approvals of Service Provider's board of directors, stockholders, general partners, limited partners or similar authorities to simultaneously execute and bind Service Provider to the terms of this Agreement, if applicable.

P. **Nondiscrimination.** In accordance with Title VI of the Civil Rights Act of 1964, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and all other provisions of Federal law, Service Provider agrees that, during performance of this Agreement, Service Provider, for itself, its assignees and successors in interest, will not discriminate against any employee or applicant for employment, any subcontractor, or any supplier because of race, color, creed, national origin, gender, age or disability. In addition, Service Provider agrees to comply with all applicable implementing regulations and shall

include the provisions of this paragraph in every subcontract for services contemplated under this Agreement.

V. COUNTY REPRESENTATIVE

SRIKANTH YAMALA, COUNTY MANAGER, or his designee, shall be authorized to act on County's behalf with respect to the Services as County's designated representative and Contract Administrator (as defined hereinbelow) on this Project; provided that any changes to the Services or the terms of this Agreement must be approved as provided in Section II above.

VI. TERMINATION

A. For Convenience. Either Party may terminate this Agreement for convenience at any time upon providing written notice thereof at least ninety (90) calendar days in advance of the termination date.

B. For Cause. Service Provider shall have the right to terminate this Agreement in the event of County's failure to pay Service Provider within ninety (90) calendar days of Service Provider providing County with notice of a delinquent payment and an opportunity to cure. In the event of Service Provider's breach or default under this Agreement, County may terminate this Agreement for cause. County shall give Service Provider at least seven (7) calendar days' written notice of its intent to terminate the Agreement for cause and the reasons therefor. If Service Provider fails to cure the breach or default within that seven (7) day period, or otherwise remedy the breach or default to the reasonable satisfaction of County, then County may, at its election: (a) in writing terminate the Agreement in whole or in part; and/or (b) pursue any other remedy then available, at law or in equity, to County for such default.

C. Statutory Termination. this Agreement shall terminate immediately and absolutely at such time as appropriated or otherwise unobligated funds are no longer available to satisfy the obligation of County.

D. Payment Upon Termination. Upon termination, County shall provide for payment to Service Provider for services rendered and, where authorized, expenses incurred prior to the termination date.

E. Conversion to Termination for Convenience. If County terminates this Agreement for cause and it is later determined that County did not have grounds to do so, the termination will be converted to and treated as a termination for convenience under the terms of Section VI(A) above.

F. Requirements Upon Termination. Upon termination, Service Provider shall: (1) promptly discontinue all services, cancel as many outstanding obligations as possible, and not incur any new obligations, unless the County directs otherwise in writing; and (2) promptly upon request deliver to County copies of all data, drawings, reports, summaries, and such other

info1mation and materials as may have been generated or used by Service Provider in performing this Agreement, whether completed or in process, in the form reasonably specified by County. Provided, however, that all health and medical records received or generated by Service Provider shall remain the property of Service Provider and Service Provider shall have no obligation to provide such records to County.

G. Reservation of Rights and Remedies. The rights and remedies of County and Service Provider provided in this Article are in addition to any other rights and remedies provided under this Agreement or at law or in equity.

H. Definitions of Breach. Conditions and circumstances that shall constitute a material breach by Service Provider shall include but not be limited to the following:

a. Failure of Service Provider to conduct its 911 response operation in substantial compliance with the requirements of the applicable Federal, State, and County laws, rules and regulations (minor infractions of such requirements shall not constitute a major breach but willful and repeated breaches shall constitute a material breach);

b. Falsification of data supplied to the County during the course of its County 911 operations, including by way of example but not by way of exclusion, dispatch data, patient report data, response time data, financial data, or any other data required under this Agreement;

c. Failure to maintain equipment in accordance with good maintenance practices equal to or exceeding manufacturers' specifications;

d. Deliberate, excessive, and unauthorized scaling down of operations to the detriment of performance;

e. Chronic and persistent failure of Service Provider employees to conduct themselves m a professional and courteous manner or to present a professional appearance;

f. Repeated failure to meet benchmarks for accountability standards after receiving notice of noncompliance from the Contract Administrator;

g. Repeated failure to respond to all 911 Calls with units staffed with at least one Georgia certified paramedic; or

h. Failure of Service Provider to provide and maintain the required insurance.

VII. MISCELLANEOUS

A. Entire Agreement. This Agreement, including any exhibits hereto, constitutes the complete agreement between the Parties and supersedes any and all other agreements, either oral or in writing, between the Parties with respect to the subject matter of this Agreement. No other agreement, statement or promise relating to the subject matter of this Agreement not contained in this Agreement shall be valid or binding. This Agreement may be modified or amended only by a written Change Order (as provided in Section II above) or other document signed by representatives of both Parties with appropriate authorization.

B. Successors and Assigns. Subject to the provision of this Agreement regarding assignment, this Agreement shall be binding on the successors and assigns of the respective Parties.

C. Governing Law. This Agreement shall be governed by and construed in accordance with the laws of the State of Georgia without regard to choice of law principles. If any action at law or in equity is brought to enforce or interpret the provisions of this Agreement, the rules, regulations, statutes and laws of the State of Georgia will control. Any action or suit related to this Agreement shall be brought in the Superior Court of Barrow County, Georgia, and Service Provider submits to the jurisdiction and venue of such Court.

D. Captions and Severability. All headings herein are intended for convenience and ease of reference purposes only and in no way define, limit or describe the scope or intent thereof, or of this Agreement, or in any way affect this Agreement. Should any article(s) or section(s) of this Agreement, or any part thereof, later be deemed illegal, invalid or unenforceable by a court of competent jurisdiction, the offending portion of the Agreement should be severed, and the remainder of this Agreement shall remain in full force and effect to the extent possible as if this Agreement had been executed with the invalid portion hereof eliminated, it being the intention of the Parties that they would have executed the remaining portion of this Agreement without including any such part, parts, or portions that may for any reason be hereafter declared in valid.

E. Business License. Prior to commencement of the Services to be provided hereunder, Service Provider shall apply to County for a business license, pay the applicable business license fee, and maintain said business license during the Term of this Agreement, unless Service Provider provides evidence that no such license is required.

F. Notices.

(1) Communications Relating to Day-to-Day Activities. All communications related to the day-to-day activities of the Services shall be exchanged between the County's Representative (named above) for the County and Service Provider's Representative (named above) for Service Provider.

(2) Official Notices. All other notices, requests, demands, or correspondence required or permitted by this Agreement, shall be in writing and shall be deemed

received, and shall be effective, when: (1) personally delivered, or (2) on the third day after the postmark date when mailed by certified mail, postage prepaid, return receipt requested, or (3) upon actual delivery when sent via national overnight commercial carrier to the Party at the address given below, or at a substitute address previously furnished to the other Party by written notice in accordance herewith.

NOTICE TO COUNTY shall be sent to:

County Manager
Barrow County, Georgia
Barrow County Historic Courthouse
30 N. Broad Street Winder, Georgia 30680

NOTICE TO SERVICE PROVIDER shall be sent to:

4400 State Hwy 121, Suite 700
Lewisville, TX 75056
ATTN: Legal Department

G. **Waiver of Agreement.** No failure by County to enforce any right or power granted under this Agreement, or to insist upon strict compliance by Service Provider with this Agreement, and no custom or practice of County at variance with the terms and conditions of this Agreement shall constitute a general waiver of any future breach or default or affect County's right to demand exact and strict compliance by Service Provider with the terms and conditions of this Agreement. Further, no express waiver shall affect any Term or condition other than the one specified in such waiver, and that one only for the time and manner specifically stated.

H. **Survival.** All sections of this Agreement which by their nature should survive termination will survive termination, including, without limitation, confidentiality obligations and insurance maintenance requirements.

I. **No Third-Party Rights.** This Agreement shall be exclusively for the benefit of the Parties and shall not provide any third parties with any remedy, claim, liability, reimbursement, cause of action or other right.

J. **Sovereign Immunity; Ratification.** Nothing contained in this Agreement shall be construed to be a waiver of County's sovereign immunity or any individual's qualified, good faith or official immunities. Ratification of this Agreement by a majority of the Board of Commissioners shall authorize the Chairman to execute this Agreement on behalf of County.

K. **No Personal Liability.** Nothing herein shall be construed as creating any individual or personal liability on the part of any of County's elected or appointed officials, officers, boards, commissions, employees, representatives, consultants, servants, agents, attorneys or volunteers. No such individual shall be personally liable to Service Provider or any successor in interest in the event of any default or breach by County or for any amount which may become due to Service Provider or successor or on any obligation under the terms of this Agreement. Likewise,

Service Provider's performance of services under this Agreement shall not subject Service Provider's individual employees, officers, or directors to any personal contractual liability, except where Service Provider is a sole proprietor. The Parties agree that, except where Service Provider is a sole proprietor, their sole and exclusive remedy, claim, demand or suit for contractual liability shall be directed and/or asserted only against Service Provider or County, respectively, and not against any elected or appointed official, officers, boards, commissions, employees, representatives, consultants, servants, agents, attorneys and volunteers.

L. Counterparts, Agreement Construction, and Interpretation. This Agreement may be executed in any number of counterparts, each of which shall be deemed an original, but all of which taken together shall constitute one and the same instrument. Service Provider represents that it has reviewed and become familiar with this Agreement. The Parties hereto agree that, if an ambiguity or question of intent or interpretation arises, this Agreement is to be construed as if the Parties had drafted it jointly, as opposed to being construed against a Party because it was responsible for drafting one or more provisions of the Agreement. In the interest of brevity, the Agreement may omit modifying words such as "all" and "any" and articles such as "the" and "an," but the fact that a modifier or an article is absent from one statement and appears in another is not intended to affect the interpretation of either statement. Words or terms used as nouns in the Agreement shall be inclusive of their singular and plural forms, unless the context of their usage clearly requires contrary meaning.

M. Force Majeure. Neither County nor Service Provider shall be liable for its respective non-negligent failure to perform or shall be deemed in default with respect to the failure to perform (or cure a failure to perform) any of its respective duties or obligations under this Agreement or for any delay in such performance due to: (i) any cause beyond its respective reasonable control; (ii) any act of God; (iii) any change in applicable governmental rules or regulations rendering the performance of any portion of this Agreement legally impossible; (iv) earthquake, fire, explosion, flood or other condition which would render such perfo l mance unsafe for Service Provider or patients, in the opinion of the party to be charged with such performance; (v) strike or labor dispute, excluding strikes or labor disputes by employees and/or agents of Service Provider; (vi) delay or failure to act by any governmental or military authority (other than County); or (vii) any war, hostility, embargo, sabotage, civil disturbance, riot, insurrection or invasion. In such event, the time for performance shall be extended by an amount of time equal to the period of delay caused by such acts, and all other obligations shall remain intact.

N. Material Condition. Except as otherwise set forth herein, each term of this Agreement is material, and a Party's breach of any term of this Agreement shall be considered a material breach of the entire Agreement and shall be grounds for termination or exercise of any other remedies available to the non-breaching Party at law or in equity.

IN WITNESS WHEREOF, County and Service Provider have executed this Agreement, effective as of the Effective Date first above written.

SERVICE PROVIDER

By: _____
Printed Name: Brett Jovanovich
Title: South Region President

Attest:

By: _____
Printed Name: Rafe Waters
Title: Regional Director

BARROW COUNTY, GEORGIA

By: _____
Pat Graham, Chairman

Attest:

By: _____
Abril Olivas, County Clerk

EXHIBIT A

SCOPE OF SERVICES

1. Generally.

a. Service Provider shall provide emergency medical services and appropriate patient care in compliance with applicable statutes, rules, regulations and standards of care consistent with the certification and training of Service Provider personnel and in accordance with medical direction and control. Such Services may be performed on-scene and/or en route to an appropriate treatment facility.

b. Emergency ambulance services to be provided hereunder by the Service Provider and the County's payments for such services will begin on a mutually agreed date (the "Service Start Date") following the Effective Date hereof.

c. Service Provider will provide emergency ambulance services within the boundaries of Barrow County, Georgia, known as the Barrow County Primary 911 Coverage Area.

d. Service Provider shall provide (#) Emergency Advanced Life Support ("ALS") Units capable of assessment, treatment and transportation utilizing medically necessary supplies and equipment. Each ambulance trip will be staffed by one paramedic and at least one individual licensed at or above the level of Emergency Medical Technician - Intermediate.

e. An ALS Unit shall be stationed at each of the locations specified in Section III, Housing for Ambulances, and shall be available twenty-four (24) hours per day seven (7) days per week.

f. All ALS Units shall be available except when temporarily out of service for routine maintenance or repairs. The Service Provider shall have available two (2) reserve ambulances in Barrow County.

2. Housing for Ambulances.

a. **Ambulance Locations:** An ALS unit shall be assigned to locations within Barrow County that are mutually agreed upon and that serve to minimize emergency response times. Incident data shall be reviewed to determine the frequency of medical emergencies by location in the county, hour of the day, and day of the week. ALS unit staging locations may vary throughout the day and night as data suggests the probability of where the emergency resources would be best utilized.

b. The County shall provide temporary living and parking areas suitable for EMS employees. The Service Provider shall provide temporary living, administrative offices, and ambulance parking area for vehicles that respond from the base of operations. All such space shall include utilities, insurance, maintenance and upkeep.

c. The County at its expense shall provide garage space suitable to house ALS ambulances and reserve ambulances.

d. Service Provider shall at its expense provide covered parking and power supply suitable to stage one (1) ALS ambulance.

3. Service Provider's Cost of Providing Ambulance Service

a. **Staffing:** Service Provider shall employ employees duly qualified and licensed under the laws of the State of Georgia to staff the ambulances as hereinabove provided and shall provide, as needed, training to the employees as required by State and Federal regulations so that all employees satisfy such training requirements. Service Provider shall be responsible for having a sufficient number of qualified employees present to operate the "Emergency Ambulance Service." A minimum of one Paramedic and one Emergency Medical Technician - Intermediate as defined under the laws of the State of Georgia shall staff each ALS unit. Service Provider is responsible for all salary, compensation, benefits, withholding, FICA, workers' compensation, liability insurance and all other employment compensation and benefits for its employees operating the "Emergency Ambulance Service."

b. **Ambulance maintenance and repair:** Service Provider shall maintain all ambulances in good condition and repair during the term of this Agreement. The County may at any time request inspection vehicles by a certified mechanic.

c. **Ambulance equipment:** In addition to the equipment and supplies required by the regulatory agency, each ALS unit shall be equipped with:
   (1) Twelve (12) lead EKG machine with electronic transmitting capability, End tidal CO2, and waveform capnography.
   (2) Mechanical chest compression device.

d. **Replacement supplies:** Service Provider shall replace supplies used by First Responders while providing emergency care prior to an ambulance's arrival and unreturned first responder medical equipment accompanying the patient to the hospital.

e. **Insurance:** (See Section IV, I in the Agreement above.)

f. **Vehicle Replacement:** The replacement schedule for an ambulance shall be five (5) years of service or 200,000 miles, whichever occurs first; provided however that (i) ambulances designated as "reserve" shall not be required to meet such schedule and (ii) Service Provider shall not be in breach of this provision if it is unable to source ambulances or ambulance chassis due to prevailing market conditions.

4. Fee Structure.

a. **Emergency BLS:** FY27 - $ 1,155.20 per trip, plus $ 23.92 per patient loaded mile.

b. **Emergency ALS:** FY27 - $ 1,781.94 per trip, plus $ 23.92 per patient loaded mile.

c. **ALS 2:** Advanced level transports requiring the use of three (3) or more drugs or advanced procedures shall be charged as follows: FY27 - $2,309.08 per trip, plus $ 23.92 per patient loaded mile.

d. **No Transport Fee:** After the utilization of a significant amount of time or supplies as defined by the oversight committee described hereinbelow, Service Provider may charge up to $100 for patients who refuse service.

e. **Increase in Fees:** Fees charged by Service Provider beyond those fees outlined in this Agreement shall be subject to review and approval by the County. If fees are consistent with those charged in the majority of the immediately surrounding counties, the County shall not withhold approval. Service Provider will give thirty (30) days written notice in advance of a proposed fee adjustment. If the County does not disapprove adjustment of fees within the thirty (30) day period, Service Provider may implement the adjustment.

5. Referral for Services.

a. The County shall request all law enforcement agencies and other providers of emergency services to direct requests for all Emergency Medical Service to Service Provider.

b. Service Provider acknowledges that some high school sporting events require ambulance and personnel to be staged on-site during play. The County acknowledges that an agreement between the Barrow County Board of Education and Service Provider may be initiated for additional ambulances and staff to support in-county events.

c. **E-911 Communication Center:** The County, at no expense to Service Provider, shall maintain on a 24-hour (24) basis an Emergency Communication ("E-911") Center. In order to minimize response time and to reduce the expense of the Ambulance Service, the E-911 Center shall dispatch calls to the Emergency Medical Service by radio rather than by telephone, thus contributing to the prompt care and treatment of persons located in Barrow County.

d. The County shall charge a monthly subscription fee for each mobile and portable radio that Service Provider maintains for the delivery of emergency medical services and which are connected to and use the County's emergency radio system. The fee will be consistent with and shall not exceed the charges imposed by the County on all other users of the County's emergency radio system.

6. Operations.

a. Service Provider shall adhere to the Emergency Medical Services rules authorized by O.C.G.A. Title 31, Health; Chapter 11, Emergency Services and adopted by the Department of Human Resources as Public Health Rules Chapter 290-5-30, Emergency

Medical Services, which prescribe reasonable health, sanitation and safety standards for transporting patients in ambulances and establishing criteria for the training of ambulance attendants. These rules establish standards for ambulance services, medical first responder services, neonatal transport services, designation of trauma centers and base station facilities, training and licensing requirements for medics, instructor licensing and course approval requirements for emergency medical technician, cardiac technician and paramedic training programs.

b. For so long as Service Provider is not in breach of this Agreement and is in compliance with the appropriate governmental laws and regulations, the County shall have no control over the performance of the Service Provider's obligations hereunder except as otherwise provided herein.

c. The County and Service Provider shall maintain an EMS oversight committee comprised of staff from both entities. The purpose of the oversight committee shall be to:
   (1) Establish guidelines for emergency medical operations;
   (2) Define quality goals with measurable expectations;
   (3) Monitor performance in relationship to quality goals;
   (4) Report performance on quality goals to the Board of Commissioners and when needed, make data-driven recommendations for operations improvement;
   (5) Promote positive relationship initiatives between the public safety agencies; and
   (6) Assess ambulance response times for compliance with the County's historical performance.

d. The undersigned parties agree and affirm that the Service Provider is an independent contractor, not a joint venture, employee or partner with the County by virtue of this Agreement.

e. Service Provider is contracting for management of the County's Emergency Ambulance Services and covenants to keep the operating license in the name of Barrow County.

f. Service Provider covenants that it will provide service to all persons needing such service and shall not deny service based upon his or her inability to pay.

g. Service Provider covenants and agrees to transport patients to the hospital of their choice, within the normal travel area, based on the ability of that hospital to treat appropriately the patient's condition and the ability to reach the facility in a safe and timely manner. However, the employees of the Service Provider shall not otherwise influence patient requests.

h. Service Provider shall agree to accept assignments of Medicare and Medicaid for all covered services.

i. County maintains a Fire Department that responds to emergency medical calls. The Service Provider acknowledges that the County's Fire Department may initiate and provide medical first response for immediate stabilization of patients with emergency medical conditions. The County acknowledges that the Service Provider shall have no responsibility for the acts or omissions of the Fire Department. The City of Winder has its own Fire Department that responds to emergency medical calls within its jurisdiction.

j. County agrees that Service Provider shall provide interhospital transfers originating from Northeast Georgia Medical Center Barrow. County acknowledges that medical emergencies may occur that require immediate transfer for higher level of care. Service Provider acknowledges that transfer requests will be prioritized by the 911 Emergency Communications Center in regard to other response requests and the current operational status of the available ambulances in Barrow County.

k. County acknowledges the unpredictable nature of requests for emergency medical service. If the oversight committee recognizes and reports a trend in ambulance requests that is greater than the availability of the number of ambulances specified by this Agreement then the County and Service Provider shall reevaluate ambulance and staffing levels and propose recommendations to the County Board of Commissioners.

7. Reporting.

a. Service Provider agrees to provide a monthly report to the Barrow County Chief of Emergency Services or designee by the 10th day of the month following the month of service detailing the following:
   (1) Number of calls received from E-911
   (2) Number of incidents and description of incident
   (3) Number of responses by zone
   (4) Average response time for emergency responses
   (5) Demographics of responses to include primary clinical emergency condition
   (6) Patient destination

b. **Changes in service**: The parties agree to evaluate on an annual basis the level of services provided to or requested by Barrow County. If the level of service has changed, including but not limited to, addition of an ALS unit, new site or new service, the parties agree to adjust the monthly payment under Section III(a) accordingly.

c. **Audit Reports:** If the County elects at its own expense to conduct an external audit of the EMS services, Service Provider will use its reasonable best efforts to cooperate in this process.

d. **Problem Reporting:** The County shall provide in writing within ten (10) days of occurrence or within ten (10) days of the County's receipt of notice of the occurrence,

notice of any existing criticism or problems with the performance of Service Provider hereunder. Upon request of Service Provider, the Board of Commissioners or their designee shall be available to discuss such issues in a timely manner.

e. All reporting hereunder shall be maintained and provided in accordance with the requirements of Section IV. K. of the Agreement above.

8. Service within other Counties.

a. The County and Service Provider acknowledge that emergency conditions arise in adjoining or nearby counties, which warrants the use of the Ambulance Service. County agrees that Service Provider may use the Ambulance Service in the participation of mutual aid agreements previously reviewed and approved by the Barrow County Board of Commissioners.

b. Service Provider shall not perform any ambulance service to or within any other county utilizing vehicles on contract to County unless the following occurs:

(l) Service Provider enters into a contractual agreement with such county subject to the approval of the Barrow County Board of Commissioners, and
(2) County enters into a contractual agreement with such county.

c. Each of these agreements shall state that Barrow County shall incur no expense for Ambulance Service within such other county.

9. Definitions.

a. *Contract Administrator* means the person designated by the County to monitor all aspects of the Agreement.

b. *Emergency* means, for purposes of monitoring response time performance, 911 Calls classified as "emergency" under the determinants agreed to in the SLA.

c. *Medical Director* means a Georgia-licensed physician who is board-certified in emergency medicine, and who will be responsible for the administrative process of providing medical guidance and supervision to emergency medical services personnel, including, but not limited to, system design, education, critique and quality assurance. Service Provider shall select a Medical Director, who may be the Medical Director of other service lines of Service Provider; but County shall have the right to approve the selection of Medical Director.

d. *911 Calls* means all requests for emergency medical services received from the County including requests categorized as "presumptive non-emergencies" for purposes of triage or call prioritization.

e. *Presumptive Non-Emergency* means, for purposes of monitoring response time

performance, those 911 Calls classified as Presumptive Non-Emergencies under the determinants agreed to in the SLA.

f. *SLA* means the Service Level Agreement between the parties which shall be approved by the Contract Administrator and Service Provider as it may be amended from time to time by the Contract Administrator and Service Provider.

10. Service Area. Service Provider shall respond to 911 Calls requesting emergency medical services throughout Barrow County (the "Service Area") as directed by the Barrow County 911 Communications Center. The Service Provider shall be assigned primary, secondary and tertiary responsibilities within the Service Area.

11. Response Area Exclusivity. With the exception of the provision for backup services or for licensed first responders, or suspension of the contract as provided for herein, or unless required by action of the Georgia Department of Public Health ("DPH"), the County shall not enter into any agreement with any other contractor for ground response to 911 requests for ambulance and emergency medical services within the Service Area during the term of the Contract and any renewal thereof. The County shall direct all law enforcement agencies and other providers of emergency service to direct all requests for emergency ambulance service within the Service Area to Service Provider.

12. Response Time Performance and Reliability Standards. Service Provider shall meet benchmarks for accountability standards set forth by Federal, State, and County laws, rules and regulations that are made known to Service Provider in advance.

    a. Measuring Response Time: For purposes of evaluating response time performance, response time shall be measured as the elapsed time between the time the 911 Communications Center completes dispatch of a Service Provider (unit notified) and the time a Service Provider arrives on the scene, subject to exemptions as provided below.

13. Response Time Exemptions. When analyzing Service Provider compliance with the response time standards above, all 911 Calls from a 911 Communications Center serving Barrow County for response within Barrow County shall be included, except as follows:

    a. In case of a multiple-response incident (i.e., where more than one ambulance is dispatched to the same incident), only the response time of the first arriving, appropriately staffed and equipped ambulance shall be counted.

    b. Requests received during an unpredictable system overload or a declared disaster in the County, or during a declared disaster in a neighboring jurisdiction which has requested assistance from the County, shall be excluded if the declaration of disaster or occurrence of an unpredictable system overload is confirmed by the Contract Administrator.

    c. The response time for a 911 Call may also be excluded when the Contract Administrator determines there is other good cause for an exception. The grounds for

the exception must have been a substantial factor in producing the particular response time and Service Provider must have made a good faith effort to comply with the appropriate standard. Such grounds include, but are not limited to, the transmission of erroneous, or inaccurate information by the 911 Communications Center.

14. Performance Reports. Within ten (10) business days of receiving response time data from the 911 Communications Center each month, Service Provider shall be available to meet with the Contract Administrator or designee to review performance metrics identified in the SLA. A report in a format agreed upon between the County and Service Provider will be provided each month by the Service Provider that summarizes identified metric performance.

15. SLA. Service Provider and the Contract Administrator shall develop a Service Level Agreement within sixty (60) days of the Effective Date. The SLA shall be presented to and approved by the County Board of Commissioners. The SLA shall contain determinants for call prioritization and classification, communication and data protocols, and other operational procedures. The SLA may be amended with the agreement of Service Provider and the Contract Administrator as necessary; however, such amendments must be presented to the County Board of Commissioners for approval. Barrow County will publish quarterly a community emergency medical response times report which will include response times for each of the emergency response zones throughout the County based upon data from County's computerized dispatch system.

    a. For the purpose of this Agreement, the parties agree to an interim response time whereby ninety percent (90%) of all emergency calls responded to by the Service Provider shall be at 9 minutes and 59 seconds (9:59) or less. Such response times shall be measured as defined in section 12 a. above. Modification to this minimum response time requirement shall be addressed in the SLA.

16. Common Radio Frequency. Service Provider shall maintain voice and data communications on the County's frequencies or such other frequencies as may be licensed to the County. The FCC license for such frequencies is held by the County and any shared transmitter used hereunder or pursuant to Section 90.179 of the FCC's Rules shall be subject to the County's control.

17. Fleet Maintenance Plan. Service Provider shall maintain its fleet in good working order at all times, fully stocked with equipment in good, sanitary, functioning order.

18. Equipment/Vehicles. All vehicles used in responding to 911 Calls shall carry equipment, supplies and medications that meet all federal and State of Georgia requirements and such other requirements as may be agreed upon by Service Provider and Barrow County. In addition, all vehicles shall be equipped with the additional ALS equipment, supplies and medications as required by the State of Georgia Department of Public Health. All ambulance units shall at all times meet such minimum in-service equipment requirements. Units not

meeting these requirements will be taken out of service until the deficiency is corrected. No ambulance that is unsafe or mechanically unsound shall remain in service. Vehicles, equipment, and supplies shall be maintained in a clean, sanitary and safe mechanical condition at all times. Service Provider will submit annual reports of the mileage and age of each vehicle providing 911 services in Barrow County.

19. Vehicle Marking. Service Provider shall properly maintain all vehicle markings required by local, state and/or federal law, rule or regulation on all emergency transport vehicles utilized in Service Provider's performance of this Agreement for the entire Term of this Agreement.

20. Clinical Sophistication. Service Provider shall maintain a level of clinical performance as follows:

    a. Staffing Requirements: Each Ambulance used for response to 911 Calls shall be staffed with a minimum of one Georgia Licensed Paramedic and one Georgia Licensed EMT Intermediate for all hours that the ambulance is on duty. All of Service Provider paramedics shall obtain and maintain certification in Advanced Cardiac Life Support, Pre-hospital Pediatric Life Support or Pediatric Advanced Life Support, and Pre-hospital Trauma Life Support or Basic Trauma Life Support certification.

    b. Certification: Each crew member of any ambulance used to respond to 911 Calls shall at all times while on duty wear clearly identifiable insignia indicating their certification status and shall carry documentation of their certification on their persons or in the ambulance and produce it upon request of the County or its agents.

    c. Medical Supervision: Service Provider shall make the Medical Director reasonably available for consultation with County officials. The SLA will set forth the Medical Director's responsibilities under this Contract.

    d. Internal Training and Audit: Service Provider shall have a program to identify and correct staff training deficiencies and to assist staff in correcting deficiencies and meeting re-certification requirements.

    e. Infection Control Policies: Service Provider shall develop and strictly enforce policies to minimize the risk of contamination by infections of patients and ambulance personnel. These guidelines shall be compatible with OSHA guidelines regarding chemical and biological contamination.

    f. Continuous Quality Improvement Program: Service Provider shall comply with the "County Continuous Quality Improvement Program" to evaluate patient care services and provide for appropriate remedial action. The CQI program shall be implemented and supervised by Service Provider Medical Director or his or her designee.

21. Cooperation with County by Service Provider. Service Provider shall maintain regular communications with the County and the Health Department's administrative staff and shall actively cooperate in all matters pertaining to this Agreement including, without limitation, assisting the County in investigation and responding to any and all complaints, inspections, or investigations arising in connection with Service Provider's provision of Services under the Agreement.

22. Safety Equipment. Service Provider shall evaluate and provide safety equipment for field personnel consistent with OSHA and ASTM requirements and guidelines.

23. Organizational Chart. Service Provider shall provide the County with a current organizational chart with appropriate contact information for its Barrow County operation related to the performance of the Services.

24. Disaster Assistance. Service Provider shall cooperate with the County in rendering emergency assistance during a disaster declared by the governing authorities. During such periods, Service Provider will be exempt from all responsibilities for response-time performance and penalties until notified by the County. At the scene of the disaster, Service Provider's personnel shall perform in accordance with local disaster protocols. When Service Provider is notified that disaster assistance is no longer required, Service Provider shall return all of its resources to its primary area of 911 responsibility and shall resume normal operations in a timely manner. Notwithstanding the foregoing, during the course of the disaster, Service Provider shall use its best efforts to maintain its normal level of 911 coverage.

25. Interagency. Service Provider will participate in interagency training for EMS exercises and disaster drills.

26. Public Information and Education. In addition to participating in a reasonable number of public information and education programs presented by the County, Service Provider will participate in educating the general public about issues related to emergency medical services. Service Provider shall reasonably cooperate with the efforts of the County, existing community groups, service organizations, and the area EMS Council, and shall otherwise support related local community efforts.

27. Trip-Report Forms. Service Provider will utilize a DPH "Trip Report" form or other appropriate forms to record all patient contacts. Such forms will be accurately completed and submitted in accordance with DPH Rules, Regulations and Policies and such other requirements as agreed upon between County and Service Provider.

28. Incident Command System. Service Provider shall be thoroughly familiar with the Incident Command Systems of the County and shall participate in inter-agency training exercises designed to enhance the functioning of the Incident Command System.

AGENDA ITEM NO. VII.d

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Nic Bourchier, Emergency Services
ITEM TYPE:	Board Action
AGENDA SECTION:	**New Business**
SUBJECT:	Consideration to approve the purchase of one (1) new HP95 Mid-Mount Aerial Platform Apparatus for Barrow County Fire Department from Fireline Inc., of Winder, GA in the amount of $1,900,000.00 and approve the necessary budget amendment.

Purpose:

The purpose of this agenda item is to request approval for the purchase of a HP95 Platform Ladder Truck to enhance the operational capabilities of the Barrow County Fire Department. This apparatus will improve firefighter safety by providing elevated master stream capabilities, increased rescue access, and a stable aerial platform for operations at multi-story structures and complex incidents. As Barrow County continues to experience steady growth and increased call volume, a platform ladder truck ensures we are properly equipped to meet current and future service demands. Approval of this purchase supports our commitment to delivering reliable, professional, and safe emergency services to the citizens of Barrow County.

Background/Summary:

Increased call volume, larger commercial footprints, and the expansion of multi-story residential developments require enhanced elevated rescue and master stream capabilities to effectively mitigate complex incidents. A review of long-term fleet replacement planning and operational needs identified the HP95 Platform Ladder Truck as the most appropriate apparatus to meet current service demands while improving firefighter safety and efficiency. The acquisition of this apparatus aligns with the Department's capital improvement planning and ensures the County maintains a reliable, modern fleet capable of protecting life and property.

Options:

- Approval of the purchase
- Denial of the purchase

Finance Officer Comments (if applicable):

If approved, the purchase of one (1) new HP95 Mid-Mount Aerial Platform Apparatus from Fireline

Inc., of Winder, GA in the amount of $1,900,000.00 should be purchased using reserves from the Fire Fund and approved the necessary budget amendment.

Funding Source	Account Code	FY 2026 Approved Budget	Recommended Budget Amendment
Fire Fund	2703505-542000-VH083	$0.00	$1,900,000.00

ATTACHMENTS:
FireLine Inc Quote.pdf

CUSTOMER QUOTE

FireLine INC.

725 Patrick Industrial Lane - Winder, GA. 30680
770-868-4448

DATE	QUOTE #
3/4/2026	365126

BILLING ADDRESS	SHIPPING ADDRESS
Barrow Co. BOC Attn: Accounts Payable 30 North Broad Street Winder, GA 30680	Barrow Co Fire Rescue Attn:Brett Skinner 222 Pleasant Hill Church Road Winder, GA 30680

Follow us on Facebook & Instagram
Visit our website at www.firelineinc.com

TERMS	REP	FOB
Net 30	JFM	WINDER

ITEM	DESCRIPTION	QTY	UNIT PRICE	TOTAL
1-AZA-E-ONE-TRK.	E-ONE, INC. MAINLINE 95' MID MOUNT AERIAL PLATFORM W/ TYPHOON CAB & CHASSIS - INCLUDES WHELEN V2V TECHNOLOGY	1	1,900,000.00	1,900,000.00

Due To Supply Chain Disruptions and Inflating Costs, Quotes Are Only Valid For 10 Days. This May Be Extended Per FIRELINE, INC. Approval. SURCHARGES MAY APPLY...

30 DAY RETURN CONDITIONS: FireLine, Inc. will make final determination on return authorization. Electrical, hydraulic, special order, and fabricated parts are nonreturnable. Any parts that are returned to FireLine, Inc. without prior authorization or does not meet stated return requirements will be scrapped without notification and credit denied.

SUBTOTAL	$1,900,000.00
SALES TAX (0.0%)	$0.00
TOTAL	$1,900,000.00

AGENDA ITEM NO. VII.e

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Cissy Greeson, Public Works Department
ITEM TYPE:	Resolution
AGENDA SECTION:	**New Business**
SUBJECT:	Consideration to initiate the Public Hearing process and presentation of a resolution to determine that a certain County Right-of-Way identifying Sand Pump Road no longer serves a substantial public purpose; to initiate abandonment procedures, and for other purposes and authorize the Chairman to execute the resolution.

Purpose:

The purpose of the abandonment procedures for Sand Pump Road is to formally discontinue its status as a public roadway due to the cessation of public use to the extent that no substantial public purpose is served. Additionally, the abandonment is considered to be in the best interest of the public.

Background/Summary:

- Sand Pump Road is a County-maintained public road and within a prescriptive easement on properties designate as Barrow County Tax Parcel Identification Numbers ("TPNs") XX108 016 and XX108 016A.
- A plat or sketch identifying that portion of Sand Pump Road to be abandoned is attached hereto and marked as Exhibit "A" and is described thereon as "FORMER COUNTY MAINTAINED PRESCRIPTIVE 30' EASEMENT ROAD PRESENTLY ABANDONED & NOT COUNTY MAINTAINED" and which extends from a "40' R CUL-DE-SAC" TO "MARBURG CREEK.
- Before the County may declare such portion of Sand Pump Road abandoned, the processes required must first be initiated. As described in plat or sketch marked as Exhibit "A" and a described as " FORMER COUNTY MAINTAINED PRESCRIPTIVE 30' EASEMENT ROAD PRESENTLY ABANDONED & NOT COUNTY MAINTAINED" and which extends from a "40' R CUL-DE-SAC" TO "MARBURG CREEK had ceased to be used by the public to the extent that no substantial public purpose is served by said road, and the removal of said right-of-way is in the best public interest.
- The County Manager, or designee, shall provide notice of the County's determination in paragraph 1 to the owners of the Properties, and shall cause notice of such determination to

be published in the County's legal organ once a week for a period of two weeks prior to a public hearing on the proposed abandonment of that portion of Sand Pump Road.
- The County Manager, or designee, shall schedule a public hearing for the Board to consider the abandonment of that portion of Sand Pump Road to be held after the above requirements have been met.

Options:

- Approval to initiate the Abandonment Procedures for Sand Pump Road
- Denial to initiate the Abandonment Procedures for Sand Pump Road

ATTACHMENTS:

STEP ONE - BARROW COUNTY RESOLUTION OF ABANDONMENT INITIATION - SAND PUMP ROAD.pdf

A RESOLUTION BY THE BOARD OF COMMISSIONERS OF BARROW COUNTY, GEORGIA, TO DETERMINE THAT CERTAIN COUNTY RIGHT-OF-WAY NO LONGER SERVES A SUBSTANTIAL PUBLIC PURPOSE; TO INITIATE ABANDONMENT PROCEDURES; AND FOR OTHER PURPOSES

WHEREAS, pursuant to the Official Code of Georgia Annotated ("O.C.G.A.") § 32-7-1, the County is authorized to abandon any public road under its jurisdiction when such abandonment is deemed to be in the public interest; and

WHEREAS, O.C.G.A. § 32-7-2(b)(1) authorizes a County to abandon a section of the County road system which has for any reason ceased to be used by the public to the extent that no substantial public purpose is served by it or removal of the road is otherwise in the best public interest; and

WHEREAS, O.C.G.A. § 32-7-2(b)(1) further provides that upon the determination by a County, by certification recorded in its minutes, accompanied by a plat or sketch, that any of its right-of-way has, for any reason, ceased to be used by the public to the extent that no substantial public purpose is served by it or that its removal from the County's road system is otherwise in the best public interest, the County, and after notice to property owners located thereon, and after notice of such determination is published in the County's legal organ once a week for a period of two weeks, and after a public hearing on the issue, may declare that section of the County's road system abandoned; and

WHEREAS, Sand Pump Road is a County-maintained public road, a portion of which is lying in the Georgia Militia District 1741 of Barrow County, Georgia, and within a prescriptive easement on properties designated as Barrow County Tax Parcel Identification Numbers ("TPNs") XX108 016 and XX108 016A (the "Properties"); and

WHEREAS, a plat or sketch identifying that portion of **Sand Pump Road** to be abandoned is attached hereto and marked as Exhibit "A" and is described thereon as "FORMER COUNY MAINTAINED PRESCRIPTIVE 30' EASEMENT ROAD PRESENTLY ABANDONED & NOT COUNTY MAINTAINED" and which extends from a "40' R CUL-DE-SAC" to "MARBURG CREEK"; and

WHEREAS, in accordance with O.C.G.A. § 32-7-2(b)(1), as cited above, before the County may declare such portion of **Sand Pump Road** abandoned, the processes required thereunder must first be initiated.

NOW, THERFORE, BE IT RESOLVED by the Board of Commissioners, and it is hereby resolved by the authority of the same, as follows:

1. That portion of **Sand Pump Road,** as shown on the plat or sketch marked as Exhibit "A" and as described thereon as "FORMER COUNY MAINTAINED

PRESCRIPTIVE 30' EASEMENT ROAD PRESENTLY ABANDONED & NOT COUNTY MAINTAINED" and which extends from a "40' R CUL-DE-SAC" to "MARBURG CREEK" has ceased to be used by the public to the extent that no substantial public purpose is served by said road, and the removal of said right-of-way is in the best public interest.

2. The proceedings regarding the abandonment of said portion of **Sand Pump Road** herein described shall be initiated.

3. The County Manager, or designee, shall provide notice of the County's determination in paragraph 1 above to the owners of the Properties, and shall cause notice of such determination to be published in the County's legal organ once a week for a period of two weeks prior to a public hearing on the proposed abandonment of that portion of **Sand Pump Road** herein described.

4. The County Manager, or designee, shall schedule a public hearing for this Board to consider the abandonment of that portion of **Sand Pump Road** herein described to be held after the above requirements have been met.

THIS RESOLUTION is hereby adopted this _____ day of _____ 2026, the public health, safety, and general welfare demanding it.

BARROW COUNTY BOARD OF COMMISSIONERS

By: _____
Pat Graham, Chairman

Attest:

_____
Abril Olivas, County Clerk

EXHIBIT "A"

THIS BLOCK IS RESERVED FOR THE CLERK OF SUPERIOR COURT

A TOPCON GTS-2B TOTAL STATION was used to obtain the linear and angular measurements used in the preparation of this plat.

The field data upon which this plat is based has a closure precision of one foot in 21,500 feet and an angular error of 2" per angle point and was adjusted using the compass rule.

This survey has been calculated for closure and is found to be accurate within one foot in >111,500 feet.

SURVEYORS CERTIFICATION: (I)

As required by subsection (d) of O.C.G.A. Section 15-6-67, this plat has been prepared by a land surveyor and approved by all applicable local jurisdictions for recording as evidenced by approval certificates, signatures, stamps, or statements hereon. Such approvals or affirmations should be confirmed with appropriate governmental bodies by any purchaser or user of this plat as to intended use of any parcel. Furthermore, the undersigned land surveyor certifies that this plat complies with the minimum technical standards for property surveys in Georgia as set forth in the rules and regulations of the Georgia Board of Registration for Professional Engineers and Land Surveyors and as set forth in O.C.G.A. Section 15-6-67.

GEORGIA REGISTERED No.1377 PROFESSIONAL SURVEYOR W. T. DUNAHOO

W.T. Dunahoo (GA RLS #1577)

Date

Portion to be abandoned highlighted in red.

~ LEGEND ~
R/W = RIGHT OF WAY
IPS = IRON PIN SET (1/2" OPEN TOP)
IPF = IRON PIN FOUND (1/2" REBAR)

~ REVISED 01/14/2026 TO UPDATE ADJOINING PROPERTIES ~

GRAPHIC SCALE
100 0 100 200

NOTE:
SAND PUMP ROAD TO REMAIN OPEN FROM PERRY SIMS ROAD TO THE 40' R CUL-DE-SAC FROM THERE TO MARBURG CREEK IS TO BE FORMERLY CLOSED BY BARROW COUNTY

REFERENCES:
1. A SURVEY FOR GABRIEL DIAZ BY BORDERS & ASSOC. DATED: 05/20/2019.
2. OUR FINAL PLAT FOR JACKSON PARK, DATED: 09/20/2007. (PLAT BOOK 61, PAGE 19)

SURVEY FOR			STATE OF GEORGIA	
BARROW COUNTY				
CITY	GMD	COUNTY	SCALE	DATE
	1741	BARROW	1"=100'	05/07/2020

W. T. DUNAHOO AND ASSOCIATES, L.L.C.
P.O. BOX 163 305 W. MAY ST. (770) 867-7911 WINDER

AGENDA ITEM NO. VII.f

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Bill King, Water Resources Department
ITEM TYPE:	Agreement
AGENDA SECTION:	**New Business**
SUBJECT:	Consideration to approve the Professional Services Agreement for the Barrow County Sewer Master Plan & Rate Study to AECOM of Atlanta, GA, in the amount of $282,875.00, and authorize the Chairman to execute the agreement.

Purpose:
The primary goal is to establish a strategic framework for wastewater infrastructure that aligns with the County's projected growth, land use policies, and financial capacity over the planning horizon.

Background/Summary:
The study utilizes a GIS-based planning framework rather than complex hydraulic modeling. This planning-level approach focuses on integrating Barrow County's Comprehensive Plan and ARC growth forecasts to determine future capacity needs.

Key Scope Components

- Wastewater Flow Forecasting: Preparation of flow projections by service basin based on zoning, active rezonings, and pending development applications.
- System Needs & Alternatives Analysis: Identification of existing capacity constraints and screening of alternatives for treatment plant utilization and developer-funded infrastructure.
- Capital Improvement Program (CIP): Development of a prioritized project list featuring planning-level cost estimates and a scoring matrix (ranking projects by urgency, cost, and feasibility).
- Financial Analysis & Rate Study: In partnership with CDM Smith, the team will evaluate funding requirements and rate implications to ensure the CIP is fiscally sustainable for the County.

Expected Outcomes

- Strategic Roadmap: A Final Master Plan documenting infrastructure priorities and phasing.
- Regulatory Documentation: Preparation of an Environmental Protection Division (EPD) feasibility report to support future permitting.
- Financial Strategy: A rate structure and funding plan designed to support long-term system solvency and growth.

Options:

- Approval of the Sewer Master Plan & Rate Study
- Denial of the Sewer Master Plan & Rate Study

Finance Officer Comments (if applicable):

If approved, the Barrow County Sewer Master Plan & Rate Study from AECOM of Atlanta, GA, in the amount of $282,875.00 would be funded by the Sewer Division of the Water Resources Division.

Funding Source	FY 2026 Approved Budget	Year-to-date Expenses	FY 2026 Remaining Budget
5074335-521200	$864,440.00	$300,601.02	$563,838.98

ATTACHMENTS:

AECOM Sewer Master Plan Scope of Work.pdf
AECOM Agreement.pdf

AECOM
1360 Peachtree Street
Atlanta, GA 30309
aecom.com

Project name:
Barrow County Sewer Master Plan

Date:
February 26, 2026

To:
Barrow County
30 North Broad Street

Barrow County Sewer System Master Plan and Rate Study - Scope of Services

Task A. Technical Review and Planning

A-1 Project Management & Data Review
AECOM will provide project management, coordination, and data review services for the Sewer System Master Plan and Rate Study. This task will include project kickoff, schedule management, coordination with Barrow County staff and subconsultants, progress tracking, and routine status updates.

AECOM will review available County data and background information needed to support the master planning effort, including prior studies, GIS mapping, as-builts (as available), treatment plant data, planning documents, and available operational information. This effort will focus on a planning-level review of available information and identification of priority data needs to support the study approach. AECOM will coordinate with County staff to confirm data availability and document key assumptions for use in subsequent tasks.

A-2 Existing and Future Land Use
AECOM will coordinate with Barrow County Planning and Community Development staff to establish the land use and development basis for the master plan. The County's adopted Land Use Map and Comprehensive Plan will serve as the primary basis for growth planning assumptions.

AECOM will conduct a working session with Planning staff to review land use categories, zoning context, active rezonings, pending development applications, major development areas, and known constraints affecting the timing and location of growth. AECOM will also review available ARC forecasts and County development information and incorporate stakeholder input regarding development timing and priorities.

AECOM will prepare planning-level land use assumptions for use in wastewater flow forecasting and capacity planning, with emphasis on growth areas, service territories, and development patterns relevant to the County's sewer system planning horizon.

A-3 Wastewater Flow Forecast Update
AECOM will prepare updated wastewater flow projections for the County's service areas using an Excel- and GIS-based planning methodology. Flow projections will be based on the adopted land use framework, zoning and development information, treatment plant service areas, and County/stakeholder input.

AECOM will develop planning-level wastewater flow projections using industry-standard unit flow generation criteria and planning assumptions. Projections will be prepared by service area/basin for use in evaluating treatment capacity, major conveyance needs, alternatives development, and CIP phasing.

This task will be completed using available County information and planning assumptions and will not include hydraulic model calibration or monitoring-based flow calibration.

A-4 Public & Stakeholder Involvement
The AECOM Team will support public and stakeholder engagement activities in coordination with Barrow County staff. This task will include preparation of meeting materials, facilitation support, and documentation for stakeholder workshops and public meetings.

We will prepare digital agendas, presentation materials, maps/graphics, handouts, and meeting summaries to support informed discussion of growth assumptions, infrastructure needs, alternatives, and implementation priorities. Stakeholder and public input will be used to inform and validate planning assumptions and recommendations developed during the study.

A-5 System Needs and Alternatives Analysis
(Note: No hydraulic model development included in this project)
The AECOM team will perform a planning-level system needs and alternatives analysis using available GIS mapping, treatment plant capacity information, known system constraints, land use-based flow projections, and County/stakeholder input. In lieu of hydraulic model development, AECOM will apply an Excel/GIS-based planning evaluation framework to identify system needs and support alternatives screening.

- **A-5.6 Existing and Future Capacity Evaluation**

  AECOM will evaluate existing and future wastewater capacity needs based on treatment plant capacities (including planned expansions), projected wastewater flows, and known operational constraints. The evaluation will identify planning-level capacity limitations and service allocation considerations relevant to future growth.

  The analysis will be completed at a master planning level and will support decisions regarding treatment capacity utilization, service area planning, and phasing of future improvements.

- **A-5.7 Alternatives Development and Screening**

  AECOM will develop and screen planning-level alternatives to address future wastewater service needs. Alternatives will consider treatment capacity utilization, service area allocation, growth timing, key development corridors, and implementation considerations, including potential developer-funded infrastructure.

  We will screen alternatives using planning criteria such as capacity benefit, feasibility, cost, phasing, and consistency with County development priorities. The alternatives screening will support development of recommended improvements for the CIP and rate study.

- **A-5.8 Prepare Related Content of Master Plan Report**

  AECOM will prepare technical memoranda and report content documenting the planning-level system needs evaluation, capacity findings, and alternatives screening for inclusion in the Master Plan report.

A-6 Project Prioritization & CIP
AECOM will develop a prioritized Capital Improvement Program (CIP) framework based on the planning analysis. This task will identify recommended projects and organize them by priority, implementation timing, and planning purpose.

- **A-6.1 Develop Cost Estimates**

  AECOM will prepare planning-level cost estimates for recommended capital improvements identified through the alternatives evaluation. Cost estimates will be suitable for master planning, CIP development, and financial analysis purposes.

- **A-6.2 Prepare Scoring Matrix**

  AECOM will develop a project prioritization/scoring matrix to support evaluation and ranking of recommended improvements. The matrix will include criteria such as urgency, capacity benefit, growth support, cost, and implementation feasibility.

- **A-6.3 Draft CIP Tables**

  AECOM will prepare draft CIP tables summarizing recommended projects, planning-level costs, and implementation timing/phasing for inclusion in the Master Plan and Rate Study.

Task B. Prepare Draft and Final Master Plan Documents

B-1 Master Plan Report
AECOM will prepare the draft and final Sewer System Master Plan report documenting the study approach, assumptions, findings, alternatives, and recommended CIP. The report will reflect the Excel/GIS-based planning methodology and identify recommended next steps for future refinement, as applicable.

- **B-1.1 Prepare Final CIP Tables**

  AECOM will prepare final CIP tables for inclusion in the Master Plan report.

- **B-1.2 Prepare Draft Master Plan Report**

  AECOM will prepare and submit a draft Master Plan report for Barrow County review and comment.

- **B-1.3 Prepare Final Master Plan Report & EPD Feasibility Report**

  AECOM will prepare the final Master Plan report and associated feasibility-level documentation, as applicable, incorporating County comments and final recommendations.

B-2 Financial Analysis & Rate Study
AECOM and CDM Smith will prepare a financial analysis and rate study to support implementation of the recommended CIP. This task will evaluate funding needs, financial impacts, and rate implications associated with the proposed capital improvements and phased implementation plan.

The financial analysis and rate study will include review of relevant financial and customer data, development of planning-level funding and rate scenarios, and evaluation of implementation considerations, including system development/connection fee considerations, as applicable. The task will be coordinated with the master planning recommendations to support a consistent and implementable County strategy.

Thank you,

Sincerely,

Tina Houston
Vice President/ Authorized Signatory
M: 404.295.6087
Tina.Houston@aecom.com
1360 Peachtree Street NE Suite 300
Atlanta, Georgia 30309, USA

Alicia Pajares, PE
Project Manager
M: 352.316.2893
alicia.pajares@aecom.com

PROFESSIONAL SERVICES AGREEMENT FOR PREPATION OF BARROW COUNTY SEWER SYSTEM MASTER PLAN AND RATE STUDY

THIS AGREEMENT is effective as of this _____ day of _____, 2026 (the "Effective Date"), by and between **BARROW COUNTY,** a political subdivision of the State of Georgia, acting by and through its governing authority, the Barrow County Board of Commissioners ("County"), and **AECOM,** a Delaware corporation, ("Consultant"), collectively referred to as the "Parties." The above Effective Date shall be the date this Agreement is formally and properly approved by the Barrow County Board of Commissioners.

WITNESSETH THAT:

WHEREAS, the County desires to retain Consultant to provide certain services generally described as preparing the Barrow County Sewer System Master Plan and Rate Study;

WHEREAS, the County finds that specialized knowledge, skills, and training are necessary to perform the Work contemplated under this Agreement; and

WHEREAS, the Consultant has represented that it is qualified by training and experience to perform the Work; and

WHEREAS, the Consultant desires to perform the Work under the terms and conditions set fo1th in this Agreement; and

WHEREAS, the public interest will be served by this Agreement;

NOW, THEREFORE, for and in consideration of the mutual promises, the public purposes, and the acknowledgements and agreements contained herein, together with other good and adequate consideration, the sufficiency of which is hereby acknowledged, the Parties hereto do mutually agree as follows:

I. SCOPE OF SERVICES AND TERMINATION DATE

A. **Agreement.** The Agreement shall consist of this Agreement and each of the Exhibits hereto, which are incorporated herein by reference, including:

Exhibit A - Scope of Services
Exhibit B - Schedule of Fees
Exhibit C - Contractor Affidavit
Exhibit D - Subcontractor Affidavit

B. **The Work.** The Work to be completed under this Agreement (the "Work") consists of preparation of the Barrow County Sewer System Master Plan and Rate Study as more particularly described in Exhibit "A," attached hereto and incorporated herein by reference.

C. **Schedule, Completion Date, and Term of Agreement.** Consultant will perform its services in a prompt and timely manner, which shall not impose delays on the progress of the Work. This Agreement shall commence as of the Effective Date first written above, and the Work shall be completed, unless earlier terminated as provided for herein, within the timeframe mutually agreed to between the Parties.

The Parties agree that this Agreement, as required by O.C.G.A. § 36-60-13, shall terminate absolutely and without further obligation on the part of the County on June 30 each fiscal year of the Term, and further, that this Agreement shall automatically renew on July 1 of each subsequent fiscal year absent the County's provision of written notice of non-renewal to Consultant at least five (5) days prior to the end of the then current fiscal year. Title to any supplies, materials, equipment, or other personal property shall remain in Consultant until fully paid for by the County.

II. WORK CHANGES

A. The County reserves the right to order changes in the Work to be performed under this Agreement by altering, adding to, or deducting from the Work. All such changes shall be incorporated in written change orders executed by the Consultant and the County. Such change orders shall specify the changes ordered and any necessary adjustment of compensation and completion time. If the Parties cannot reach an agreement on the terms for performing the changed work within a reasonable time to avoid delay or other unfavorable impacts as determined by the County in its sole discretion, the County shall have the right to determine reasonable terms, and the Consultant shall proceed with the changed work.

B. Any work added to the scope of this Agreement by a change order shall be executed under all the applicable conditions of this Agreement. No claim for additional compensation or extension of time shall be recognized, unless contained in a written change order duly executed on behalf of the County and the Consultant.

C. The County Manager has authority to execute, without further action of the Barrow County Board of Commissioners, any number of Change Orders so long as their total effect does not materially alter the terms of this Agreement or materially increase the Maximum Contract Price, as set forth in Section III(B) below. Any such Change Orders materially altering the terms of this Agreement, or any Change Order increasing the price by more than twenty-five thousand dollars ($25,000.00), must be approved by the Barrow County Board of Commissioners.

III. COMPENSATION AND METHOD OF PAYMENT

A. County agrees to pay the Consultant for the Work performed by Consultant based on the rates and fee structure outlined in Exhibit B upon certification by the County that the Work was actually performed in accordance with the Agreement. Compensation for Work performed shall be paid to the Consultant upon receipt and approval by the County of invoices setting forth in detail the services performed. Invoices shall be submitted on a monthly basis, and such invoices shall reflect charges incurred versus charges budgeted. Any material deviations from the Work described in this Agreement shall be clearly communicated to the County *before charges are incurred* and shall be handled through change orders as described in Section II above. The County shall pay the Consultant within thirty (30) days after approval of the invoice by County staff.

B. The total amount paid under this Agreement as compensation for Work performed and reimbursement for costs incurred shall not, in any case, exceed $282,875.00 (the "Maximum Contract Price"), except as outlined in Section II(C) above.

IV. COVENANTS OF CONSULTANT

A. **Expertise of Consultant.** Consultant accepts the relationship of trust and confidence established between it and the County, recognizing that the County's intention and purpose in entering into this Agreement is to engage an entity with the requisite capacity, experience, and professional skill and judgment to provide the Work in pursuit of the timely and competent completion of the Work undertaken by Consultant under this Agreement. "Standard of Care." Notwithstanding any clause in this Agreement to the contrary, Consultant expressly disclaims all express or implied warranties and guarantees with respect to the performance of professional services, and it is agreed that the quality of such services shall be judged solely as to whether Consultant performed its services consistent with the professional skill and care ordinarily provided by firms practicing in the same or similar locality under the same or similar circumstances. Nothing in this Agreement shall be construed to establish a fiduciary relationship between the parties.

B. **Budgetary Limitations.** Consultant agrees and acknowledges that budgetary limitations are not a justification for breach of sound principles of Consultant's profession and industry. Consultant shall take no calculated risk in the performance of the Work. Specifically, Consultant agrees that, in the event it cannot perform the Work within the budgetary limitations established without disregarding sound principles of Consultant's profession and industry, Consultant will give written notice immediately to the County.

C. **County's Reliance on the Work.** The Consultant acknowledges and agrees that the County does not undertake to approve or pass upon matters of expertise of the Consultant and that, therefore, the County bears no responsibility for Consultant's Work performed under this Agreement. The Consultant acknowledges and agrees that the acceptance of designs, plans, and specifications by the County is limited to the function of determining whether there has been compliance with what is required to be produced under this Agreement. The County will not, and need not, inquire into adequacy, fitness, suitability or correctness of Consultant's performance. Consultant further agrees that no approval of designs, plans, or specifications by any person, body or agency shall relieve Consultant of the responsibility for adequacy, fitness, suitability, and correctness of Consultant's Work under professional and industry standards, or for performing services under this Agreement in accordance with sound and accepted professional and industry principals.

D. **Consultant's Reliance on Submissions by the County.** Consultant must have timely information and input from the County in order to perform the Work required under this Agreement. Consultant is entitled to rely upon information provided by the County, but Consultant shall be required to provide immediate written notice to the County if Consultant knows or reasonably should know that any information provided by the County is erroneous, inconsistent, or otherwise problematic.

E. **Consultant's Representative.** Alicia Pajares, shall be authorized to act on Consultant's behalf with respect to the Work as Consultant's designated representative.

F. **Assignment of Agreement.** The Consultant covenants and agrees not to assign

or transfer any interest in, nor delegate any duties of this Agreement, without the prior express written consent of the County. As to any approved subcontractors, the Consultant shall be solely responsible for reimbursing them, and the County shall have no obligation to them.

G. **Responsibility of Consultant and Indemnification of County.** The Consultant covenants and agrees to take and assume all responsibility for the Work rendered in connection with this Agreement. The Consultant shall bear all losses and damages directly or indirectly resulting to it and/or the County on account of third party claims for bodily injury or property damage to the extent caused by the negligent performance or character of the Work rendered pursuant to this Agreement. Consultant shall indemnify and hold harmless the County, its officers, boards, commissions, elected and appointed officials, and employees (hereinafter referred to as "County Parties") from and against any and all claims, injuries, suits, actions, judgments, damages, losses, costs, expenses and liability of any kind whatsoever, including but not limited to, attorney's fees and costs of defense, (hereinafter "Liabilities") to the extent caused by the willful misconduct, or the negligent or tortious conduct of, and to the extent arising out of the Work, performance of contracted services, or operations by, the Consultant, any subcontractor, anyone directly or indirectly employed by the Consultant or subcontractor or anyone for whose acts the Consultant or subcontractor may be liable, regardless of whether or not the negligent act is caused in part by a party indemnified hereunder. This indemnity obligation does not include Liabilities to the extent caused by or resulting from the negligence of the County or County Parties. Such obligation shall not be construed to negate, abridge, or otherwise reduce any other right or obligation of indemnity which would otherwise exist as to any party or person described in this provision. In any and all claims against the County or County Parties, by any employee of the Consultant, any subcontractor, anyone directly or indirectly employed by the Consultant or subcontractor or anyone for whose acts the Consultant or subcontractor may be liable, the indemnification obligation set forth in this provision shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefits payable by or for the Consultant or any subcontractor under workers' or workmen's compensation acts, disability benefit acts or other employee benefit acts. This obligation to indemnify, defend, and hold harmless the County and County Parties shall survive expiration or termination of this Agreement, provided that the claims are based upon or arise out of actions that occurred during the performance of this Agreement.

H. **Independent Contractor.** Consultant hereby covenants and declares that it is engaged in an independent business and agrees to perform the Work as an independent contractor and not as the agent or employee of the County. The Consultant agrees to be solely responsible for its own matters relating to the time and place the services are performed; the instrumentalities, tools, supplies and/or materials necessary to complete the Work; hiring of Consultants, agents or employees to complete the Work; and the payment of employees, including compliance with Social Security, withholding and all other regulations governing such matters. The Consultant agrees to be solely responsible for its own acts and those of its subordinates, employees, and subcontractors during the life of this Agreement. Any provisions of this Agreement that may appear to give the County the right to direct Consultant as to the details of the services to be performed by Consultant or to exercise a measure of control over such services will be deemed to mean that Consultant shall follow the directions of the County with regard to the results of such services only.

I. **Insurance**

(1) Requirements: The Consultant shall have and maintain in full force and effect for the duration of this Agreement, insurance insuring against claims for injuries to persons

or damages to property which may arise from or in connection with the performance of the Work by the Consultant, its agents, representatives, employees or subcontractors. All policies shall be subject to approval by the County Attorney to form and content. These requirements are subject to amendment or waiver if so approved in writing by the County Manager.

(2) Minimum Limits of Insurance: Consultant shall maintain the following insurance policies with limits no less than:

(a) Comprehensive General Liability of $1,000,000 (one million dollars) combined single limit per occurrence for bodily and personal injury, sickness, disease or death, injury to or destruction of property, including loss of use resulting therefrom.

(b) Comprehensive Automobile Liability (owned, non-owned, hired) of $1,000,000 (one million dollars) combined single limit per occurrence for bodily and personal injury, sickness, disease or death, injury to or destruction of property, including loss of use resulting therefrom.

(c) Professional Liability of $2,000,000 (two million dollars) limit for claims arising out of professional services and caused by the Consultant's errors, omissions, or negligent acts.

(d) Workers' Compensation limits as required by the State of Georgia and Employers Liability limits of $1,000,000 (one million dollars) per accident.

(3) Deductibles and Self-Insured Retentions: Any deductibles or self-insured retentions must be declared to and approved by the County in writing.

(4) Other Insurance Provisions: The policy is to contain, or be endorsed to contain, the following provisions:

(a) General Liability and Automobile Liability Coverage.

(i) The County and County Parties are to be covered as insureds as respects: liability arising out of activities performed by or on behalf of the Consultant; products and completed operations of the Consultant; premises owned, leased, or used by the Consultant; automobiles owned, leased, hired, or borrowed by the Consultant. The coverage shall contain no special limitations on the scope of protection afforded to the County or County Parties.

(ii) The Consultant's insurance coverage shall be primary noncontributing insurance as respects to any other insurance or self-insurance available to the County or County Parties. Any insurance or self-insurance maintained by the County or County Parties shall be in excess of the Consultant's insurance and shall not contribute with it.

(iii) Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the County and County Parties.

(iv) Coverage shall state that the Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought.

(v) Coverage shall be provided on a "pay on behalf' basis, with defense costs payable in addition to policy limits. There shall be no cross liability exclusion.

(vi) The insurer shall agree to waive all rights of subrogation against the County and County Parties for losses arising from work performed by the Consultant for the County.

(b) Workers' Compensation Coverage. The insurer providing Workers' Compensation Coverage will agree to waive all rights of subrogation against the County and County Parties for losses arising from work performed by the Consultant for the County.

(c) All Coverages.

(i) Each insurance policy required by this clause shall be endorsed to state that coverage shall not be suspended, voided, canceled, reduced in coverage or in limits except after thilty (30) days prior written notice by certified mail, return receipt requested, has been given to the County.

(ii) Policies shall have concurrent starting and ending dates.

(5) Acceptability of Insurers: Insurance is to be placed with insurers with an A.M. Bests' rating of no less than A:VII.

(6) Verification of Coverage: Consultant shall furnish the County with ce1tificates of insurance and endorsements to the policies evidencing coverage required by this Article prior to the start of work. The certificate of insurance and endorsements shall be on a form utilized by Consultant's insurer in its normal course of business and shall be received and approved by the County prior to execution of this Agreement by the County. The County reserves the right to require complete, certified copies of all required insurance policies at any time. The Consultant shall provide proof that any expiring coverage has been renewed or replaced at least two (2) two days after the expiration of the coverage.

(7) Subcontractors: Consultant shall include all subcontractors as insureds under its policies or shall furnish separate certificates and endorsements for each subcontractor. All coverage for subcontractors shall be subject to all of the requirements stated in this Agreement, including but not limited to naming the parties as additional insureds.

(8) Claims-Made Policies: Consultant shall extend any claims-made insurance policy for

at least six (6) years after termination or final payment under the Agreement, whichever is later.

(9) County as Additional Insured and Loss Payee: The County shall be named as an additional insured and loss payee on all policies required by this Agreement, except the County need not be named as an additional insured and loss payee on any Professional Liability policy or Workers' Compensation policy.

J. Employment of Unauthorized Aliens Prohibited [E-Verify Affidavit]. The County shall not enter into a contract for the physical performance of services within the State of Georgia unless the Consultant shall provide evidence on County-provided forms, attached hereto as Exhibits "B" and "C" (affidavits regarding compliance with the E-Verify program to be sworn under oath under criminal penalty of false swearing pursuant to O.C.G.A. § 16-10-71), that it and Consultant's subcontractors have conducted a verification, under the federal Employment Eligibility Verification ("EEV" or "E-Verify") program, of the social security numbers, or other identifying information now or hereafter accepted by the E-Verify program, of all employees who will perform work on the County contract to ensure that no unauthorized aliens will be employed.

The Consultant hereby verifies that it has, prior to executing this Agreement, executed a notarized affidavit, the form of which is provided in Exhibit "B," and submitted such affidavit to County. Further, Consultant hereby agrees to comply with the requirements of the federal Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603, O.C.G.A. § 13-10-91 and Rule 300-l 0-1-.02.

In the event the Consultant employs or contracts with any subcontractor(s) in connection with the covered contract, the Consultant agrees to secure from such subcontractor(s) attestation of the subcontractor's compliance with O.C.G.A. § 13-10-91 and Rule 300-10-l-.02 by the subcontractor's execution of the subcontractor affidavit, the form of which is attached hereto as Exhibit "C," which subcontractor affidavit shall become part of the contractor/subcontractor agreement. If a subcontractor affidavit is obtained, Consultant agrees to provide a completed copy to the County within five (5) business days of receipt from any subcontractor.

Where Consultant is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, the County Manager or his/her designee shall be authorized to conduct an inspection of the Consultant's and Consultant's subcontractors' verification process at any time to determine that the verification was correct and complete. The Consultant and Consultant's subcontractors shall retain all documents and records of their respective verification process for a period of three (3) years following completion of the contract. Further, where Consultant is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, the County Manager or his/her designee shall further be authorized to conduct periodic inspections to ensure that no County Consultant or Consultant's subcontractors employ unauthorized aliens on County contracts. By entering into a contract with the County, the Consultant and Consultant's subcontractors agree to cooperate with any such investigation by making their records and personnel available upon reasonable notice for inspection and questioning. Where Consultant or Consultant's subcontractors are found to have employed an unauthorized alien, the County Manager or his/her designee may report same to the Department of Homeland Security. The Consultant's failure to cooperate with the investigation may be sanctioned by termination of the contract, and the Consultant shall be liable for all damages and delays occasioned by the County thereby.

Consultant agrees that the employee-number category designated below is applicable to the Consultant.

X 500 or more employees.

100 or more employees.

___ Fewer than 100 employees.

The above requirements shall be in addition to the requirements of State and federal law and shall be construed to be in conformity with those laws.

K. Records, Reports and Audits

(1) Records:

(a) Records shall be established and maintained by the Consultant in accordance with requirements prescribed by the County with respect to all matters covered by this Agreement. Except as otherwise authorized, such records shall be maintained for a period of three years from the date that final payment is made under this Agreement. Furthermore, records that are the subject of audit findings shall be retained for three years or until such audit findings have been resolved, whichever is later.

(b) All costs shall be supported by properly executed payrolls, time records, invoices, contracts, or vouchers, or other official documentation evidencing in proper detail the nature and propriety of the charges. All checks, payrolls, invoices, contracts, vouchers, orders or other accounting documents pertaining in whole or in part to this Agreement shall be clearly identified and readily accessible.

(2) Reports and Information. Upon request, the Consultant shall furnish to the County any and all statements, records, reports, data and information related to matters covered by this Agreement in the form requested by the County.

(3) Audits and Inspections. At any time during normal business hours and as often as the County may deem necessary, there shall be made available to the County for examination all records with respect to all matters covered by this Agreement. The Consultant will permit the County to audit, examine, and make excerpts or transcripts from such records, and to audit all contracts, invoices, materials, payrolls, records of personnel, conditions of employment and or data relating to all matters covered by this Agreement.

L. Conflicts of Interest. Consultant agrees that it shall not engage in any activity or conduct that would result in a violation of the Barrow County Code of Ethics.

M. Confidentiality. Consultant acknowledges that it may receive confidential information of the County and that it will protect the confidentiality of any such confidential information and will require any of its subcontractors, consultants, and/or staff to likewise

protect such confidential information. The Consultant agrees that confidential information it receives or such reports, information, opinions or conclusions that Consultant creates under this Agreement shall not be made available to, or discussed with, any individual or organization, including the news media, without prior written approval of the County. The Consultant shall exercise reasonable precautions to prevent the unauthorized disclosure and use of County information whether specifically deemed confidential or not.

Consultant acknowledges that the County's disclosure of documentation is governed by Georgia's Open Record's Act, and Consultant further acknowledges that if Consultant submits records containing trade secret information, and if Consultant wishes to keep such records confidential, Consultant must submit and attach to such records an affidavit affirmatively declaring that specific information in the records constitutes trade secrets pursuant to Article 27 of Chapter 1 of Title 10, and the Parties shall follow the requirements of O.C.G.A. § 50-18-72(a)(34) related thereto.

N. Licenses, Certifications and Permits. The Consultant covenants and declares that it has obtained all diplomas, certificates, licenses, permits or the like required of the Consultant by any and all national, state, regional, county, local boards, agencies, commissions, committees or other regulatory bodies in order to perform the Work contracted for under this Agreement. All work performed by Consultant under this Agreement shall be in accordance with applicable legal requirements and shall meet the standard of quality ordinarily expected of competent professionals.

0. Key Personnel. All of the individuals identified in Exhibit "A", if any, are necessary for the successful completion of the Work due to their unique expertise and depth and breadth of experience. There shall be no change in Consultant's Project Manager or members of the project team, as listed in Exhibit "A," without written approval of the County. Consultant recognizes that the composition of this team was instrumental in the County's decision to award the work to Consultant and that compelling reasons for substituting these individuals must be demonstrated for the County's consent to be granted. Any substitutes shall be persons of comparable or superior expertise and experience. Failure to comply with the provisions of this section shall constitute a material breach of Consultant's obligations under this Agreement and shall be grounds for termination. Consultant shall not subcontract with any third party for the performance of any portion of the Work without the prior written consent of the County. Consultant shall be solely responsible for any such subcontractors in terms of performance and compensation.

P. Authority to Contract. The Consultant covenants and declares that it has obtained all necessary approvals of its board of directors, stockholders, general partners, limited partners or similar authorities to simultaneously execute and bind Consultant to the terms of this Agreement, if applicable.

Q, Ownership of Work. All reports, designs, drawings, plans, specifications, schedules, work product and other materials prepared or in the process of being prepared for the Work to be performed by the Consultant ("Materials") shall be the property of the County, and the County shall be entitled to full access and copies of all such Materials. Any such Materials remaining in the hands of the Consultant or subcontractor upon completion or termination of the Work shall be delivered immediately to the County. The Consultant assumes all risk of loss, damage or destruction of or to such Materials. If any Materials are lost, damaged or destroyed before final delivery to the County, the Consultant shall replace them at its own expense. Any and all copyrightable subject matter in all Materials is hereby assigned to the County, and the Consultant agrees to execute any additional documents that may be necessary to evidence such assignment.

R. **Nondiscrimination.** In accordance with Title VI of the Civil Rights Act, as amended, 42 U.S.C. § 2000d, section 303 of the Age Discrimination Act of 1975, as amended, 42 U.S.C. § 6102, section 202 of the Americans with Disabilities Act of 1990, 42 U.S.C. § 12132, and all other provisions of Federal law, the Consultant agrees that, during performance of

this Agreement, Consultant, for itself, its assignees and successors in interest, will not discriminate against any employee or applicant for employment, any subcontractor, or any supplier because of race, color, creed, national origin, gender, age or disability. In addition, Consultant agrees to comply with all applicable implementing regulations and shall include the provisions of this Section IV(R) in every subcontract for services contemplated under this Agreement.

S. **Statutory Compliance.** Pursuant to O.C.G.A. §36-80-28, the Consultant hereby represents to County as follows:

(1) The Consultant shall avoid any appearance of impropriety and shall follow all policies and procedures of the County;

(2) With the exception of economic development activities that are confidential pursuant to O.C.G.A. Title 50, Chapter 18, Article 4, the Consultant shall immediately disclose to the County any material transaction or relationship, including, but not limited to, that of the Consultant, the Consultant's employees, or the Consultant's agents or subsidiaries, that reasonably could be expected to give rise to a conflict of interest, including, but not limited to, past, present, or known prospective engagements, involvement in litigation or other dispute, client relationships, or other business or financial interest, and shall immediately disclose to the County any material transaction or relationship subsequently discovered during the pendency of the Agreement; and

(3) The Consultant acknowledges that any violation or threatened violation of the Agreement may cause irreparable injury to the County entitling the County to seek injunctive relief in addition to other legal remedies.

V. COVENANTS OF THE COUNTY

A. **County's Representative.** **Srikanth Yamala, County Manager,** shall be authorized to act on the County's behalf with respect to the Work as the County's designated representative, provided that any changes to the Work or the terms of this Agreement must be approved as provided in Section II above.

VI. TERMINATION

A. The County shall have the right to terminate this Agreement for convenience by providing written notice thereof at least seven (7) calendar days in advance of the termination date. The Consultant shall have no right to terminate this Agreement prior to completion of the Work, except in the event of the County's failure to pay the Consultant within thirty (30) days of Consultant providing the County with notice of a delinquent payment and an opportunity to cure.

B. Upon termination, County shall provide for payment to the Consultant for services rendered and expenses incurred prior to the termination date.

C. Upon termination, the Consultant shall: (1) promptly discontinue all services affected, unless the notice directs otherwise; and (2) promptly deliver to the County all data, drawings, reports, summaries, and such other information and materials as may have been generated or used by the Consultant in performing this Agreement, whether completed or in process, in the form specified by the County.

D. The rights and remedies of the County and the Consultant provided in this Article are in addition to any other rights and remedies provided under this Agreement or at law or in equity.

VII. NO PERSONAL LIABILITY

Nothing herein shall be construed as creating any individual or personal liability on the part of any County Party. No County Party shall be personally liable to the Consultant or any successor in interest in the event of any default or breach by the County or for any amount which may become due to the Consultant or successor or on any obligation under the terms of this Agreement. Likewise, Consultant's performance of services under this Agreement shall not subject Consultant's individual employees, officers or directors to any personal liability. The Parties agree that their sole and exclusive remedy, claim, demand or suit shall be directed and/or asserted only against Consultant or the County, respectively, and not against any employee, officer, director, or elected or appointed official.

VIII. ENTIRE AGREEMENT

This Agreement constitutes the complete agreement between the Parties and supersedes any and all other agreements, either oral or in writing, between the Parties with respect to the subject matter of this Agreement. No other agreement, statement or promise relating to the subject matter of this Agreement not contained in this Agreement shall be valid or binding. This Agreement may be modified or amended only by a written document signed by representatives of both Parties with appropriate authorization.

IX. SUCCESSORS AND ASSIGNS

Subject to the provision of this Agreement regarding assignment, this Agreement shall be binding on the heirs, executors, administrators, successors and assigns of the respective Parties, provided that no party may assign this Agreement without prior written approval of the other party.

X. APPLICABLE LAW

If any action at law or in equity is brought to enforce or interpret the provisions of this Agreement, the rules, regulations, statutes and laws of the State of Georgia will control. Any action or suit related to this Agreement shall be brought in the Superior Court of Barrow County, Georgia. The Parties, as a condition precedent to commencing litigation (other than for the non-payment of Consultant's fees), shall endeavor to resolve their claims by mediation.

XI. CAPTIONS AND SEVERABILITY

The caption or headnote on articles or sections of this Agreement are intended for

convenience and reference purposes only and in no way define, limit or describe the scope or intent thereof, or of this Agreement nor in any way affect this Agreement. Should any article(s) or section(s), or any part thereof, later be deemed unenforceable by a court of competent jurisdiction, the offending portion of the Agreement should be severed, and the remainder of this Agreement shall remain in full force and effect to the extent possible.

XII. BUSINESS LICENSE

Consultant must provide a current business license prior to commencement of the services to be provided hereunder. If a current business license is not available, Consultant shall apply to the County for a business license, pay the applicable business license fee, maintain said business license during the term of this Agreement.

XIII. NOTICES

A. **Communications Relating to Day-to-Day Activities.** All communications relating to the day-to-day activities of the Work shall be exchanged between Chris Yancey, Public Works Director, for the County and Don Clerici for the Consultant.

B. **Official Notices.** All other notices, requests, demands, writings, or correspondence, as required by this Agreement, shall be in writing and shall be deemed received, and shall be effective, when: (1) personally delivered, or (2) on the third day after the postmark date when mailed by certified mail, postage prepaid, return receipt requested, or (3) upon actual delivery when sent via national overnight commercial carrier to the Parties at the addresses given below, or at a substitute address previously furnished to the other Parties by written notice in accordance herewith:

NOTICE TO THE COUNTY shall be sent to:

Srikanth Yamala, County Manager
Barrow County Board of Commissioners
30 North Broad Street
Winder, Georgia 30680

NOTICE TO THE CONSULTANT shall be sent to:

AECOM
c/o Tina Houston
Vice President
1360 Peachtree Street NE, Suite 300
Atlanta, Georgia 30309

Future changes in address shall be effective only upon written notice being given by the County to Consultant or by Consultant to County Manager via one of the delivery methods described in this Section.

XIV. WAIVER OF AGREEMENT

No failure by the County to enforce any right or power granted under this Agreement, or to insist upon strict compliance by Consultant with this Agreement, and no custom or practice of the County at variance with the terms and conditions of this Agreement shall constitute a general waiver of any future breach or default or affect the County's right to demand exact and strict compliance by Consultant with the terms and conditions of this Agreement.

XV. NO THIRD-PARTY RIGHTS

This Agreement shall be exclusively for the benefit of the Parties and shall not provide any third parties with any remedy, claim, liability, reimbursement, cause of action or other right.

XVI. SOVEREIGN IMMUNITY

Nothing contained in this Agreement shall be construed to be a waiver of the County's sovereign immunity or any individual's qualified good faith or official immunities.

XVII. FORCE MAJEURE

Neither the County nor Consultant shall be liable for their respective non-negligent or non-willful failure to perform or shall be deemed in default with respect to the failure to perform (or cure a failure to perform) any of their respective duties or obligations under this Agreement or for any delay in such performance due to: (a) any cause beyond their respective reasonable control; (b) any act of God; (c) any change in applicable governmental rules or regulations rendering the performance of any portion of this Agreement legally impossible; (d) earthquake, fire, explosion or flood; (e) strike or labor dispute, excluding strikes or labor disputes by employees and/or agents of Consultant; (f) delay or failure to act by any governmental or military authority; or (g) any war, hostility, embargo, sabotage, civil disturbance, riot, insurrection or invasion. In such event, the time for performance shall be extended by an amount of time equal to the period of delay caused by such acts, and all other obligations shall remain intact.

(remainder of this page intentionally left blank)

(signature page follows)

IN WITNESS WHEREOF the County and the Consultant have executed this Agreement effective as of the date first written hereinabove.

CONSULTANT: AECOM

By: Tina S. Houston
Tina S. Houston, Authorized Signatory

[CORPORATE SEAL]

Attest/Witness:

By: _____

Print Name: John DiChello

Its: V.P., Assistant Secretary

BARROW COUNTY, GEORGIA

By: _____
Pat Graham, Chairman

[COUNTY SEAL]

Attest:

By: _____
Abril Olivas, County Clerk

EXHIBIT A

AECOM Scope of Services (Attached)

AECOM

AECOM
1360 Peachtree Street
Atlanta, GA 30309
aecom.com

Project name:
Barrow County Sewer Master Plan

Date:
February 26, 2026

To:
Barrow County
30 North Broad Street

Barrow County Sewer System Master Plan and Rate Study - Scope of Services

Task A. Technical Review and Planning

A-1 Project Management & Data Review
AECOM will provide project management, coordination, and data review services for the Sewer System Master Plan and Rate Study. This task will include project kickoff, schedule management, coordination with Barrow County staff and subconsultants, progress tracking, and routine status updates.

AECOM will review available County data and background information needed to support the master planning effort, including prior studies, GIS mapping, as-builts (as available), treatment plant data, planning documents, and available operational information. This effort will focus on a planning-level review of available information and identification of priority data needs to support the study approach. AECOM will coordinate with County staff to confirm data availability and document key assumptions for use in subsequent tasks.

A-2 Existing and Future Land Use
AECOM will coordinate with Barrow County Planning and Community Development staff to establish the land use and development basis for the master plan. The County's adopted Land Use Map and Comprehensive Plan will serve as the primary basis for growth planning assumptions.

AECOM will conduct a working session with Planning staff to review land use categories, zoning context, active rezonings, pending development applications, major development areas, and known constraints affecting the timing and location of growth. AECOM will also review available ARC forecasts and County development information and incorporate stakeholder input regarding development timing and priorities.

AECOM will prepare planning-level land use assumptions for use in wastewater flow forecasting and capacity planning, with emphasis on growth areas, service territories, and development patterns relevant to the County's sewer system planning horizon.

A-3 Wastewater Flow Forecast Update
AECOM will prepare updated wastewater flow projections for the County's service areas using an Excel- and GIS-based planning methodology. Flow projections will be based on the adopted land use framework, zoning and development information, treatment plant service areas, and County/stakeholder input.

AECOM will develop planning-level wastewater flow projections using industry-standard unit flow generation criteria and planning assumptions. Projections will be prepared by service area/basin for use in evaluating treatment capacity, major conveyance needs, alternatives development, and CIP phasing.

This task will be completed using available County information and planning assumptions and will not include hydraulic model calibration or monitoring-based flow calibration.

A-4 Public & Stakeholder Involvement
The AECOM Team will support public and stakeholder engagement activities in coordination with Barrow County staff. This task will include preparation of meeting materials, facilitation support, and documentation for stakeholder workshops and public meetings.

We will prepare digital agendas, presentation materials, maps/graphics, handouts, and meeting summaries to support informed discussion of growth assumptions, infrastructure needs, alternatives, and implementation priorities. Stakeholder and public input will be used to inform and validate planning assumptions and recommendations developed during the study.

A-5 System Needs and Alternatives Analysis
(Note: No hydraulic model development included in this project)
The AECOM team will perform a planning-level system needs and alternatives analysis using available GIS mapping, treatment plant capacity information, known system constraints, land use-based flow projections, and County/stakeholder input. In lieu of hydraulic model development, AECOM will apply an Excel/GIS-based planning evaluation framework to identify system needs and support alternatives screening.

- **A-5.6 Existing and Future Capacity Evaluation**

  AECOM will evaluate existing and future wastewater capacity needs based on treatment plant capacities (including planned expansions), projected wastewater flows, and known operational constraints. The evaluation will identify planning-level capacity limitations and service allocation considerations relevant to future growth.

  The analysis will be completed at a master planning level and will support decisions regarding treatment capacity utilization, service area planning, and phasing of future improvements.

- **A-5.7 Alternatives Development and Screening**

  AECOM will develop and screen planning-level alternatives to address future wastewater service needs. Alternatives will consider treatment capacity utilization, service area allocation, growth timing, key development corridors, and implementation considerations, including potential developer-funded infrastructure.

  We will screen alternatives using planning criteria such as capacity benefit, feasibility, cost, phasing, and consistency with County development priorities. The alternatives screening will support development of recommended improvements for the CIP and rate study.

- **A-5.8 Prepare Related Content of Master Plan Report**

  AECOM will prepare technical memoranda and report content documenting the planning-level system needs evaluation, capacity findings, and alternatives screening for inclusion in the Master Plan report.

A-6 Project Prioritization & CIP
AECOM will develop a prioritized Capital Improvement Program (CIP) framework based on the planning analysis. This task will identify recommended projects and organize them by priority, implementation timing, and planning purpose.

- **A-6.1 Develop Cost Estimates**

  AECOM will prepare planning-level cost estimates for recommended capital improvements identified through the alternatives evaluation. Cost estimates will be suitable for master planning, CIP development, and financial analysis purposes.

- **A-6.2 Prepare Scoring Matrix**

  AECOM will develop a project prioritization/scoring matrix to support evaluation and ranking of recommended improvements. The matrix will include criteria such as urgency, capacity benefit, growth support, cost, and implementation feasibility.

- **A-6.3 Draft CIP Tables**

  AECOM will prepare draft CIP tables summarizing recommended projects, planning-level costs, and implementation timing/phasing for inclusion in the Master Plan and Rate Study.

Task B. Prepare Draft and Final Master Plan Documents

B-1 Master Plan Report
AECOM will prepare the draft and final Sewer System Master Plan report documenting the study approach, assumptions, findings, alternatives, and recommended CIP. The report will reflect the Excel/GIS-based planning methodology and identify recommended next steps for future refinement, as applicable.

- **B-1.1 Prepare Final CIP Tables**

  AECOM will prepare final CIP tables for inclusion in the Master Plan report.

- **B-1.2 Prepare Draft Master Plan Report**

  AECOM will prepare and submit a draft Master Plan report for Barrow County review and comment.

- **B-1.3 Prepare Final Master Plan Report & EPD Feasibility Report**

  AECOM will prepare the final Master Plan report and associated feasibility-level documentation, as applicable, incorporating County comments and final recommendations.

B-2 Financial Analysis & Rate Study
AECOM and CDM Smith will prepare a financial analysis and rate study to support implementation of the recommended CIP. This task will evaluate funding needs, financial impacts, and rate implications associated with the proposed capital improvements and phased implementation plan.

The financial analysis and rate study will include review of relevant financial and customer data, development of planning-level funding and rate scenarios, and evaluation of implementation considerations, including system development/connection fee considerations, as applicable. The task will be coordinated with the master planning recommendations to support a consistent and implementable County strategy.

Thank you,

Sincerely,

Tina Houston
Vice President/ Authorized Signatory
M: 404.295.6087
Tina.Houston@aecom.com
1360 Peachtree Street NE Suite 300
Atlanta, Georgia 30309, USA

Alicia Pajares, PE
Project Manager
M: 352.316.2893
alicia.pajares@aecom.com

EXHIBIT B

SCHEDULE OF FEES (Attached)

SUMMARY OF ESTIMATED COSTS BY TASK
RFP/Q Barrow County Sewer System Master Plan and Rate Study

		Hours			Subtotal		Total
		AECOM	CDM Smith	RAI	Hours	ODC	Fee
Task A. Review relevant and recently completed plans, studies, census data, major infrastructure, regulatory constraints and land use plans							
A-1	***Project Management & Data Review***	**119**	**106**	**56**	**281**	**$0**	**$52,500**
A-1.1	General Project Management	16	62	0	78	$0	$13,386
A-1.2	Kickoff Meetings Virtual (internal/client)	12	6	6	24	$0	$5,010
A-1.3	Monthly Progress/Status Meetings (8 months)	32	9	16	57	$0	$10,935
A-1.4	Production Coordination Calls (assumed 8)	24	0	16	40	$0	$7,848
A-1.5	Project Quality Control (QC) Technical Review	7	9	18	34	$0	$8,053
A-1.6	Data Collection and Review	28	20	0	48	$0	$7,268
A-2	***Future Land Use Changes***	**62**	**0**	**100**	**162**	**$0**	**$28,356**
A-2.1	Draft Existing and Future Land Use Maps	20	0	52	72	$0	$13,172
A-2.2	Demographic Data & County's Comprehensive Data Review	20	0	0	20	$0	$2,552
A-2.3	Future Land Use Vision Map	22	0	48	70	$0	$12,632
A-3	***Wastewater Flow Forecast Update***	**184**	**0**	**32**	**216**	**$0**	**$31,956**
A-3.1	Develop Projections and Assumptions	144	0	32	176	$0	$26,168
A-3.2	Prepare Related Content of Master Plan Report	40	0	0	40	$0	$5,788
A-4	***Public & Stakeholder Involvement***	**68**	**0**	**32**	**100**	**$930**	**$19,966**
A-4.1	Develop Stakeholder & Public Involvement Plan	22	0	2	24	$0	$3,326
A-4.2	Meeting Support (agendas, handouts, minutes, etc.)	24	0	14	38	$200	$6,574
A-4.3	Attend Workshops & Meetings	22	0	16	38	$730	$10,066
A-5	***SS Need Identification/Update & Alternatives Analysis***	**402**	**0**	**52**	**454**	**$0**	**$70,042**
A-5.1	Collection System Spreadsheet Development (includes 2 virtual meetings with staff)	224	0	0	224	$0	$33,224
~~A-5.2~~	~~Flow Monitoring Program~~				0	$0	$0
~~A-5.3~~	~~CCTV Inspection~~				0	$0	$0
~~A-5.4~~	~~Lift Station Evaluation~~				0	$0	$0
~~A-5.5~~	~~Outfall Sewer Line Evaluation~~				0	$0	$0
A-5.6	Existing and Future Capacity Evaluation	42	0	0	42	$0	$5,570
A-5.7	Alternatives Development and Screening	48	0	32	80	$0	$16,132
A-5.8	Prepare Related Content of Master Plan Report	88	0	20	108	$0	$15,116
A-6	***Project Prioritization & CIP***	**117**	**0**	**10**	**127**	**$0**	**$19,112**
A-6.1	Develop Cost Estimates	52	0	10	62	$0	$9,530
A-6.2	Prepare Scoring Matrix	37	0	0	37	$0	$5,798
A-6.3	Draft CIP Tables	28	0	0	28	$0	$3,784
	Task A Total	**952**	**106**	**282**	**1340**	**$930**	**$221,932**
Task B. Prepare draft and final Master Plan documents							
B-1	***Master Plan Report***	**189**	**0**	**28**	**217**	**$1,000**	**$22,512**
B-1.1	Prepare Final CIP Tables	9	0	0	9	$0	$1,078
B-1.2	Prepare Draft Master Plan Report	156	0	18	174	$0	$15,272
B-1.3	Prepare Final Master Plan Report & EPD Feasibility Report	24	0	10	34	$1,000	$6,162
B-2	***Financial Analysis & Rate Study***	**10**	**171**	**4**	**185**	**$2,500**	**$38,431**
B-2.1	Review and Project Customer Base	0	21	0	21	$0	$4,281
B-2.2	Project Annual Operating Revenues at Existing Rates	0	5	0	5	$0	$1,037
B-2.3	Project Annual Operating Revenues Requirements	0	15	0	15	$0	$2,813
B-2.4	Project Annual Operating Cash Flows & Overall Annual Rate Adjustments	0	7	0	7	$0	$1,253
B-2.5	Update WW Connection/Dev. Impact Fee	0	6	0	6	$0	$1,145
B-2.6	Project Annual Sources & Uses of Funds for CIP	0	6	0	6	$0	$1,145
B-2.7	Meetings and Formal Presentation	10	50	4	64	$2,500	$16,516
B-2.8	Prepare Draft Report	0	41	0	41	$0	$6,913
B-2.9	Prepare Final Report	0	20	0	20	$0	$3,328
	Task B Total	**199**	**171**	**32**	**402**	**$3,500**	**$60,943**
	Totals	**1151**	**277**	**314**	**1742**	**$4,430**	**$282,875**

ESTIMATED COSTS BY TASK - AECOM
RFP/Q Barrow County Sewer System Master Plan and Rate Study

	Task	Labor Category									Total Budgeted Hours	Other Direct Costs	Total Fee
		Principal in Charge	Project Manager	Sr. Civil / Mechanical Engineer	Engineer IV	Engineer II	Engineer I	Sr. Cost Estimator	Projects Control	GIS Tech I / Graphic			
	Personnel	Tina	Alicia	Gregg / Shahid / Hunt / Zahid	Malavika / Jared / Elizabeth	Alanna / Chari	Sumi / Kathryn	Jeffrey	Patrick				
	Billing Rates for Calendar Year 2026 ($/Hour)	$275.00	$198.00	$240.00	$185.00	$130.00	$110.00	$250.00	$98.00	$110.00			
Task A. Review relevant and recently completed plans, studies, census data, major infrastructure, regulatory constraints and land use plans													
A-1	***Project Management & Data Review***	2	49	8	2	22	30	0	6	0	**119**	**$0**	**$19,290**
A-1.1	General Project Management	2	8						6		16		$2,722
A-1.2	Kickoff Meetings Virtual (internal/client)		4	2	2	2	2				12		$2,122
A-1.3	Virtual Monthly Progress/Status Meetings (8 months)		16			8	8				32		$5,088
A-1.4	Virtual Production Coordination Calls (assumed 8)		16			4	4				24		$4,128
A-1.5	Project Quality Control (QC) Technical Review		1	6							7		$1,638
A-1.6	Data Collection and Review		4			8	16				28		$3,592
A-2	***Future Land Use Changes***	0	12	2	0	0	48	0	0	0	**62**	**$0**	**$8,136**
A-2.1	Draft Existing and Future Land Use Maps		4				16				20		$2,552
A-2.2	Demographic Data & County's Comprehensive Data Review		4				16				20		$2,552
A-2.3	Future Land Use Vision Map		4	2			16				22		$3,032
A-3	***Wastewater Flow Forecast Update***	0	12	4	20	0	144	0	0	4	**184**	**$0**	**$23,316**
A-3.1	Develop Projections and Assumptions		6	2	12		120			4	144		$17,528
A-3.2	Prepare Related Content of Master Plan Report		6	2	8		24				40		$5,788
A-4	***Public & Stakeholder Involvement***	0	22	10	0	16	20	0	0	0	**68**	**$930**	**$11,966**
A-4.1	Develop Stakeholder & Public Involvement Plan		2			8	12				22		$2,756
A-4.2	Meeting Support (agendas, handouts, minutes, etc.)		8			8	8				24	**$200**	$3,704
A-4.3	Attend Workshops & Meetings		12	10							22	**$730**	$5,506
A-5	***System Needs, Hydraulic Modeling, and Alternatives Analysis***	0	14	36	74	212	44	0	0	22	**402**	**$0**	**$59,922**
A-5.1	Collection System Spreadsheet Development (includes 2 virtual meetings with staff)		8	16	40	140				20	224		$33,224
A-5.2	~~Flow Monitoring Program~~										0		$0
A-5.3	~~CCTV Inspection~~										0		$0
A-5.4	~~Lift Station Evaluation~~										0		$0
A-5.5	~~Outfall Sewer Line Evaluation~~										0		$0
A-5.6	Existing and Future Capacity Evaluation				2	40					42		$5,570
A-5.7	Alternatives Development and Screening		4	16	24		4				48		$9,512
A-5.8	Prepare Related Content of Master Plan Report		2	4	8	32	40			2	88		$11,616
A-6	***Project Prioritization & CIP***	0	9	8	8	0	80	12	0	0	**117**	**$0**	**$16,982**
A-6.1	Develop Cost Estimates						40	12			52		$7,400
A-6.2	Prepare Scoring Matrix		1	8	8		20				37		$5,798
A-6.3	Draft CIP Tables		8				20				28		$3,784
Task B. Prepare draft and final Master Plan documents													
B-1	***Master Plan Report***	2	9	8	16	0	64	0	0	12	**189**	**$1,000**	**$16,572**
B-1.1	Prepare Final CIP Tables		1				8				9		$1,078
B-1.2	Prepare Draft Master Plan Report	2	4	8	16		40			8	156		$11,502
B-1.3	Prepare Final Master Plan Report & EPD Feasibility Report		4				16			4	24	**$1,000**	$3,992

ESTIMATED COSTS BY TASK - AECOM
RFP/Q Barrow County Sewer System Master Plan and Rate Study

	Task	Labor Category									Total Budgeted Hours	Other Direct Costs	Total Fee
	Personnel	Principal in Charge	Project Manager	Sr. Civil / Mechanical Engineer	Engineer IV	Engineer II	Engineer I	Sr. Cost Estimator	Projects Control	GIS Tech I / Graphic			
		Tina	Alicia	Gregg / Shahid / Hunt / Zahid	Malavika / Jared / Elizabeth	Alanna / Chari	Sumi / Kathryn	Jeffrey	Patrick				
	Billing Rates for Calendar Year 2026 ($/Hour)	$275.00	$198.00	$240.00	$185.00	$130.00	$110.00	$250.00	$98.00	$110.00			
B-2	*Financial Analysis & Rate Study*	2	8	0	0	0	0	0	0	0	10	$0	$2,134
B-2.1	Review and Project Customer Base										0		$0
B-2.2	Project Annual Operating Revenues at Existing Rates										0		$0
B-2.3	Project Annual Operating Revenues Requirements										0		$0
B-2.4	Project Annual Operating Cash Flows & Overall Annual Rate Adjustments										0		$0
B-2.5	Update WW Connection/Dev. Impact Fee										0		$0
B-2.6	Project Annual Sources & Uses of Funds for CIP										0		$0
B-2.7	Meetings and Formal Presentation	2	8								10		$2,134
B-2.8	Prepare Draft Report										0		$0
B-2.9	Prepare Final Report										0		$0
	Total	6	135	76	120	250	430	12	6	38	1,151	$1,930	$158,318

Assumptions & Exclusions

1 It is assumed that the existing sewer system data is partially avaible in GIS and as-built drawings of the system are available to develop capacity analysis spraedsheets.

2 All as-built and operational data will be provided in digital format

3 Attend 1 workshop or meeting in person with 2 team members

ESTIMATED COSTS BY TASK - CDM SMITH

RFP/Q Barrow County Sewer System Master Plan and Rate Study

	Task	Labor Category									Total Budgeted Hours	Other Direct Costs	Total Fee
		Principal-In-Charge	Deputy Project Manager	Technical Specialist	Sr Technical Reviewer	PCS	CA	Office Manager					
	Personnel	Reid	Richards	D. Kemp	Adam	Fnu	Gonzalez	Robinson					
	Billing Rates for Calendar Year 2026 ($/Hour)	**$257.00**	**$257.00**	**$195.00**	**$257.00**	**$128.00**	**$128.00**	**$108.00**					
Task A. Review relevant and recently completed plans, studies, census data, major infrastructure, regulatory constraints and land use plans													
A-1	***Project Management & Data Review***	10	23	27	4	12	20	10	0	0	**106**	**$0**	**$19,950**
A-1.1	General Project Management	4	16	4		12	20	6			62		$10,664
A-1.2	Kickoff Meetings Virtual (internal/client)	2	2	2							6		$1,418
A-1.3	Monthly Progress/Status Meetings (8 months)	2	3	3	1						9		$2,127
A-1.4	Production Coordination Calls (assumed 8)										0		$0
A-1.5	Project Quality Control (QC) Technical Review	2		4	3						9		$2,065
A-1.6	Data Collection and Review		2	14				4			20		$3,676
A-2	***Future Land Use Changes***	0	0	0	0	0	0	0	0	0	**0**	**$0**	**$0**
A-2.1	Draft Existing and Future Land Use Maps										0		$0
A-2.2	Demographic Data & County's Comprehensive Data Review										0		$0
A-2.3	Future Land Use Vision Map										0		$0
A-3	***Wastewater Flow Forecast Update***	0	0	0	0	0	0	0	0	0	**0**	**$0**	**$0**
A-3.1	Develop Projections and Assumptions										0		$0
A-3.2	Prepare Related Content of Master Plan Report										0		$0
A-4	***Public & Stakeholder Involvement***	0	0	0	0	0	0	0	0	0	**0**	**$0**	**$0**
A-4.1	Develop Stakeholder & Public Involvement Plan										0		$0
A-4.2	Meeting Support (agendas, handouts, minutes, etc.)										0		$0
A-4.3	Attend Workshops & Meetings										0		$0
A-5	***SS Need Identification/Update & Alternatives Analysis***	0	0	0	0	0	0	0	0	0	**0**	**$0**	**$0**
A-5.1	Collection System Spreadsheet Development (includes 2 virtual meetings with staff)										0		$0
A-5.2	~~Flow Monitoring Program~~										0		$0
A-5.3	~~CCTV Inspection~~										0		$0
A-5.4	~~Lift Station Evaluation~~										0		$0
A-5.5	~~Outfall Sewer Line Evaluation~~										0		$0
A-5.6	Existing and Future Capacity Evaluation										0		$0
A-5.7	Alternatives Development and Screening										0		$0
A-5.8	Prepare Related Content of Master Plan Report										0		$0

ESTIMATED COSTS BY TASK - CDM SMITH

RFP/Q Barrow County Sewer System Master Plan and Rate Study

	Task	Labor Category									Total Budgeted Hours	Other Direct Costs	Total Fee
		Principal-in-Charge	Deputy Project Manager	Technical Specialist	Sr Technical Reviewer	PCS	CA	Office Manager					
	Personnel	Reid	Richards	D. Kemp	Adam	Fnu	Gonzalez	Robinson					
	Billing Rates for Calendar Year 2026 ($/Hour)	**$257.00**	**$257.00**	**$195.00**	**$257.00**	**$128.00**	**$128.00**	**$108.00**					
A-6	***Project Prioritization & CIP***	0	0	0	0	0	0	0	0	0	**0**	**$0**	**$0**
A-6.1	Develop Cost Estimates										0		$0
A-6.2	Prepare Scoring Matrix										0		$0
A-6.3	Draft CIP Tables										0		$0
Task B. Prepare draft and final Master Plan documents													
B-1	***Master Plan Report***	0	0	0	0	0	0	0	0	0	**0**	**$0**	**$0**
B-1.1	Prepare Final CIP Tables										0		$0
B-1.2	Prepare Draft Master Plan Report										0		$0
B-1.3	Prepare Final Master Plan Report & EPD Feasibility Report										0		$0
B-2	***Financial Analysis & Rate Study***	0	25	110	6	0	0	30	0	0	**171**	**$2,500**	**$35,157**
B-2.1	Review and Project Customer Base		1.00	18.00	2.00						21		$4,281
B-2.2	Project Annual Operating Revenues at Existing Rates		1.00	4.00							5		$1,037
B-2.3	Project Annual Operating Revenues Requirements		1.00	12.00				2.00			15		$2,813
B-2.4	Project Annual Operating Cash Flows & Overall Annual Rate Adjustments		1.00	4.00				2.00			7		$1,253
B-2.5	Update WW Connection/Dev. Impact Fee		1.00	4.00				1.00			6		$1,145
B-2.6	Project Annual Sources & Uses of Funds for CIP		1.00	4.00				1.00			6		$1,145
B-2.7	Meetings and Formal Presentation		16.00	34.00							50	$2,500	$13,242
B-2.8	Prepare Draft Report		2.00	20.00	3.00			16.00			41		$6,913
B-2.9	Prepare Final Report		1.00	10.00	1.00			8.00			20		$3,328
Total		**10**	48	137	10	12	20	40	**0**	**0**	**277**	**$2,500**	**$55,107**

ESTIMATED COSTS BY TASK - RAI

RFP/Q Barrow County Sewer System Master Plan and Rate Study

	Task	Labor Category					Total Budgeted Hours	Other Direct Costs	Total Fee
		Principal-in-Charge	Project Director	Project Manager	Project GIS Developer				
	Billing Rates for Calendar Year 2025 ($/Hour)	$285.00	$255.00	$195.00	$175.00				
Task A. Review relevant and recently completed plans, studies, census data, major infrastructure, regulatory constraints and land use plans									
A-1	***Project Management & Data Review***	18	12	26	0	0	56	$0	$13,260
A-1.1	General Project Management						0		$0
A-1.2	Kickoff Meetings Virtual (internal/client)	2	2	2			6		$1,470
A-1.3	Monthly Progress/Status Meetings (8 months)	4	4	8			16		$3,720
A-1.4	Production Coordination Calls (assumed 8)	4	4	8			16		$3,720
A-1.5	Project Quality Control (QC) Technical Review	8	2	8			18		$4,350
A-1.6	Data Collection and Review						0		$0
A-2	***Future Land Use Changes***	16	12	0	72	0	100	$0	$20,220
A-2.1	Draft Existing and Future Land Use Maps	8	8		36		52		$10,620
A-2.2	Demographic Data & County's Comprehensive Data Review						0		$0
A-2.3	Future Land Use Vision Map	8	4		36		48		$9,600
A-3	***Wastewater Flow Forecast Update***	16	16	0	0	0	32	$0	$8,640
A-3.1	Develop Projections and Assumptions	16	16				32		$8,640
A-3.2	Prepare Related Content of Master Plan Report						0		$0
A-4	***Public & Stakeholder Involvement***	20	2	2	8	0	32	$0	$8,000
A-4.1	Develop Stakeholder & Public Involvement Plan	2					2		$570
A-4.2	Meeting Support (agendas, handouts, minutes, etc.)	2	2	2	8		14		$2,870
A-4.3	Attend Workshops & Meetings	16					16		$4,560
A-5	***SS Need Identification/Update & Alternatives Analysis***	6	4	2	40	0	52	$0	$10,120
A-5.1	Collection System Spreadsheet Development (includes 2 virtual meetings with staff)						0		$0
A-5.2	~~Flow Monitoring Program~~						0		$0
A-5.3	~~CCTV Inspection~~						0		$0
A-5.4	~~Lift Station Evaluation~~						0		$0
A-5.5	~~Outfall Sewer Line Evaluation~~						0		$0
A-5.6	Existing and Future Capacity Evaluation						0		$0
A-5.7	Alternatives Development and Screening	6	4	2	20		32		$6,620
A-5.8	Prepare Related Content of Master Plan Report				20		20		$3,500
A-6	***Project Prioritization & CIP***	2	0	8	0	0	10	$0	$2,130
A-6.1	Develop Cost Estimates	2		8			10		$2,130
A-6.2	Prepare Scoring Matrix						0		$0
A-6.3	Draft CIP Tables						0		$0
Task B. Prepare draft and final Master Plan documents									
B-1	***Master Plan Report***	4	6	6	12	0	28	$0	$5,940
B-1.1	Prepare Final CIP Tables						0		$0
B-1.2	Prepare Draft Master Plan Report	2	4	4	8		18		$3,770
B-1.3	Prepare Final Master Plan Report & EPD Feasibility Report	2	2	2	4		10		$2,170
B-2	***Financial Analysis & Rate Study***	4	0	0	0	0	4	$0	$1,140
B-2.1	Review and Project Customer Base						0		$0
B-2.2	Project Annual Operating Revenues at Existing Rates						0		$0
B-2.3	Project Annual Operating Revenues Requirements						0		$0
B-2.4	Project Annual Operating Cash Flows & Overall Annual Rate Adjustments						0		$0
B-2.5	Update WW Connection/Dev. Impact Fee						0		$0
B-2.6	Project Annual Sources & Uses of Funds for CIP						0		$0
B-2.7	Meetings and Formal Presentation	4					4		$1,140
B-2.8	Prepare Draft Report						0		$0
B-2.9	Prepare Final Report						0		$0
	Totals	86	52	44	132	0	314	$0	$69,450

Assumptions & Exclusions

1 It is assumed that the existing sewer system data is avaible in GIS: Fee adjustement will be required if GIS data is incomplete or inaccurate for the purpose of this Master Plan
2 Historical and future development information and patterns are availble in GIS and will be provided.

"EXHIBIT C"

CONTRACTOR AFFIDAVIT AND AGREEMENT

STATE OF GEORGIA
COUNTY OF BARROW

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is engaged in the physical performance of services on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period, and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b).

Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

1349701
Federal Work Authorization User Identification Number

10/11/2018
Date of Authorization

AECOM Technical Services, Inc.
Name of Contractor

BARROW COUNTY SEWER SYSTEM MASTER PLAN AND RATE STUDY
Name of Project

Barrow County, Georgia
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.
Executed on February 4, 20 26 in Atlanta (city), GA (state).

Tina S Houston
Signature of Authorized Officer or Agent

Tina Houston, Vice President/Authorized Signatory
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE 4th DAY OF February, 20 26.

Robin W. Overstreet
Notary Public

[NOTARY SEAL]

ROBIN W OVERSTREET NOTARY PUBLIC COBB COUNTY, GEORGIA MY COMMISSION EXPIRES FEBRUARY 28, 2029

My Commission Expires:
2/28/2029

"EXHIBIT D"

SUBCONTRACTOR AFFIDAVIT

STATE OF GEORGIA
COUNTY OF BARROW

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with AECOM (name of contractor) on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period, and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five (5) business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five (5) business days of receipt, a copy of the notice to the contractor.

Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

936424
Federal Work Authorization User Identification Number

6-24-71
Date of Authorization

DCCM Infrastructure, Inc.
Name of Subcontractor

Barrow County Sewer Master Plan
Name of Project

Barrow County, Georgia
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on March 3, 2026 in Gainesville (city), GA (state).

Signature of Authorized Officer or Agent

Brian K Rochester; Principal Advisor, Georgia
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE 3 DAY OF March, 2026

NOTARY PUBLIC

[NOTARY SEAL]

My Commission Expires:

1-20-29

DENISE N. ANDERSON NOTARY PUBLIC BANKS COUNTY, GEORGIA

"EXHIBIT D"

SUBCONTRACTOR AFFIDAVIT

STATE OF GEORGIA
COUNTY OF BARROW

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with AECOM (name of contractor) on behalf of Barrow County has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period, and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five (5) business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five (5) business days of receipt, a copy of the notice to the contractor.

Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

1363709
Federal Work Authorization User Identification Number

08/24/2006
Date of Authorization

CDM Smith Inc.
Name of Subcontractor

Barrow County Sewer System Master Plan and Rate Study
Name of Project

Barrow County, Georgia
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on March 3, 2026 in Atlanta (city), GA (state).

Signature of Authorized Officer or Agent

Ashley Reid, Client Service Leader
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE 3rd DAY OF March, 2026

NOTARY PUBLIC

[NOTARY SEAL]

JULIE ROBINSON
Notary Public
Cobb County, Georgia
My Commission Expires 05/24/2026

My Commission Expires:
5/24/26

AGENDA ITEM NO. VII.g

Item Cover Page

BOARD OF COMMISSIONERS AGENDA ITEM REPORT

DATE:	March 10, 2026
SUBMITTED BY:	Bill King, Water Resources Department
ITEM TYPE:	Agreement
AGENDA SECTION:	**New Business**
SUBJECT:	Consideration to approve the Developer Participation Agreement for the Mulberry Basin Pump Station and related improvements with LGI Homes-Georgia, LLC and Stanley Martin Homes, LLC, and to authorize the Chairman to execute the agreement and approve the necessary budget amendment. The County's share of the project cost is $1,725,304.61, representing 34.8% of the total construction cost.

Purpose:

In order to provide sanitary sewer service to the subject properties, the participants propose to construct a sanitary sewer and wastewater collection system consisting of: (1) a new pump station in the vicinity of the Horseshoe Bend development; and (2) two (2) force mains, gravity sewer lines, and related improvements necessary to convey wastewater to the Pump Station and subsequently to the County's water reclamation facility at Cedar Creek.

Background/Summary:

The estimated total cost for work is $4,957,771.86 as set forth in the budget which has been approved by all Participants and attached hereto as Schedule I (the "Budget")

The Participants and the County have agreed to share the costs of the work, with the Developer-Participants each contributing on an adjusted pro rata basis based upon the number of equivalent residential units and amenities to be served at each of their respective Properties, and the County-Participant contributing on an adjusted pro rata basis based on the remainder capacity that will be available upon completion of the work for other future development that may connect to the system.

The Pump Station and other related improvements will be designed to transport up to 466,566 gallons per day (“GPD”) (“Total Average Daily Capacity”)

LGI’s Horseshoe Bend Development requires capacity for 565 units (141,250 GPD) which amounts to 30.2% of the Total Average Daily Capacity.

Stanley Martin’s Lyle Farms Development requires capacity for 652 units (163,000 GPD) which amounts to 35% of the Total Average Daily Capacity.

After subtracting the capacity needs of the two (2) developments referenced above, the remaining capacity amounts to 34.8% of the Total Average Daily Capacity

The parties desire to enter into an agreement to provide for the work and to set forth herein the structure establishing each party’s rights and obligations as to the payment, management, design and construction of the work consistent with the terms of Barrow County Code Section 90-122.

Options:

- Approval of the participation agreement
- Denial of the participation agreement

Finance Officer Comments (if applicable):

If approved, the Developer Participation Agreement for the Mulberry Basin Pump Station and related improvements in the amount of $4,957,771.86 with Barrow County's portion of the project being, $1,725,304.61 or 34.8% and the project should be funded using reserves from Sewer Division the Water Resources Department and will require the necessary budget amendment.

Funding Source	Account Code	FY 2026 Approved Budget	Recommended Budget Amendment
Water Resources Fund	5274335-541000-SS050	$0.00	$1,725,305.00

ATTACHMENTS:

Horseshoe Bend Participation Agreement Signed LGI-Stanley Martin.pdf

DEVELOPER PARTICIPATION AND DEVELOPMENT AGREEMENT FOR THE MULBERRY BASIN PUMP STATION AND RELATED IMPROVEMENTS

This Developer Participation and Development Agreement for the Mulberry Basin Pump Station and related improvements (hereinafter, the "Agreement") is made and entered by and among **LGI HOMES – GEORGIA, LLC**, a Georgia limited liability company ("LGI"), and **STANLEY MARTIN HOMES, LLC**, a Delaware limited liability company ("Stanley Martin") (collectively, the "Developers"), and **BARROW COUNTY, GEORGIA**, a political subdivision of the State of Georgia ("Barrow County" or the "County") (collectively, the Developers and the County may be referred to herein as the "Participants"), for the purpose of sharing the costs and responsibilities associated with the design, construction management and construction of the Mulberry Basin Pump Station and related improvements, as more particularly described herein. This Agreement is made and entered into as of the Effective Date defined hereinbelow.

W I T N E S S E T H:

WHEREAS, LGI is the developer of that certain real property located in Barrow County, Georgia, consisting of Tax Parcels XX056 009 and XX056 009A, totaling approximately 371.62 acres (the "Horseshoe Bend Development"); and

WHEREAS, the Horseshoe Bend Development is more particularly described and/or depicted in the materials marked Exhibit "A-1," attached hereto and incorporated herein by this reference (the "LGI Property"); and

WHEREAS, the LGI Property is titled in the name of LGI HOMES - GEORGIA, LLC, a Georgia limited liability company; and

WHEREAS, Stanley Martin is the developer of that certain real property located in Barrow County, Georgia, consisting of Tax Parcels XX057 015, XX057 015A, XX057 016 and XX057 017, being approximately 216.62 acres (the "Lyle Farms Development"), and being more particularly described and/or depicted in the materials marked Exhibit "A-2," attached hereto and incorporated herein by this reference (the "Stanley Martin Property"); and

WHEREAS, the Stanley Martin Property is titled in the name of Stanley Martin Homes, LLC, a Delaware limited liability company; and

WHEREAS, the LGI Property and the Stanley Martin Property are collectively referred to herein as the "Properties"; and

WHEREAS, the Participants each intend to develop their respective Properties requiring sanitary sewer service; and

WHEREAS, in order to provide sanitary sewer service to each of the Properties, the Participants desire to have constructed a sanitary sewer and waste water collection system which will serve the Properties and which will consist of: (1) construction and installation of a new pump station in the vicinity of the Horseshoe Bend Development (the "Pump Station"), and (2) force mains, gravity lines and related improvements as necessary to transport wastewater to the Pump Station and therefrom down to the County's water reclamation facility at Cedar Creek (collectively, with the Pump Station, the "Work"); and

WHEREAS, the estimated total cost for Work is **$4,957,771.86** as set forth in the budget which has been approved by all Participants and attached hereto as Schedule I (the "Budget"); and

WHEREAS, the Participants and the County have agreed to share the costs of the Work, with the Developer-Participants each contributing on an adjusted pro rata basis based upon the number of equivalent residential units and amenities to be served at each of their respective Properties, and the County-Participant contributing on an adjusted pro rata basis based on the remainder capacity that will be available upon completion of the Work for other future development that may connect to the system; and

WHEREAS, the Pump Station and other related improvements will be designed to transport up to 466,566 gallons per day ("GPD") ("Total Average Daily Capacity"); and

WHEREAS, LGI's Horseshoe Bend Development requires capacity for 565 units (141,250 GPD) which amounts to **30.2%** of the Total Average Daily Capacity; and

WHEREAS, Stanley Martin's Lyle Farms Development requires capacity for 652 units (163,000 GPD) which amounts to **35%** of the Total Average Daily Capacity; and

WHEREAS, after subtracting the capacity needs of the two developments referenced above, the remaining capacity amounts to **34.8%** of the Total Average Daily Capacity; and

WHEREAS, the parties desire to enter into an agreement to provide for the Work and to set forth herein the structure establishing each party's rights and obligations as to the payment, management, design and construction of the Work consistent with the terms of Barrow County Code Section 90-122.

NOW, THEREFORE, IN CONSIDERATION of the mutual covenants, agreements, and premises herein, and other good and valuable consideration, the receipt, adequacy and sufficiency of which are hereby expressly acknowledged, the parties intending to be legally bound hereby, do hereby covenant and agree to the above recitals and as follows:

1. Management of Design and Construction

The Participants hereby appoint LGI as the development and construction manager of the Work. LGI will oversee and manage the design and construction of the Work and the installation of equipment in connection therewith.

1.1 LGI has retained Rochester & Associates Engineering ("Engineer") to prepare construction plans for the Work and to assist with oversight of the construction element of the Work. The construction plans are subject to approval in writing by Barrow County, the Georgia Department of Natural Resources - Environmental Protection Division ("EPD"), and any other governmental agencies with regulatory jurisdiction.

1.2 Once the construction plans have been completed (and approved where necessary), they will be deemed the "Approved Construction Plans" for all purposes herein, a copy of which will be appended to this Agreement and marked Exhibit "B." LGI shall not materially change the Approved Construction Plans without obtaining prior written approval of all of the Participants, which approval shall not be unreasonably withheld. As used herein, a "material change" shall mean any change that increases the estimated construction costs or the apportionment of cost between the Participants as set forth herein. If one or more Participants refuses to approve a material change in the Approved Construction Plans, the County shall convene a meeting of all parties to negotiate in good faith over an amendment to this Agreement. Failing a negotiated resolution, the County

may terminate this Agreement in which case the parties will each bear pro rata the cost of the work performed to date.

1.3 LGI shall serve as the general contractor (either directly or through an affiliated entity) for performance of the Work.

1.4 LGI shall oversee and coordinate the building and construction of the Work and shall monitor the work performed by the contractor(s) and any and all subcontractors or other third parties engaged in connection with the Work. LGI shall be authorized in its sole discretion to issue change orders that are required to meet unforeseen conditions or are otherwise necessary to properly construct the Work. Upon request by any Participant (but no more frequently than bi-weekly), LGI shall provide reasonable updates regarding the progress of the Work, including anticipated milestones, delays, and estimated completion timeline.

1.5 LGI shall ensure that the Work is built to the standards required by the Approved Construction Plans and shall apply for, and use its best efforts with due diligence to obtain, any and all necessary permits, licenses, certificates and approvals (hereinafter, "Governmental Approvals") required by any federal, state, county, municipal or other governmental or quasi-governmental authority, agency, board or office having jurisdiction over the area in which the Work is to be performed. Nothing in this Agreement shall be construed as restricting Barrow County's governmental discretion in approving/disapproving the draft construction plans or requiring revisions to the Approved Construction Plans that in its judgment are reasonably required to preserve the public health and welfare. All Work shall be performed in a good and workmanlike, lien-free manner, and in compliance with the Approved Construction Plans, applicable laws, codes, ordinances, and regulations of Governmental Authorities.

1.6 LGI shall maintain accurate books and records of account with respect to the Work, and payment therefore, showing all of its liabilities, operations and transactions, and shall make such books and records available to the Participants for examination and inspection during normal business hours, upon at least 48 hours' prior notice from a Participant.

1.7 LGI shall not, directly or indirectly, create, incur, assume or suffer to be created by it or any contractors, subcontractors, employees, laborers, materialmen or other suppliers of goods or services, any claim, lien, charge or encumbrance on the Properties or any part thereof or interest therein, and LGI shall promptly pay or discharge, and discharge of record, any such claim, lien or encumbrance for labor, materials, supplies or other charges which, if unpaid, might be or become a lien upon the Properties or any component thereof. Each party shall immediately notify the others of the assertion of any claim, lien, security interest or encumbrance against the Property of a particular Participant or any portion or part thereof of which it has knowledge, arising from the Work.

1.8 LGI shall contractually require that each contractor engaged to complete any portion of the Work shall procure and maintain in full force and effect at all times (with responsible insurance carriers) the following insurance:

(i) workers' compensation insurance as required by applicable laws, as well as employer's liability insurance;

(ii) commercial general liability insurance against claims for personal injury (including bodily injury and death) and property damage, which shall provide coverage for all operations, property damage and personal injury, with minimum limits per occurrence

and annually in the aggregate for combined bodily injury and property damage in amounts sufficient to cover any potential or reasonably foreseeable claims associated with the portion of the Work being completed; and

(iii) automobile liability insurance covering automobiles owned or used by the contractors and its agents.

1.9 LGI shall require that any and all of the general liability and automobile insurance policies referenced above include an endorsement evidencing that the Participants are equally covered as additional insureds thereunder.

2. Mutual Easements and Cooperation

2.1 The parties shall cooperate one with the other and with any engineers, surveyors and or contractors necessary to plan, design, develop, build or construct the Work. Each of the Participants shall provide LGI the necessary cooperation and information (including the signing of any documents necessary therefore) for the design and construction of the Pump Station and related improvements. Should a Participant not provide information to LGI within ten (10) days of a request therefore, LGI shall use its best estimates, if so required, and any results therefrom shall be binding upon the non-responding Participant.

2.2 By executing this Agreement, each Participant hereby grants LGI and its contractors and subcontractors a license to enter upon its Property as reasonably necessary to complete the Work. Additionally, each Participant shall at the request of LGI grant any and all such easements as may be reasonably necessary for the development of the Work in accordance with the Approved Construction Plans without compensation. LGI shall use commercially reasonable, good faith efforts to obtain all necessary easements over property owned by third parties, and the cost of procuring third-party easements will be included in the cost of the Work. The County, as a condemning authority, shall assist LGI with project property acquisition requirements as needed.

2.3 By executing this Agreement, LGI agrees to promptly grant and record in favor of the Participants all reasonably necessary easements over, under, across and through LGI's property in order to provide continuous access to, and the right to install, construct, reconstruct, replace, inspect, operate, maintain and repair, all sewer lines, force mains, conduits, appurtenances, and related infrastructure connecting the off-site sewer connection manholes to the pump station located within the Horseshoe Bend Development, provided that such easements do not materially and adversely interfere with the development, operation or use of the LGI Property. LGI further agrees not to erect or permit any structure, obstruction or improvement within the above-described easement area that would interfere with the purposes of the easement. The specific language of the easements shall be subject to review and approval by the Participants.

3. Sewer Capacity

3.1 Nothing in this Agreement excuses any Developer-Participant from paying sewer capacity fees as a condition of purchasing sewer service.

4. Completion of Construction

4.1 LGI shall commence completion of the Work as soon as reasonably practical following the Effective Date hereof and shall use its good faith efforts and experience to manage and coordinate the

construction of the Work until completion, with an intended completion date of March 31, 2027 (the "Completion Date"). LGI shall use commercially reasonable, diligent efforts to complete the Work in accordance with the schedule set forth on Schedule 4.1 attached hereto and by this reference made a part hereof (the "Construction Schedule").

4.2 LGI shall use its reasonable best efforts to complete the Work so as not to delay access to sewer service at the Properties. If LGI undertakes a good faith effort to proceed promptly and in accordance with the terms and conditions of this Agreement, there shall be no damages to the other Participants for any excusable delay.

4.3 The Participants shall support and assist to expedite the planning, development and construction of the Work and no Participant shall take any actions that would impede, delay, interfere or add to the cost of construction of the Work. For purposes hereof, the Work shall be considered completed upon certification by Barrow County that the Pump Station and related improvements have been constructed in accordance with the Approved Construction Plans and ready for use as part of Barrow County's wastewater collection system.

4.4 The time period within which LGI shall be required to complete any improvements pursuant to the terms of this Agreement shall be extended for a period equal to the periods of prevention, delay or stoppage due to causes beyond the reasonable control of LGI, such as pandemic, inclement weather of unusual severity or duration, unavailability of labor or materials, strikes, labor disputes, fire or other casualty, changes in applicable governmental laws or regulations, sabotage or malicious mischief, acts of God, inability to obtain required governmental permits or approvals due to moratorium or similar governmental restrictions or delays, or delays caused by the actions of the other Participants or its agents (collectively, "Unavoidable Delay(s)"). In the event that LGI incurs any Unavoidable Delays, LGI shall make the other Participants aware of such delays and the duration of such delays.

5. Participation, Costs and Expenses

5.1 The total cost of design, engineering, permitting, easement acquisition, and construction of the Work is projected to be **FOUR MILLION NINE HUNDRED FIFTY-SEVEN THOUSAND SEVEN HUNDRED SEVENTY-ONE & 86/100 DOLLARS ($4,957,771.86)** ("Total Project Cost"). Concurrently with the execution of this Agreement, LGI shall deposit into escrow with Old Republic Title Insurance Company ("Escrow Agent") the sum of **$1,497,247.10** and Stanley Martin shall deposit into escrow with Escrow Agent the sum of **$1,735,220.15**, with each of the foregoing amounts representing a pro rata percentage toward the Total Project Cost based on the projected capacity needs of their respective developments. The County shall contribute the remainder of the Total Project Cost, but the County shall not be required to deposit any funds into Escrow. Instead, the County's share shall be paid by the County, pro rata, as costs are incurred, based on paid invoices in accordance with the terms of this Article 5 and the escrow agreement attached hereto as Exhibit "C". LGI and Stanley Martin's deposits into escrow shall be collectively referred to herein as the "Work Escrow." The Work Escrow shall be held by Escrow Agent in an escrow account and disbursed to LGI in accordance with the terms of this Article 5 and the escrow agreement attached hereto as Exhibit "C".

5.2 The Participant's financial contributions shall be limited to the Total Project Cost stated in the Subsection 5.1, except for increased costs as necessary to properly complete the Work and as agreed upon in advance by the Participants in accordance herewith. Cost overruns in excess of the Total Project Cost due to unforeseen conditions or necessary change orders will be the shared responsibility of the Participants, pro rata in accordance with each Participant's respective proportion share of the Total Project Cost as provided herein. If the Total Project Cost is increased during the term of this Agreement, each of

the Participants shall be responsible for any shortfalls to be shared in accordance with the pro rata share percentage. Any such excess costs shall be promptly deposited by each of LGI and Stanley Martin into the Work Escrow with Escrow Agent in accordance with their proportionate share of the Total Project Cost, and the County shall pay its pro rata share of such excess costs directly as such costs are incurred. If the Total Project Cost is decreased during the term of this Agreement such that upon the completion of the construction of the Pump Station and related improvements, funds remain in the Work Escrow, such remainder shall be split between the Participants in accordance with their pro rata share percentage. To the extent rock excavation is required for the force main installation: the following unit pricing shall apply:

Mobilization - $4400/each
Trench Rock Blast - $100/CY
Trench Rock Rip - $23/CY
Cat 336 with hammer - $500/hour
Rock Drill - $415/hour
Seismic Monitoring - $710/per structure
Pre-Blast Surveys - $1,200/per structure

5.3 LGI shall be entitled to obtain disbursements from the Work Escrow and payments from the County for the costs of constructing the Work as set forth on the Budget (the "Costs of Construction") by submitting to the Escrow Agent, no more frequently than monthly as construction of such improvements progresses, the following:

(i) A written draw request showing in reasonable detail all Costs of Construction paid or incurred by LGI with respect to the Work since the previous draw;
(ii) Evidence that such Costs of Construction have been paid or incurred by LGI, including copies of supporting documentation such as bills, invoices, etc.; and
(iii) Copies of executed conditional or final lien waivers from the general contractor and the subcontractors to be paid from the proceeds of such draw request.

Copies of such disbursement requests and related materials shall be provided by LGI to Stanley Martin and the County simultaneously with the delivery of such materials to Escrow Agent. Escrow Agent shall disburse the applicable portion of the Costs of Construction set forth in each such draw request from the Work Escrow within five (5) business days after Escrow Agent receives such disbursement request unless either the County or Stanley Martin has taken exception to such disbursement request and has delivered to Escrow Agent a Dispute Notice (as defined below). The County shall pay directly to Escrow Agent its pro rata share of the Costs of Construction set forth in each approved draw request within thirty (30) days after LGI's delivery of each disbursement package. Upon receipt of such payment from the County, Escrow Agent shall promptly disburse such funds to LGI so that LGI is reimbursed in full for the Costs of Construction covered by such draw request.

5.4. In the event of a bona fide, good faith dispute as to the propriety of LGI's draw requests, the County and Stanley Martin shall each have the right to deliver a dispute notice (a "Dispute Notice") to LGI and Escrow Agent within five (5) business days of LGI's disbursement request. A Dispute Notice, to be valid, shall be signed by an authorized representative of either Stanley Martin or the County, as applicable, accompanied by a detailed statement as to the basis for the dispute. Any undisputed amounts shall be released pursuant to the draw request. Neither Stanley Martin nor the County shall unreasonably dispute the draw request. If a Dispute Notice is timely given, the Participants shall work in good faith to promptly resolve the dispute and if resolution is not achieved within twenty (20) days after delivery of the Dispute Notice to Escrow Agent, then the parties shall refer such dispute to Newbanks, Inc. (or such other third-party inspection company that the parties may agree upon) (the "Construction Inspector") in its capacity as an independent professional construction inspector, and the determination of such inspector

shall be final and binding on all Participants. The fee of the Construction Inspector shall be shared equally by LGI and the objecting party(ies). Notwithstanding anything herein to the contrary, the County shall pay its share of any undisputed draw request within 30 days of receipt by the County. Notwithstanding anything herein to the contrary, the County shall pay its share of any undisputed draw request within 30 days of receipt by the County.

5.5. Provided one or more of the circumstances described in subsections (i) – (iii) below have occurred, Stanley Martin or the County may withdraw funds from the Work Escrow in an amount equal to the applicable portion of the Costs of Construction of the Work incurred by Stanley Martin or the County (i.e., the portion funded by LGI and Stanley Martin through the Work Escrow) upon submission by Stanley Martin or the County to LGI, the other Participant and Escrow Agent of the materials described in Section 5.3 above (as if Stanley Martin or the County were LGI for purposes of the terms of said Section 5.5), together with an affidavit signed by an officer of Stanley Martin or the County stating any one of the following:

(i) Stanley Martin or the County has taken over the Work in accordance with Section 5.6 below, and Stanley Martin or the County has performed a portion of the Work and is entitled to draw upon the Work Escrow and receive payment from the County (if Stanley Martin is the requesting party) as provided in this Section 5.5 and Section 5.6 below;

(ii) LGI has filed, or had filed against it, a bankruptcy petition; which has not been dismissed within sixty (60) days of the date of such filing; or

(iii) A receiver or trustee has taken possession or control of a substantial portion of LGI's assets.

In addition to the foregoing, the County shall be obligated to pay its pro rata share of the Costs of Construction incurred by Stanley Martin or the County, as the case may be, pursuant to this Section 5.5, in accordance with the procedures set forth in Section 5.3, including, if Stanley Martin is the requesting party, payment directly to Escrow Agent within thirty (30) days after Stanley Martin's submission of a draw request and supporting documentation in the manner described above. Upon receipt of such payment, Escrow Agent shall promptly disburse such funds to Stanley Martin so that Stanley Martin is reimbursed in full for the Costs of Construction covered by such draw request.

If Stanley Martin or the County withdraws funds from the Work Escrow and, if Stanley Martin is the requesting party, receives payment from the County, the proceeds shall be used to pay or reimburse Stanley Martin or the County (as applicable) for Costs of Construction incurred in performing the Work.

For the avoidance of doubt, the Work Escrow consists solely of funds deposited by LGI and Stanley Martin, and no portion of the Work Escrow shall be used to pay or reimburse any Costs of Construction allocable to the County.

5.6. Subject to Unavoidable Delays, if the Work has not been completed by the dates set forth in the Construction Schedule, Stanley Martin may give written notice of such fact to LGI. If LGI does not present to Stanley Martin reasonable evidence, within ten (10) days after receipt of such written notice, either that the work will be completed as required or that an extension of a completion date is permitted under the terms of Section 4.4 above, Stanley Martin shall have the right, but not the obligation, to assume control of the Work. Upon such election, Stanley Martin agrees to proceed to complete the applicable Work with all reasonable dispatch. In accordance with an easement agreement between Stanley Martin and LGI of even date herewith, LGI and Stanley Martin shall grant certain easements to the other Developer for the purpose of performing all or any part of the Work pursuant to this Agreement.

In the event Stanley Martin elects to complete or cause the completion of the Work as provided in this Section 5.6, LGI will cooperate in a commercially reasonable manner, and shall use commercially reasonable efforts to cause the civil engineer, the general contractor and their respective subcontractors to cooperate in a commercially reasonable manner with Stanley Martin and its contractors in the performance of the Work by Stanley Martin. Stanley Martin shall, in such event, have the right to receive and to utilize all materials, plans, specifications, permits, and other items of documentation prepared or issued in connection with the Work. Any party responsible for the preparation of such plans, specifications or materials, or for the issuance of any such permits, shall certify the same to LGI, Stanley Martin, and the County.

Subject to Stanley Martin's compliance with the draw requirements set forth in Sections 5.3 and 5.4 (provided that the roles of LGI and Stanley Martin shall be reversed for purposes of such Sections) as well as Stanley Martin's compliance with the draw requirements set forth in Section 5.5 above, Stanley Martin shall be entitled to withdraw funds from the Work Escrow in order to reimburse Stanley Martin for the applicable portion of the Costs of Construction incurred by Stanley Martin in connection with Stanley Martin's performance of any Work pursuant to this Section 5.6. Further, the County shall be obligated to pay its pro rata share of the Costs of Construction incurred by Stanley Martin pursuant to this Section 5.6, in accordance with the procedures set forth in Section 5.3, including payment directly to the Escrow Agent within thirty (30) days after Stanley Martin's submission of a draw request and supporting documentation in the manner described above. A copy of each draw request submitted by Stanley Martin to the Escrow Agent shall be provided by Stanley Martin to LGI and the County simultaneously with delivery of such request to the Escrow Agent. The Escrow Agent shall make disbursements to Stanley Martin in accordance with any such disbursement request on the fifth (5th) business day after the Escrow Agent receives such disbursement request unless prior to such disbursement the Escrow Agent receives a Dispute Notice from either the County or LGI. Any undisputed amounts shall be disbursed to Stanley Martin. No Participant shall unreasonably dispute the draw request. If a dispute arises, the parties shall follow the procedure set forth in Section 5.4 above to resolve same (provided that the roles of LGI and Stanley Martin shall be reversed for purposes of such Section).

6. Provision of Service

Upon completion of the Work, and upon final approval of and acceptance by the County, LGI and the Stanley Martin shall dedicate, release and convey any and all interest in the Pump Station and related improvements (including the station, the gravity lines and the force mains) over to Barrow County to take over the obligations related to the ongoing operation and maintenance of such facilities and the provision of sanitary sewer service for the Properties. However, nothing in this paragraph or this Agreement will be construed as a commitment to provide a greater level of service to the Properties than to other customers of County's sewer system. Additionally, nothing in this paragraph or this Agreement will be construed to restrict any governmental decision by the Barrow County Board of Commissioners related to any portion of its sewer treatment system or services. The Developers shall cooperate with one another in dedicating the Pump Station and related improvements as public facilities.

7. Notices

Any notice, approval or other communication which may be required or permitted to be given or delivered hereunder shall be in writing and shall be deemed to have been given, delivered and received (i) as of the date when the notice is personally delivered or (ii) if mailed, in the United States Mail, certified, return receipt requested, as of the date which is three (3) days after the date of the post mark on such notice or (iii) if delivered by nationally-recognized courier or express mail service, on the date of such delivery. If the calculation above falls on a non-business day, the notice will be deemed effective on the following

business day. A non-business day is a Saturday, Sunday or any legal holiday when national banks are closed for business to the general public.

To: LGI Homes – Georgia, LLC
1450 Lake Robbins Drive Suite 430
The Woodlands, Texas 77380
Attn: Jonathan Gajdik & Pat Vedra
Jonathan.gajdik@lgihomes.com
Pat.vedra@lgihomes.com

Stanley Martin Homes, LLC
6285 Barfield Road, Suite 100
Sandy Springs, Georgia 30328
Attn: Keith B. Adams
AdamsKB@stanleymartin.com

with a copy to: Stanley Martin Homes, LLC
11710 Plaza American Dr #1100
Reston, VA 20190
Attn: Robert Anderson
andersonrr@stanleymartin.com
legal@stanleymartin.com

Barrow County, Georgia
30 N. Broad Street
Winder, GA 30680
Attn: Chris Yancey, Public Works Director

with a copy to: Atkinson Ferguson, LLC
118 Court Street
Monroe, Georgia 30655
Attn: Charles M. Ferguson, Jr.

To Escrow Agent: Old Republic Title Insurance Company
1125 Sanctuary Pkwy #140
Alpharetta, GA 30009
Attn: Stephanie Ray and Amanda Supple
Email: sray1@oldrepublictitle.com
asupple@oldrepublictitle.com

The parties may, by notice to the others in the manner provided above, designate a different address for receiving notices under this Agreement. A post office box shall not be the only notice address for any party hereto. The refusal to accept delivery of any notice or the absence of anyone at a notice address to accept delivery shall not prevent any notice from being effectively given.

9. Fully Binding & Not Contingent

Upon execution of this Agreement and the funding of the Work Escrow, the terms and conditions shall become a fully binding obligation upon the parties, except to the extent prohibited by law. Further, the parties acknowledge and agree that the obligations hereunder are not contingent or subject to any condition or change by any party hereto including the development of a project contemplated to be serviced by the sanitary sewer capacity resulting from the Work. Additionally, except as otherwise set forth herein, this Agreement is fully binding and not contingent on or subject to the need for any such capacity, the closing of a property, the acquisition or development of a project, financing (except for the funding of the Work Escrow) or any other condition or reason whatsoever other than those specifically provided herein (if any) and any parties' obligations shall continue despite any such conditions or actions. By their signatures below each party hereto hereby confirms that this Agreement is not contingent on any such matters. Should any party hereto default under this paragraph the remaining parties may pursue such defaulting party's obligations in equity or law.

10. Successors and Assigns / Assignment.

This Agreement shall inure to the benefit of and be binding upon the heirs, executors, administrators, successors, successors-in-title and assigns of each party hereto and upon each person acquiring ownership, possession or any other right, title or interest in or to the respective Properties, either voluntarily or by operation of law.

A party's interest in this agreement shall be assignable and transferable, provided that (a) written notice be provided to all other parties to this Agreement, (b) the proposed assignee expressly assumes in writing all obligations of the assignor under this Agreement; and (c) in the case of an assigning Participant, the assignee has acquired or will acquire, simultaneous with assignment, title (or option to acquire title) to the Property held by the assigning party. Upon any such assignment, the assigning party shall be released from any further obligations or liability hereunder.

11. Entire Agreement.

This Agreement constitutes the entire agreement between the parties and it is understood and agreed that all undertakings and agreements heretofore had between these parties are merged herein.

12. Exhibits.

All exhibits to this Agreement are hereby made a part of this Agreement and incorporated herein by this reference to the same extent and with the same effect as if said exhibits were written directly into the body of this Agreement.

13. Amendment.

This Agreement (as well as any and all right, power, privilege, immunity or remedy which is granted, conferred, established or implied by this Agreement) may not be amended, either in whole or in part, except by a written agreement signed by all the parties.

14. Captions.

The titles, captions and headings of the various sections of this Agreement are for convenience only and shall not be considered in construing the intent of the parties or otherwise in interpreting the meaning or intent of this Agreement.

15. Relation of the Parties.

Except as otherwise set forth herein, nothing contained herein shall be deemed to create the relationship of principal and agent, partnership or joint venture between the parties and/or any other parties hereto.

16. Authority and Ownership.

Each of the individuals signing this Agreement hereby represents that he/she has the authority to enter into this Agreement and that each party has the authority to enter into this Agreement. Each party represents that it is the owner in fee simple of its Property, except as set forth in the recitals above.

17. Execution of Counterparts.

This Agreement may be executed in multiple counterparts, each of which shall constitute an original of this Agreement. Signature pages exchanged electronically shall be deemed as originals.

18. County Water Service.

The Developer-Participants shall utilize the County's water system for all water services at their respective developments. A County water main is presently adjacent to each of these proposed development properties.

19. E-Verify Requirements.

Pursuant to O.C.G.A. § 13-10-91, the County shall not enter into a contract for the physical performance of services unless LGI shall provide evidence on County-provided forms, copies of which are attached hereto as "Exhibits D and E", that it and its subcontractors have registered with, are authorized to use and use the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91, and that they will continue to use the federal work authorization program throughout the contract period.

LGI hereby verifies that it has, prior to executing this Agreement, executed a notarized affidavit, the form of which is provided in "Exhibit D", and submitted such affidavit to County. Further, LGI hereby agrees to comply with the requirements of the federal Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603, O.C.G.A. § 13-10-91 and Georgia Department of Labor Rule 300-10-1-.02.

In the event LGI employs or contracts with any subcontractor(s) in connection with the covered contract, LGI agrees to secure from such subcontractor(s) attestation of the subcontractor's compliance with O.C.G.A. § 13-10-91 and Rule 300-10-1-.02 by the subcontractor's execution of the subcontractor affidavit, the form of which is attached hereto as "Exhibit E", which subcontractor affidavit shall become part of the contractor/subcontractor agreement. If a subcontractor affidavit is obtained, LGI agrees to provide a completed copy to the County within five (5) business days of receipt from any subcontractor. LGI and its subcontractors shall retain all documents and records of their respective verification process for a period of five (5) years following completion of the contract.

LGI agrees that the employee-number category designated below is applicable to LGI.

____ 500 or more employees ____ 100 or more employees ____ Fewer than 100 employees.

LGI hereby agrees that, in the event LGI employs or contracts with any subcontractor(s) in connection with this Agreement and where the subcontractor is required to provide an affidavit pursuant to O.C.G.A. § 13-10-91, LGI will secure from the subcontractor(s) such subcontractor(s') indication of the above employee-number category that is applicable to the subcontractor. The above requirements shall be in addition to the requirements of State and federal law and shall be construed to be in conformity with those laws.

20. Governing Law. Venue, and Attorneys' Fees.

This Agreement shall be governed by Georgia law. Venue for any disputes arising out of this Agreement shall be brought in the Superior Court of Barrow County, Georgia. The prevailing party in any litigation arising out of this Agreement shall be entitled to recover its reasonable legal fees and expenses.

[SIGNATURES ON FOLLOWING PAGE]

IN WITNESS WHEREOF, the Effective Date of this Agreement shall be the date on which the last of the parties executes this Agreement as noted in the signatures below.

Attest:

By: _____
Jonathan Gaddis Director

LGI HOMES -- Georgia, LLC
a Georgia limited liability company

By: _____ (SEAL)
Patrick Vedra, Officer

Date: 1/14/2026

STANLEY MARTIN HOMES, LLC,
a Delaware limited liability company

Attest:

By: _____
Catherine Mendoza

By: _____ (SEAL)
Scott B Adams

Date: 3/2/26

Attest:

_____
County Clerk

BARROW COUNTY, GEORGIA,
a political subdivision of the State of Georgia

By: _____ (SEAL)
Pat Graham, Chairman

Date: _____

EXHIBIT "A-1"

HORSESHOE BEND DEVELOPMENT

ALL THAT TRACT or parcel of land lying and being in G.M.D, 1743, Barrow County, Georgia and being shown as 325.036 acres per that certain ALTA/NSPS Land Title Survey for LGI Homes – Georgia, LLC and F prepared by Rochester & Associates Inc., Richard E. Millard, Georgia RLS #3044, dated 06/16/2021, and being more particularly described as follows:

Beginning at the centerline intersection of Mulberry Road & Collie Doster Road; thence North 58°10'28" East, a distance of 1262.59 feet to an iron pin found (1/2" rebar with a yellow plastic cap stamped "Rochester LSF000484") on the northwestern Right-of-Way of said Mulberry Road, being the ***True Point of Beginning***; thence leaving said Right-of-Way and along the property now or formerly of David Blasen North 11°18'45" West, a distance of 354.76 feet to an iron pin found (1/2" rebar); thence North 78°47'08" East, a distance of 155.23 feet to an iron pin found (1/2" rebar); thence North 11°13'32" West, a distance of 1035.02 feet to an iron pin found (1/2" rebar); thence South 78°46'02" West, a distance of 350.06 feet to an iron pin found (1/2" rebar); thence along the property now or formerly of Dr. Alex Russell North 11°14'41" West, a distance of 1670.31 feet to a point in the centerline of Mulberry River also being the County line of Barrow County & Jackson County; thence along the centerline of said Mulberry River and along said County line and along the properties now or formerly of KLP Twin Lakes, Dallas Cole Hudgens & Milton O. Blankenship the following courses and distances: North 73°45'23" East, a distance of 124.25 feet to a point; thence North 76°06'07" East, a distance of 62.49 feet to a point; thence North 84°54'30" East, a distance of 39.97 feet to a point; thence South 82°48'01" East, a distance of 49.86 feet to a point; thence South 70°39'58" East, a distance of 141.11 feet to a point; thence South 87°12'02" East, a distance of 55.45 feet to a point; thence North 74°07'29" East, a distance of 154.14 feet to a point; thence North 74°52'06" East, a distance of 151.76 feet to a point; thence North 87°47'16" East, a distance of 160.01 feet to a point; thence North 82°36'50" East, a distance of 74.73 feet to a point; thence North 74°23'36" East, a distance of 52.46 feet to a point; thence North 79°22'16" East, a distance of 105.40 feet to a point; thence North 86°27'44" East, a distance of 30.01 feet to a point; thence South 86°14'34" East, a distance of 38.81 feet to a point; thence South 78°50'43" East, a distance of 27.07 feet to a point; thence South 70°48'20" East, a distance of 93.06 feet to a point; thence South 74°44'54" East, a distance of 78.54 feet to a point; thence South 73°47'02" East, a distance of 92.07 feet to a point; thence South 83°37'46" East, a distance of 147.91 feet to a point; thence North 77°43'06" East, a distance of 144.33 feet to a point; thence North 40°21'17" East, a distance of 111.85 feet to a point; thence North 23°16'01" East, a distance of 222.37 feet to a point; thence North 25°32'18" West, a distance of 174.43 feet to a point; thence North 46°11'44" West, a distance of 236.57 feet to a point; thence North 27°40'37" West, a distance of 269.07 feet to a point; thence North 13°30'35" West, a distance of 217.52 feet to a point; thence North 19°44'13" East, a distance of 286.72 feet to a point; thence North 34°49'56" East, a distance of 181.54 feet to a point; thence North 65°30'29" East, a distance of 203.74 feet to a point; thence North 75°37'21" East, a distance of 251.66 feet to a point; thence North 88°15'28" East, a distance of 180.69 feet to a point; thence South 66°48'50" East, a distance of 147.93 feet to a point; thence South 40°46'26" East, a distance of 98.84 feet to a point; thence South 18°32'53" East, a distance of 220.19 feet to a point; thence South 14°51'31" East, a distance of 208.87 feet to a point; thence South 33°07'38" East, a distance of 271.41 feet to a point; thence South 22°51'58" East, a distance of 117.71 feet to a point; thence South 42°47'51" East, a distance of 227.42 feet to a point; thence South 64°28'59" East, a distance of 259.49 feet to a point; thence South 79°22'49" East, a distance of 111.79 feet to a point; thence North 69°26'38" East, a distance of 111.48 feet to a point; thence North 51°01'10" East, a distance of 334.22 feet to a point; thence North 74°10'50" East, a distance of 249.75 feet to a point; thence North 81°09'23" East, a distance of 460.07 feet to a point; thence South 80°44'39" East, a distance of 93.93 feet to a point; thence South 48°18'07" East, a distance of 101.17 feet to a point; thence South 26°58'22" East, a distance of 86.30 feet to a point; thence South 01°53'47" West, a distance of 103.75

feet to a point; thence South 19°26'24" West, a distance of 111.42 feet to a point; thence South 33°52'58" West, a distance of 226.64 feet to a point; thence South 14°37'36" West, a distance of 145.49 feet to a point; thence South 07°38'00" West, a distance of 134.41 feet to a point; thence South 17°42'02" West, a distance of 271.03 feet to a point; thence South 05°04'47" West, a distance of 248.19 feet to a point; thence South 16°44'45" East, a distance of 162.07 feet to a point; thence South 33°12'24" East, a distance of 270.84 feet to a point; thence South 27°08'00" East, a distance of 301.94 feet to a point; thence South 18°32'03" East, a distance of 250.60 feet to a point; thence South 13°47'58" East, a distance of 241.83 feet to a point; thence South 39°10'57" East, a distance of 96.38 feet to a point; thence South 62°52'50" East, a distance of 161.50 feet to a point; thence South 76°11'20" East, a distance of 336.84 feet to a point; thence leaving said of Mulberry River & said County line and along the property now or formerly of Carolyn M. Oliva South 17°05'30" West, a distance of 1242.45 feet to an iron pin set (1/2" rebar with a yellow plastic cap stamped "Rochester LSF000484") on the northern Right-of-Way of said Mulberry Road; thence along said Right-of-Way the following courses and distances: North 59°48'21" West, a distance of 46.09 feet to a point; thence 475.14 feet along an arc of a curve to the left having a radius of 1803.37 feet and a chord bearing and distance of North 67°21'14" West, 473.77 feet to a point; thence North 74°54'06" West, a distance of 426.45 feet to a point; thence North 74°14'25" West, a distance of 507.20 feet to a point; thence North 73°25'11" West, a distance of 218.91 feet to a point; thence North 72°40'02" West, a distance of 171.62 feet to a point; thence North 70°57'09" West, a distance of 193.84 feet to a point; thence North 69°52'15" West, a distance of 209.25 feet to a point; thence North 70°51'25" West, a distance of 259.88 feet to a point; thence 295.04 feet along an arc of a curve to the left having a radius of 340.00 feet and a chord bearing and distance of South 84°17'00" West, 285.87 feet to a point; thence South 59°25'25" West, a distance of 501.45 feet to a point; thence South 59°17'06" West, a distance of 216.35 feet to a point; thence South 63°43'28" West, a distance of 136.51 feet to a point; thence South 65°29'29" West, a distance of 208.74 feet to a point; thence South 66°02'22" West, a distance of 285.15 feet to a point; thence South 66°33'43" West, a distance of 305.31 feet to the ***True Point of Beginning***.

Said tract contains 325.036 Acres.

EXHIBIT "A-2"

LYLE FARMS DEVELOPMENT

ALL THAT TRACT or parcel of land lying in G.M.D 243 & 1743, Barrow County, Georgia and being more particularly described as follows:

Begin at a set 5/8" capped rebar (L.S.F. #1390) being the corner common to Tax I.D. parcel XX057 018 as recorded in Plat Book 17 Page 206, Barrow County Records and Tax I.D. parcel XX057 019A, as recorded in Plat Book 47 Page 126, Barrow County Records; Thence run North 23 degrees 08 minutes 46 seconds West for a distance of 1,655.00 feet to a found rock; thence run North 06 degrees 33 minutes 44 seconds East for a distance of 533.92 feet to a found 1" open top pipe at a 6"x6" rock; thence run South 86 degrees 20 minutes 21 seconds East for a distance of 1,644.26 feet to a found 1/2" open top pipe; thence run North 27 degrees 02 minutes 25 seconds West for a distance of 404.44 feet to a point; thence run North 62 degrees 57 minutes 35 seconds East for a distance of 170.01 feet to a point; thence run North 27 degrees 02 minutes 39 seconds West for a distance of 145.98 feet to a point; thence run North 62 degrees 59 minutes 36 seconds East for a distance of 301.29 feet to a point; said point lying on a curve to the left, said curve having a radius of 90.00 feet, a central angle of 62 degrees 55 minutes 00 seconds, chord bearing of North 31 degrees 32 minutes 05 seconds East, and a chord length of 93.94 feet, thence run along the arc of said curve for a distance of 98.83 feet to a point; thence run North 00 degrees 04 minutes 35 seconds East for a distance of 112.26 feet to a point; thence run North 00 degrees 04 minutes 35 seconds East for a distance of 211.51 feet to a point; thence run North 62 degrees 57 minutes 35 seconds East for a distance of 580.88 feet to a point; thence run North 65 degrees 32 minutes 12 seconds East for a distance of 80.08 feet to a point; thence run North 62 degrees 57 minutes 35 seconds East for a distance of 184.69 feet to a point; thence run South 34 degrees 00 minutes 30 seconds East for a distance of 423.02 feet to a set 5/8" capped rebar (L.S.F #1390); thence run South 28 degrees 52 minutes 30 seconds East for a distance of 460.99 feet to a found 1/2" open top pipe; thence run South 28 degrees 51 minutes 26 seconds East for a distance of 291.57 feet to a found 1/2" rebar; thence run South 45 degrees 55 minutes 01 seconds West for a distance of 453.63 feet to a found 1/2" rebar; thence run South 50 degrees 37 minutes 56 seconds East for a distance of 485.88 feet to a set 5/8" capped rebar (L.S.F #1390) lying on the northwesterly right of way of Chicken Lyle Road (80' right of way); Thence run along said right of way the following courses and distances: South 38 degrees 33 minutes 36 seconds West for a distance of 189.21 feet to a point; Along a curve to the right, said curve having a radius of 834.38 feet, a central angle of 12 degrees 13 minutes 32 seconds, chord bearing of South 44 degrees 40 minutes 22 seconds West, and a chord length of 177.70 feet, thence run along the arc of said curve for a distance of 178.04 feet to a point; South 50 degrees 47 minutes 08 seconds West for a distance of 82.46 feet to a point; Along a curve to the left, said curve having a radius of 478.11 feet, a central angle of 19 degrees 35 minutes 00 seconds, chord bearing of South 40 degrees 59 minutes 38 seconds West, and a chord length of 162.62 feet, thence run along the arc of said curve for a distance of 163.41 feet to a point; South 31 degrees 12 minutes 07 seconds West for a distance of 134.91 feet to a point; Along a curve to the right, said curve having a radius of 485.26 feet, a central angle of 31 degrees 52 minutes 36 seconds, chord bearing of South 47 degrees 08 minutes 25 seconds West, and a chord length of 266.51 feet, thence run along the arc of said curve for a distance of 269.98 feet to a point; South 63 degrees 10 minutes 41 seconds West for a distance of 68.06 feet to a found 1/2" rebar; Along on a curve to the left, said curve having a radius of 3,074.58 feet, a central angle of 06 degrees 59 minutes 12 seconds, chord bearing of South 59 degrees 23 minutes 12 seconds West, and a chord length of 374.69 feet, thence run along the arc of said curve for a distance of 374.92 feet to a point; South 57 degrees 42 minutes 04 seconds West for a distance of 33.29 feet to a found 1/2" rebar; South 55 degrees 33 minutes 19 seconds West for a distance of 296.49 feet to a point; Along on a curve to the right, said curve having a radius of 3,523.62 feet, a central angle of 08 degrees 04 minutes 31 seconds, chord bearing of South 59 degrees 47 minutes 55 seconds West, and a chord length of 496.21 feet, thence run along the arc of said curve for a distance of 496.62 feet to a point;

South 60 degrees 33 minutes 23 seconds West for a distance of 151.08 feet to a point; South 60 degrees 33 minutes 25 seconds West for a distance of 112.85 feet to a point; Along a curve to the left, said curve having a radius of 3,461.69 feet, a central angle of 05 degrees 00 minutes 10 seconds, chord bearing of South 58 degrees 03 minutes 19 seconds West, and a chord length of 302.17 feet, thence run along the arc of said curve for a distance of 302.26 feet to a point; South 56 degrees 09 minutes 43 seconds West for a distance of 293.02 feet to a set 5/8" capped rebar (L.S.F #1390); Thence leaving said right of way run North 22 degrees 10 minutes 10 seconds West for a distance of 150.53 feet to a found 1/2" crimp top pipe; thence run South 55 degrees 07 minutes 42 seconds West for a distance of 152.61 feet to the POINT OF BEGINNING.

Said parcel contains 5,850,486 Square Feet or 134.309 Acres.

AND:

A parcel of land lying in G.M.D 243 & 1743, Barrow County, Georgia and being more particularly described as follows:

Commence at a set 5/8" capped rebar (L.S.F. #1390) being the corner common to Tax I.D. parcel xx057 018 as recorded in Plat Book 17 Page 206, Barrow County Records and Tax I.D. parcel xx057 019A, as recorded in Plat Book 47 Page 126, Barrow County Records. Thence run North 20 degrees 36 minutes 16 seconds East for a distance of 2,465.13 feet to a point, said point being the POINT OF BEGINNING of the parcel herein described.

Thence run North 27 degrees 02 minutes 25 seconds West for a distance of 1,072.89 feet to a set 5/8" capped rebar (L.S.F. #1390); Thence run North 47 degrees 59 minutes 14 seconds West for a distance of 176.61 feet to a point lying in the centerline of a perennial stream; Thence run along the centerline of the perennial stream for the following courses and distances:

North 64 degrees 27 minutes 54 seconds West for a distance of 18.94 feet to a point; North 34 degrees 02 minutes 11 seconds West for a distance of 12.94 feet to a point; North 32 degrees 55 minutes 14 seconds West for a distance of 36.37 feet to a point; North 68 degrees 22 minutes 09 seconds West for a distance of 21.15 feet to a point; North 36 degrees 20 minutes 05 seconds West for a distance of 38.91 feet to a point; North 28 degrees 57 minutes 58 seconds West for a distance of 34.43 feet to a point; North 25 degrees 10 minutes 33 seconds West for a distance of 23.54 feet to a point; North 51 degrees 04 minutes 05 seconds West for a distance of 22.98 feet to a point; North 65 degrees 39 minutes 50 seconds West for a distance of 34.49 feet to a point; North 57 degrees 18 minutes 27 seconds West for a distance of 50.69 feet to a point; North 57 degrees 32 minutes 15 seconds West for a distance of 18.15 feet to a point; North 42 degrees 48 minutes 19 seconds West for a distance of 27.37 feet to a point; North 15 degrees 00 minutes 38 seconds West for a distance of 42.97 feet to a point; North 50 degrees 26 minutes 42 seconds West for a distance of 17.07 feet to a point; North 11 degrees 31 minutes 43 seconds West for a distance of 15.37 feet to a point; North 31 degrees 35 minutes 19 seconds West for a distance of 29.89 feet to a point; North 10 degrees 25 minutes 15 seconds West for a distance of 10.77 feet to a point; North 26 degrees 36 minutes 18 seconds West for a distance of 29.57 feet to a point; North 20 degrees 45 minutes 25 seconds West for a distance of 24.61 feet to a point; North 12 degrees 18 minutes 16 seconds East for a distance of 18.65 feet to a point; North 01 degrees 06 minutes 37 seconds West for a distance of 27.20 feet to a point; North 10 degrees 44 minutes 12 seconds West for a distance of 31.47 feet to a point; North 17 degrees 04 minutes 44 seconds West for a distance of 16.14 feet to a point; North 23 degrees 09 minutes 38 seconds West for a distance of 25.26 feet to a point; North 15 degrees 55 minutes 33 seconds West for a distance of 23.74 feet to a point; North 24 degrees 56 minutes 52 seconds East for a distance of 26.71 feet to a point; North 20 degrees 35 minutes 34 seconds East for a distance of 26.90 feet to a point; North 08 degrees 22 minutes 55 seconds West for a distance of 32.56 feet to a point; North 12 degrees 54 minutes 51 seconds East for a distance of

44.70 feet to a point; North 19 degrees 20 minutes 15 seconds East for a distance of 21.50 feet to a point; North 37 degrees 51 minutes 41 seconds West for a distance of 22.11 feet to a point; North 26 degrees 31 minutes 09 seconds East for a distance of 36.09 feet to a point; North 20 degrees 23 minutes 54 seconds West for a distance of 27.44 feet to a point; North 37 degrees 43 minutes 13 seconds East for a distance of 14.10 feet to a point; North 29 degrees 53 minutes 28 seconds East for a distance of 18.80 feet to a point; North 44 degrees 32 minutes 35 seconds East for a distance of 16.76 feet to a point; North 12 degrees 24 minutes 00 seconds East for a distance of 19.28 feet to a point; North 10 degrees 36 minutes 05 seconds West for a distance of 24.58 feet to a point; North 27 degrees 27 minutes 40 seconds West for a distance of 15.87 feet to a point; North 20 degrees 58 minutes 09 seconds West for a distance of 32.84 feet to a point; North 15 degrees 30 minutes 24 seconds West for a distance of 13.24 feet to a point; North 06 degrees 36 minutes 58 seconds East for a distance of 18.12 feet to a point; North 05 degrees 49 minutes 06 seconds East for a distance of 48.45 feet to a point; North 37 degrees 18 minutes 54 seconds East for a distance of 14.81 feet to a point; North 19 degrees 36 minutes 29 seconds East for a distance of 17.83 feet to a point; North 26 degrees 27 minutes 12 seconds East for a distance of 18.79 feet to a point; North 17 degrees 48 minutes 55 seconds West for a distance of 25.00 feet to a point; North 55 degrees 59 minutes 29 seconds West for a distance of 23.91 feet to a point; North 56 degrees 41 minutes 02 seconds West for a distance of 39.02 feet to a point; North 16 degrees 03 minutes 28 seconds West for a distance of 18.48 feet to a point; North 42 degrees 23 minutes 28 seconds West for a distance of 17.80 feet to a point; South 82 degrees 46 minutes 52 seconds West for a distance of 15.45 feet to a point; South 80 degrees 22 minutes 11 seconds West for a distance of 10.54 feet to a point; North 36 degrees 44 minutes 44 seconds West for a distance of 28.58 feet to a point; North 72 degrees 12 minutes 22 seconds West for a distance of 11.34 feet to a point; North 30 degrees 25 minutes 11 seconds West for a distance of 18.77 feet to a point; North 88 degrees 59 minutes 14 seconds West for a distance of 23.36 feet to a point; North 57 degrees 05 minutes 34 seconds West for a distance of 22.15 feet to a point; North 05 degrees 42 minutes 29 seconds West for a distance of 40.75 feet to a point; North 45 degrees 04 minutes 02 seconds West for a distance of 28.35 feet to a point; North 80 degrees 50 minutes 23 seconds West for a distance of 11.13 feet to a point;

Thence leaving said centerline of the perennial stream run North 41 degrees 54 minutes 47 seconds West for a distance of 90.64 feet to a point; Thence run North 41 degrees 07 minutes 46 seconds West for a distance of 212.81 feet to a point located in the centerline of Rocky Creek; Thence run along the centerline of Rocky Creek For the following courses and distances:

North 53 degrees 08 minutes 27 seconds East for a distance of 22.56 feet to a point; North 34 degrees 33 minutes 01 seconds East for a distance of 65.02 feet to a point; North 37 degrees 39 minutes 17 seconds East for a distance of 20.02 feet to a point; North 88 degrees 57 minutes 06 seconds East for a distance of 25.63 feet to a point; South 85 degrees 15 minutes 35 seconds East for a distance of 108.00 feet to a point; North 51 degrees 22 minutes 41 seconds East for a distance of 32.20 feet to a point; North 14 degrees 50 minutes 30 seconds East for a distance of 65.85 feet to a point; North 55 degrees 52 minutes 02 seconds East for a distance of 63.60 feet to a point; North 25 degrees 52 minutes 33 seconds East for a distance of 51.65 feet to a point; North 19 degrees 29 minutes 36 seconds East for a distance of 53.17 feet to a point; North 55 degrees 48 minutes 28 seconds East for a distance of 26.62 feet to a point; North 65 degrees 46 minutes 32 seconds East for a distance of 50.13 feet to a point; North 54 degrees 08 minutes 47 seconds East for a distance of 27.54 feet to a point; North 86 degrees 46 minutes 27 seconds East for a distance of 36.43 feet to a point; North 86 degrees 26 minutes 28 seconds East for a distance of 35.14 feet to a point; North 79 degrees 08 minutes 29 seconds East for a distance of 71.07 feet to a point; North 62 degrees 41 minutes 06 seconds East for a distance of 28.17 feet to a point; South 68 degrees 37 minutes 41 seconds East for a distance of 64.58 feet to a point; North 88 degrees 57 minutes 44 seconds East for a distance of 25.10 feet to a point; North 54 degrees 43 minutes 50 seconds East for a distance of 56.22 feet to a point; North 79 degrees 20 minutes 02 seconds East for a distance of 19.82 feet to a point; South 78 degrees 34 minutes 05 seconds East for a distance of 21.45 feet to a point; South 75 degrees 49 minutes 38 seconds East for a distance of 26.00 feet to a point; North 78 degrees 42 minutes 34 seconds East for a distance of

54.21 feet to a point; North 79 degrees 52 minutes 47 seconds East for a distance of 77.40 feet to a point; North 48 degrees 29 minutes 55 seconds East for a distance of 32.58 feet to a point;

Thence leaving the centerline of Rocky Creek run South 50 degrees 08 minutes 51 seconds East for a distance of 198.82 feet to a point;

South 55 degrees 46 minutes 53 seconds East for a distance of 44.37 feet to a point; South 45 degrees 12 minutes 17 seconds East for a distance of 36.17 feet to a point; South 35 degrees 09 minutes 33 seconds East for a distance of 252.95 feet to a point; South 46 degrees 57 minutes 26 seconds East for a distance of 36.23 feet to a point; South 24 degrees 38 minutes 00 seconds West for a distance of 39.91 feet to a point; South 43 degrees 15 minutes 12 seconds East for a distance of 18.42 feet to a point; South 66 degrees 16 minutes 08 seconds East for a distance of 65.03 feet to a point; South 40 degrees 53 minutes 10 seconds East for a distance of 15.47 feet to a point; South 46 degrees 14 minutes 04 seconds East for a distance of 21.96 feet to a point; South 25 degrees 13 minutes 16 seconds East for a distance of 20.16 feet to a point; South 40 degrees 21 minutes 07 seconds East for a distance of 29.69 feet to a point; South 49 degrees 33 minutes 43 seconds East for a distance of 19.96 feet to a point; South 81 degrees 08 minutes 45 seconds East for a distance of 17.70 feet to a point; North 88 degrees 46 minutes 54 seconds East for a distance of 16.84 feet to a point; North 77 degrees 16 minutes 24 seconds East for a distance of 18.67 feet to a point; Thence run South 52 degrees 55 minutes 49 seconds East for a distance of 55.68 feet to a point lying in the centerline of a perennial stream;

Thence run along the centerline of the perennial stream for the following courses and distances:

South 12 degrees 47 minutes 02 seconds East for a distance of 43.05 feet to a point; South 69 degrees 29 minutes 27 seconds East for a distance of 37.46 feet to a point; South 77 degrees 44 minutes 14 seconds East for a distance of 23.41 feet to a point; South 18 degrees 56 minutes 05 seconds East for a distance of 40.69 feet to a point; South 82 degrees 29 minutes 06 seconds East for a distance of 28.17 feet to a point; South 45 degrees 33 minutes 18 seconds East for a distance of 18.03 feet to a point; South 67 degrees 24 minutes 32 seconds East for a distance of 26.00 feet to a point; South 65 degrees 20 minutes 14 seconds East for a distance of 16.27 feet to a point; South 34 degrees 32 minutes 36 seconds East for a distance of 43.36 feet to a point; South 09 degrees 11 minutes 47 seconds West for a distance of 20.09 feet to a point; South 46 degrees 56 minutes 26 seconds East for a distance of 18.29 feet to a point; South 59 degrees 21 minutes 58 seconds East for a distance of 90.38 feet to a point; South 26 degrees 40 minutes 34 seconds East for a distance of 29.08 feet to a point; South 41 degrees 06 minutes 45 seconds East for a distance of 20.58 feet to a point; South 07 degrees 41 minutes 55 seconds West for a distance of 17.68 feet to a point; North 78 degrees 42 minutes 36 seconds East for a distance of 14.64 feet to a point; South 25 degrees 20 minutes 15 seconds West for a distance of 21.56 feet to a point; South 11 degrees 03 minutes 12 seconds West for a distance of 26.79 feet to a point; South 10 degrees 33 minutes 10 seconds East for a distance of 29.14 feet to a point; South 02 degrees 28 minutes 21 seconds West for a distance of 21.00 feet to a point; South 26 degrees 47 minutes 45 seconds West for a distance of 27.20 feet to a point; South 16 degrees 32 minutes 22 seconds West for a distance of 20.18 feet to a point; South 36 degrees 44 minutes 51 seconds East for a distance of 11.34 feet to a point; South 02 degrees 03 minutes 46 seconds East for a distance of 14.48 feet to a point;
South 33 degrees 29 minutes 07 seconds West for a distance of 20.32 feet to a point; South 25 degrees 05 minutes 01 seconds East for a distance of 28.70 feet to a point; South 60 degrees 29 minutes 58 seconds East for a distance of 31.09 feet to a point; South 23 degrees 17 minutes 06 seconds East for a distance of 52.83 feet to a point; South 16 degrees 59 minutes 21 seconds East for a distance of 36.41 feet to a point; South 04 degrees 44 minutes 45 seconds West for a distance of 25.65 feet to a point; South 10 degrees 52 minutes 03 seconds East for a distance of 35.40 feet to a point;

Thence leaving the centerline of the perennial stream run South 50 degrees 43 minutes 41 seconds East for

a distance of 587.61 feet to a found 1/2" Rebar;

South 34 degrees 00 minutes 30 seconds East for a distance of 180.27 feet to a point; South 62 degrees 57 minutes 35 seconds West for a distance of 184.69 feet to a point; South 65 degrees 32 minutes 12 seconds West for a distance of 80.08 feet to a point; South 62 degrees 57 minutes 35 seconds West for a distance of 580.88 feet to a point; South 00 degrees 04 minutes 35 seconds West for a distance of 211.51 feet to a point; South 00 degrees 04 minutes 35 seconds West for a distance of 112.26 feet to a point; said point lying on a curve to the right, said curve having a radius of 90.00 feet, a central angle of 62 degrees 55 minutes 00 seconds, chord bearing of South 31 degrees 32 minutes 05 seconds West, and a chord length of 93.94 feet, thence run along the arc of said curve for a distance of 98.83 feet to a point; thence run South 62 degrees 59 minutes 36 seconds West for a distance of 301.29 feet to a point; thence run South 27 degrees 02 minutes 39 seconds East for a distance of 145.98 feet to a point; thence run South 62 degrees 57 minutes 35 seconds West for a distance of 170.01 feet to the POINT OF BEGINNING.

Said parcel contains 3,311,921 square feet, or 76.031 acres.

EXHIBIT "A"
EASEMENT EXHIBIT

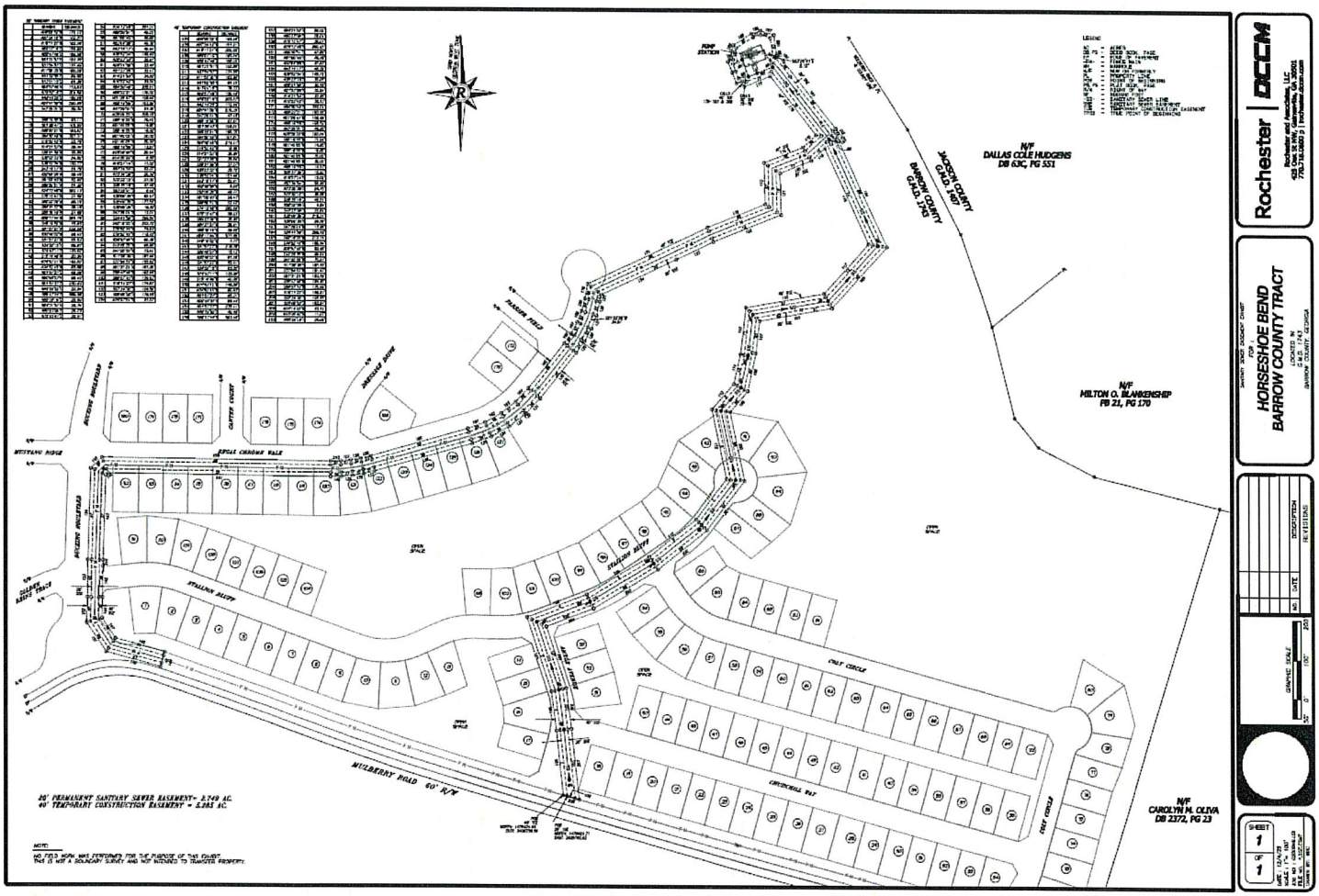


EXHIBIT "B"

APPROVED CONSTRUCTION PLANS

[See Attached]

NOTE:
THE FORCEMAIN PLAN IS UNDER A SEPARATE COVER AND SHOULD BE REFERENCED.
PLEASE REFERENCE THE ROCHESTER & ASSOC. PLAN SET FOR ADDITIONAL CONSTRUCTION REQ'MTS

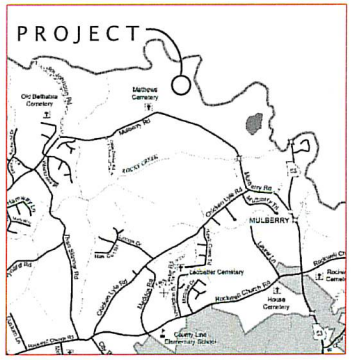
Horseshoe Bend Subdivision

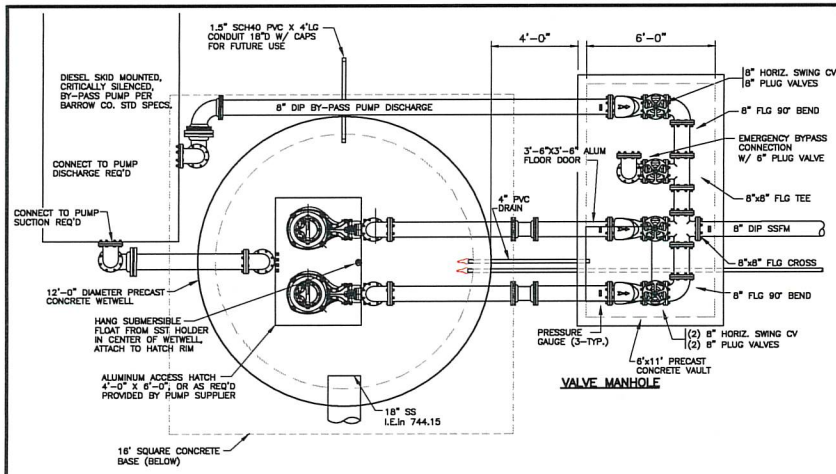
Pump Station

June 1, 2023

REVISED: June 28, 2024

Horseshoe Bend PS
TEG JOB # 792.2101.01


PROJECT
Mulberry Rd
Mulberry Church Rd
Mulberry Church Rd
Mulberry Church



PUMP STATION DESIGN NOTES:

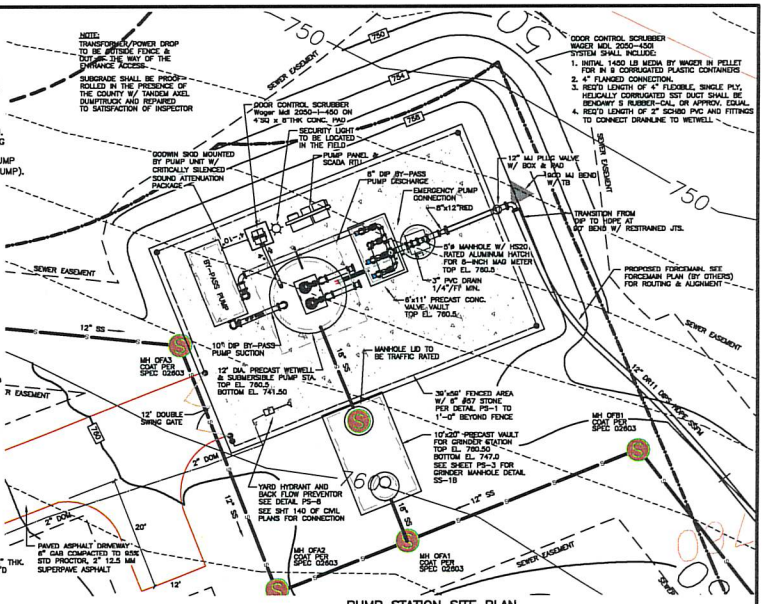
1. THE DESIGN AND LAYOUT OF THIS SUBMERSIBLE LIFT STATION IS BASED ON SUBMERSIBLE PUMPS MANUFACTURED BY FLYGT CORPORATION. (NOTE: Other submersible pumps are listed as acceptable to the OWNER. If an alternate submersible pump is proposed, the Contractor shall bear the cost of redesign and resubmittal required by an alternate pump selection.)
2. DESIGN PUMPING RATE = 810 GPM @ 202 ft. TDH (HAZEN-WILLIAMS C=130)
3. THESE SUBMERSIBLE PUMPS ARE DESIGNED FOR SIMPLEX OPERATION. (I.E. ONE PUMP OPERATING ALONE SHALL BE CAPABLE OF HANDLING THE DESIGN FLOW(S)). THE PUMP STATION CONTROLS WILL ALLOW DUPLEX OPERATION OF THE STATION (I.E. LEAD PUMP "ON", LAG PUMP "ON", HIGH WATER ALARM LEVEL AND ALTERNATING OF THE LEAD PUMP).
4. ALL PIPING AND FITTINGS 4"Ø AND GREATER ARE TO BE DUCTILE IRON PIPE.
5. THE CONTRACTOR SHALL PROVIDE ALL NECESSARY PIPING, VALVES, FITTINGS AND EQUIPMENT FOR A COMPLETELY OPERABLE LIFT STATION AS REQUIRED BY THESE PLANS AND REFERENCED SPECIFICATIONS.
6. ANCHOR VALVES AND FITTINGS IN THE VALVE PIT TO CONCRETE SUPPORTS WITH METAL STRAPS (1/8" THICK STEEL MIN.).

VALVE NOTES:

1. CHECK VALVES SHALL BE GOLDEN-ANDERSON AIR CUSHIONED, W-150-C, OR APPROVED EQUAL.
2. PLUG VALVES SHALL BE CLOW, MUELLER OR APPROVED EQUAL.

NOTE:
LIFT STATION AND PUMP SIZING BASED ON ITT-FLYGT CORPORATION. SEE FLYGT STANDARD DETAIL SHEET INCLUDED IN THIS SET FOR ADDITIONAL PUMP DETAILS.

FLYGT
ITT-FLYGT CORPORATION, NORWALK, CONNECTICUT 06856



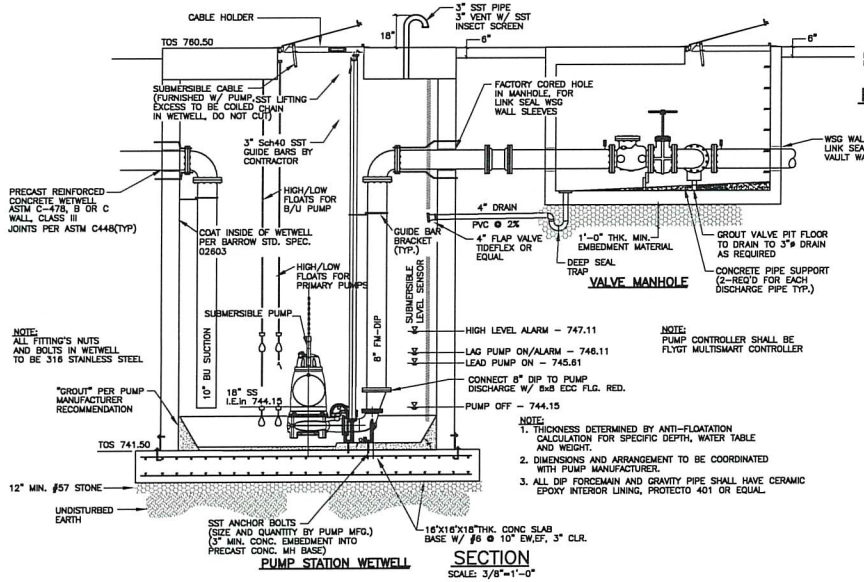
PUMP STATION SITE PLAN

SCALE: 1"=10'

NOTE:
1. EROSION CONTROL SEPARATE SHEET. IMPLEMENT INITIAL BMP'S PRIOR TO CONSTRUCTION

PUMP STATION WETWELL PLAN

SCALE: 3/8"=1'-0"



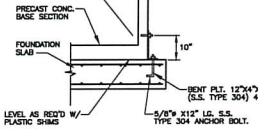
NOTE:
FLYGT MULTISMART CONTROLLER SHALL BE

NOTE:
1. THICKNESS DETERMINED BY ANTI-FLOATATION CALCULATION FOR SPECIFIC DEPTH, WATER TABLE AND WEIGHT.
2. DIMENSIONS AND ARRANGEMENT TO BE COORDINATED WITH PUMP MANUFACTURER.
3. ALL DIP FORCEMAIN AND GRAVITY PIPE SHALL HAVE CERAMIC EPOXY INTERIOR LINING, PROTECTO 401 OR EQUAL.

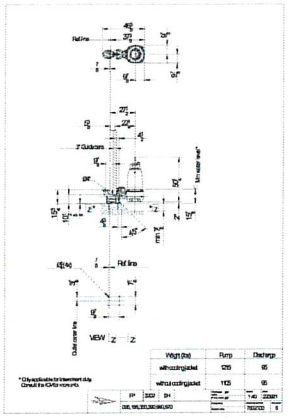
NOTE:
ALL FITTING'S NUTS AND BOLTS IN WETWELL TO BE 316 STAINLESS STEEL

PUMP STATION WETWELL SECTION

SCALE: 3/8"=1'-0"



FOUNDATION ANCHOR DETAIL



SUBMERSIBLE PUMP

GENERAL NOTES:

1. ALL MATERIALS SHALL BE NEW.
2. ALL WORK SHALL BE PERFORMED IN A FINISHED AND WORKMANLIKE MANNER TO THE SATISFACTION OF THE OWNER AND IN ACCORDANCE WITH THE BEST RECOGNIZED TRADE PRACTICES. AS A MINIMUM, ALL CONSTRUCTION SHALL COMPLY WITH THE SOUTHERN BUILDING CODE AND ALL REFERENCED CODES THEREIN.
3. ALL WORK SHALL COMPLY WITH APPLICABLE STATE, FEDERAL, AND LOCAL CODES. ALL NECESSARY LICENSES AND PERMITS SHALL BE OBTAINED BY THE CONTRACTOR AT HIS EXPENSE, UNLESS PREVIOUSLY OBTAINED BY THE OWNER.
4. CONTRACTOR SHALL IMMEDIATELY INFORM THE ENGINEER OF ANY DISCREPANCIES OR ERRORS HE DISCOVERS IN THE PLANS AND/OR SPECIFICATIONS PRIOR TO PROCEEDING WITH THE DISPUTED WORK.
5. DEVIATION FROM THESE PLANS AND SPECIFICATIONS WITHOUT THE PRIOR WRITTEN CONSENT OF THE GOVERNING AUTHORITY OR THE ENGINEER MAY BE CAUSE FOR THE WORK TO BE UNACCEPTABLE.
6. ALL EROSION AND SEDIMENT CONTROL MEASURES AND PRACTICES SHALL BE INSTALLED PRIOR TO OR CONCURRENT WITH THE APPROVED LAND-DISTURBING ACTIVITIES. ALL EROSION AND SEDIMENT CONTROL PRACTICES SHALL BE INSTALLED AND MAINTAINED IN ACCORDANCE WITH THE MANUAL FOR EROSION AND SEDIMENT CONTROL IN GEORGIA, LATEST EDITION.
7. ALL EROSION CONTROL MEASURES WILL BE MAINTAINED AT ALL TIMES. ADDITIONAL EROSION AND SEDIMENT CONTROL MEASURES WILL BE INSTALLED IF DEEMED NECESSARY BY THE ONSITE INSPECTOR(S). ALL EROSION AND SEDIMENT CONTROL MEASURES WILL BE INSPECTED DAILY AND REPAIRED AS NEEDED BY THE GENERAL CONTRACTOR.
8. ALL DISTURBED AREAS ARE TO BE GRASSED WITH PERMANENT VEGETATION IMMEDIATELY UPON COMPLETION OF CONSTRUCTION. THE CONTRACTOR WILL INSTALL AND MAINTAIN ALL TEMPORARY GRASSING AND/OR MULCHING UNTIL SUCH TIME THAT PERMANENT GRASS CAN BE PLANTED AS PER THE INCLUDED SCHEDULE.
9. THE CONTRACTOR SHALL TAKE ALL NECESSARY EFFORTS THROUGHOUT THE LIFE OF THIS PROJECT TO CONTROL EROSION AND TO PREVENT THE SILTING OF RIVERS, CREEKS, AND IMPOUNDS.

LIFT STATION NOTES:

1. ALL EXISTING FEATURES SHOWN ON THIS DRAWING, INCLUDING CONTOURS, ELEVATIONS, etc., ARE BASED ON FIELD SURVEYS OF THE SUBJECT PROPERTY.
2. ELEVATIONS ARE BASED ON MEAN SEA LEVEL.
3. CONTOUR INTERVAL SHOWN IS TWO FEET.
4. THE CONTRACTOR SHALL CONTACT ALL UTILITY COMPANIES AND HAVE THE UTILITY COMPANIES LOCATED THEIR RESPECTIVE UTILITIES PRIOR TO THE START OF ANY CONSTRUCTION.
5. FOR THE GRAVITY SEWER LINES, THE CONTRACTOR SHALL VERIFY THE DEPTH AND LOCATION OF ANY TIE-IN MANHOLES AND ANY INVERTS FROM EXISTING STUB OUTS PRIOR TO CONSTRUCTION OF THE LIFT STATION.
6. A MINIMUM OF FOUR (4) FEET OF COVER IS REQUIRED OVER THE FORCE MAIN AND ALL OTHER LIFT STATION PIPING UNLESS OTHERWISE SHOWN.
7. UPON INSTALLATION, ALL PUMPS, VALVES, CHECK VALVES AND SURGE RELIEF VALVES, IF REQUIRED, SHALL BE CHECKED BY A MANUFACTURER'S REPRESENTATIVE.
8. ALL PUMPS SHALL BE CHECKED FOR PROPER ROTATION, PUMPING CAPACITY, AMPERAGE DRAW, LACK OF VIBRATION, AND OTHER CHECKS AS MAY BE DEEMED NECESSARY TO ASSURE PROPER OPERATION. ALL SUBMERSIBLE PUMPS SHALL BE PULLED OUT OF AND REINSTALLED IN THE WET WELL IN THE PRESENCE OF A REPRESENTATIVE OF THE ENGINEER TO ASSURE PROPER CLEARANCES FOR EASY REMOVAL OF THE PUMPS FOR MAINTENANCE.
9. UNPAVED AREAS INSIDE THE FENCED LIFT STATION AREA AND 12" OUTSIDE THE FENCE SHALL BE COVERED WITH A MINIMUM OF SIX INCHES (6") OF COMPACTED "CRUSHER-RUN" (OR GEORGIA D.O.T. #57) STONE.
10. A COPY OF THE APPROVED CONSTRUCTION PLANS MUST BE ON THE JOB SITE AT ALL TIMES THAT CONSTRUCTION IS UNDERWAY.
11. THE CONTRACTOR SHALL FURNISH THREE (3) SPARE FUSES FOR EACH FUSE SIZE.
12. THE CONTRACTOR SHALL PROVIDE ONE (1) SET OF SPARE FLOAT SWITCHES.
13. THE CONTRACTOR SHALL PROVIDE ONE (1) SET OF PUMP BEARINGS AND A SPARE IMPELLER.
14. LIFT STATIONS SHALL BE PROVIDED WITH A HIGH LEVEL ALARM BELL, BUZZER, OR HORN AND A RED ALARM LIGHT.
15. THE LIFT STATION SHALL BE PROVIDED WITH SECURITY LIGHTING
16. THE AREA SURROUNDING THE LIFT STATION SHALL BE GRADED TO PROVIDE A MINIMUM OF 0.5% SLOPE AWAY FROM THE STATION IN ALL DIRECTIONS.
17. THE CONTRACTOR SHALL PAINT ALL LIFT STATION PIPING WITH A TWO PART EPOXY COATING SUITABLE FOR EXPOSURE TO SEWERAGE.

NO.	DATE	DESCRIPTION OF REVISION
3	06-28-24	ADDRESS BARROW COUNTY COMMENTS
2	03-20-24	ADDRESS BARROW COUNTY COMMENTS
1	10-10-23	ADDRESS BARROW COUNTY COMMENTS DATED 8-31-23
0	06-01-23	INITIAL RELEASE

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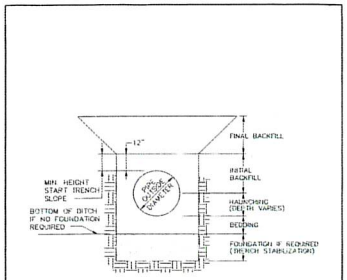
REGISTERED PROFESSIONAL ENGINEER MICHAEL P. BLEDSOE 024343
6/28/24

PUMP STATION PLAN & SECTIONS

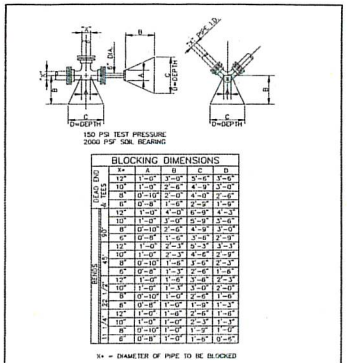
Horseshoe Bend Pump Station

G.M.D. 243 & 1743
Barrow County, Georgia

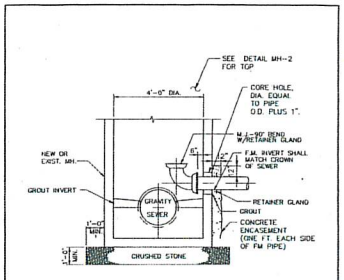
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DRAWN: MPB	JOB NO. 792.2101.01	SCALE: AS SHOWN	SHEET	REV



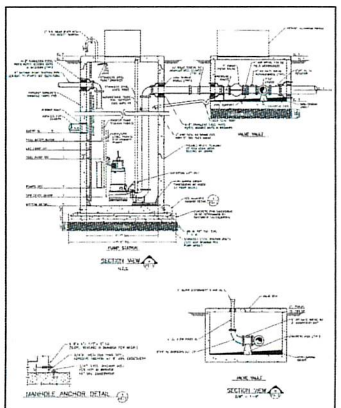
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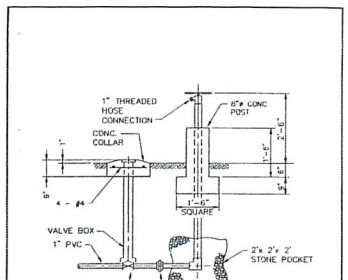
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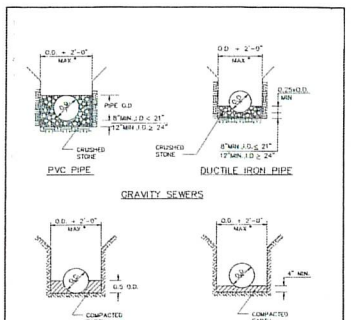
STANDARD DETAILS — FORCE MAIN DISCHARGE MANHOLE TYPE 1 — DATE: FEB 2008 — SCALE: NONE — DETAIL NO. MH-11



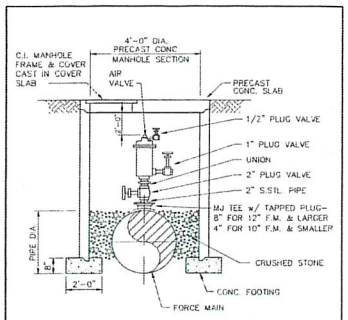
STANDARD DETAILS — PUMPING STATION TYPICAL SECTION VIEW — DATE: FEB 2008 — SCALE: NONE — DETAIL NO. PS-2



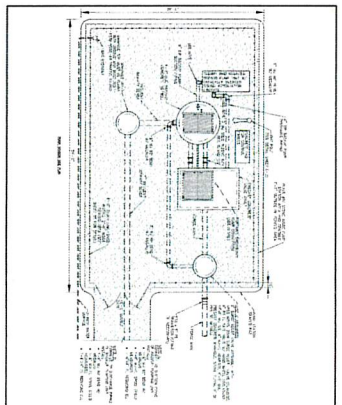
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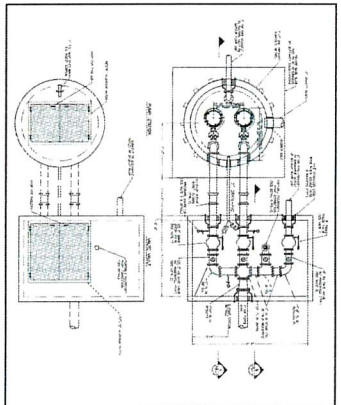
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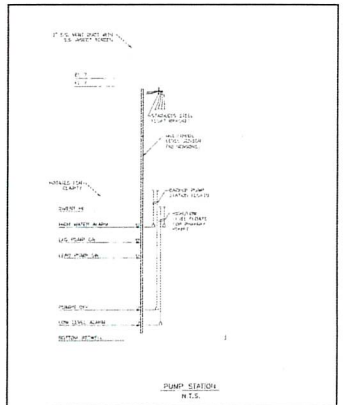
STANDARD DETAILS — AIR VALVE MANHOLE — DATE: FEB 2008 — SCALE: NONE — DETAIL NO. SS-8



STANDARD DETAILS — PUMPING STATION TYPICAL SITE LAYOUT — DATE: FEB 2008 — SCALE: NONE — DETAIL NO. PS-1



STANDARD DETAILS — PUMPING STATION TYPICAL PLAN VIEW — DATE: FEB 2008 — SCALE: NONE — DETAIL NO. PS-3



STANDARD DETAILS — MULTITRODE LEVEL SENSOR — DATE: FEB 2008 — SCALE: NONE — DETAIL NO. PS-5

NO.	DATE	DESCRIPTION OF REVISION
3	6-28-24	ADDRESS BARROW COUNTY COMMENTS
2	3-20-24	ADDRESS BARROW COUNTY COMMENTS
1	10-10-23	ADDRESS BARROW COUNTY COMMENTS DATED 8-31-23
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jonathan.gajdik@lgihomes.com

THE ENGINEERING GROUP
P.O. BOX 1221 • WATKINSVILLE, GEORGIA 30677
(770) 851-7193 EMAIL mpb@tegs-ga.com

REGISTERED PROFESSIONAL ENGINEER — No. 28243 — MICHAEL P. BLETCHER
6/28/24

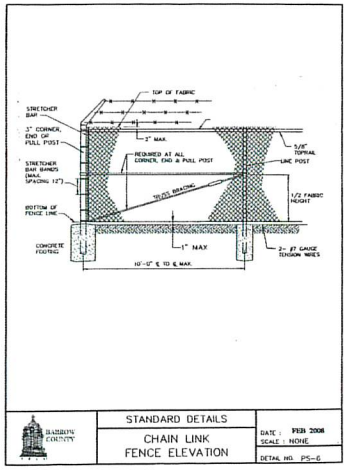
BARROW COUNTY STANDARD DETAILS 001

Horseshoe Bend Pump Station

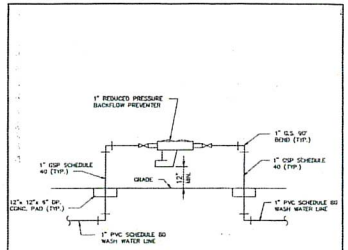
G.M.D. 243 & 1743
Barrow County, Georgia

DESIGNED: MPB	CHECKED: MPB	DATE: JUNE 01, 2023	PS-2	3
DRAWN: MPB	JOB NO. 792.2101.01	SCALE: AS SHOWN	SHEET	REV

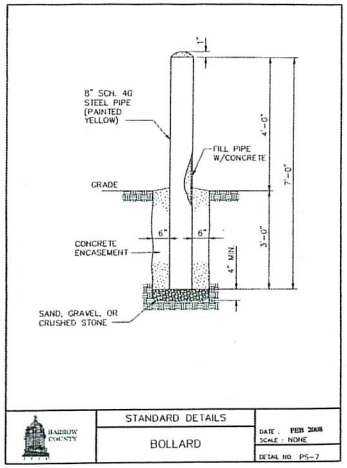
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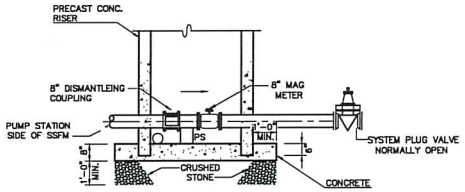
STANDARD DETAILS	DATE : FEB 2008
CHAIN LINK FENCE ELEVATION	SCALE : NONE
	DETAIL NO. PS-6



STANDARD DETAILS	DATE : FEB 2008
BACKFLOW PREVENTER	SCALE : NONE
	DETAIL NO. PS-8

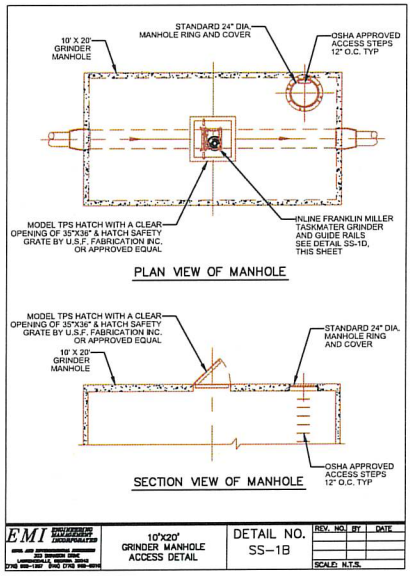


STANDARD DETAILS	DATE : FEB 2008
BOLLARD	SCALE : NONE
	DETAIL NO. PS-7

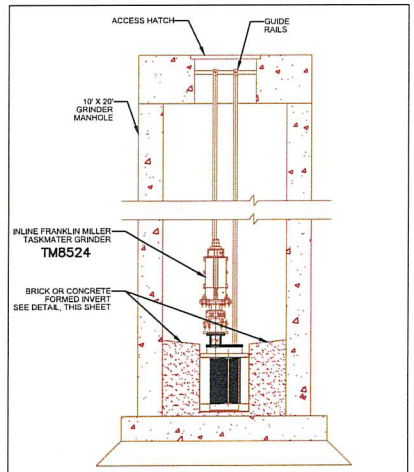


FLOW MONITORING MH

N.T.S.



EMI ENGINEERING MANAGEMENT INCORPORATED	10'X20' GRINDER MANHOLE ACCESS DETAIL	DETAIL NO. SS-1B	REV. NO. / BY / DATE
			SCALE: N.T.S.



NOTE:

1. INVERT AND TROUGH TO BE INSTALLED PER GRINDER MANUFACTURERS SPECIFICATIONS.

EMI ENGINEERING MANAGEMENT INCORPORATED	10'X20' GRINDER MANHOLE GUIDE RAIL DETAIL	DETAIL NO. SS-1D	REV. NO. / BY / DATE
			SCALE: N.T.S.

NO.	DATE	DESCRIPTION OF REVISION
3	6-28-24	ADDRESS BARROW COUNTY COMMENTS
2	3-20-24	ADDRESS BARROW COUNTY COMMENTS
1	10-10-23	ADDRESS BARROW COUNTY COMMENTS DATED 8-31-23
0	06-01-23	INITIAL RELEASE

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THE ENGINEERING GROUP
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REGISTERED PROFESSIONAL ENGINEER MICHAEL P. BLASSIE No. 28243
6/28/24

BARROW COUNTY STANDARD DETAILS 002

Horseshoe Bend Pump Station

G.M.D. 243 & 1743
Barrow County, Georgia

DESIGNED: MPB	CHECKED: MPB	DATE: JUNE 01, 2023	PS-3	3
DRAWN: MPB	JOB NO. 792.2101.01	SCALE: AS SHOWN	SHEET	REV

THIS LINE IS ONE INCH LONG WHEN PLOTTED FULL SCALE

SCHEMATIC DIAGRAM SYMBOLS

- CONDUCTORS NOT CONNECTED
- CONNECTION POINT
- MCPXXX-XX XXA — MAGNETIC-ONLY CIRCUIT BREAKER (MCP), WITH CURRENT RATING
- CBXXX-XX XXA — CIRCUIT BREAKER, THERMAL-MAGNETIC UNLESS OTHERWISE NOTED, WITH FRAME SIZE AND TRIP RATING
- DSXXX-XX XXXA — DISCONNECT SWITCH. RATING OPTIONAL. 30 AMP, 600V RATED MINIMUM UNLESS OTHERWISE NOTED.
- M-XXX (XX) — MOTOR (HP AS SHOWN, PHASES AS REQUIRED)
- MSR-XXX — MOTOR STARTER COIL
- OL-XXX — THERMAL MOTOR OVERLOAD
- M-XXX — MOTOR CONTACT
- LSXXX-XX — LIMIT SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- PSXXX-XX — PRESSURE SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- TSXXX-XX — TEMPERATURE SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- FSXXX-XX — FLOW SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- FLXXX-XX — LEVEL SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- PRSXXX-XX — PROXIMITY SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- PCSXXX-XX — PULLCORD SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- SVXXX-XX — SOLENOID VALVE
- PBXXX-XX — MOMENTARY PUSHBUTTON NORMALLY CLOSED AND NORMALLY OPEN
- SSXXX-XX — SELECTOR SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- TRXXX-XX (0-30 SEC) — TIME DELAY SWITCH NORMALLY CLOSED AND NORMALLY OPEN
- LTXXX-XX (X) — PILOT LIGHT X = LENS COLOR (A = AMBER, B = BLUE, G = GREEN, R = RED, W = WHITE)
- CRXXX-XX — CONTROL RELAY
- CRXXX-XX — CONTROL RELAY CONTACT NORMALLY CLOSED AND NORMALLY OPEN
- ALXXX-XX — ALARM LIGHT
- AHXXX-XX — ALARM HORN
- H1, H2, X1, X2 — TFR-XXX — CONTROL POWER TRANSFORMER, PRIMARY AND SECONDARY VOLTAGE SHOWN. SIZE AS SHOWN OR SPECIFIED.
- C.T. — CTXXX-XX — CURRENT TRANSFORMER. PRIMARY/SECONDARY TURNS RATIO AS SHOWN.
- XZXXX-XX — MOTOR SPACE HEATER

ONE LINE DIAGRAM SYMBOLS

- CB-XXX — MOLDED CASE CIRCUIT BREAKER, FRAME AND TRIP ID SHOWN
- LIGHTNING ARRESTOR AND GROUND
- DS-XXX — DISCONNECT OR ISOLATING SWITCH: CONTINUOUS RATING SHOWN
- TFR-XXX — POWER TRANSFORMER: PRIMARY & SECONDARY VOLTAGES, %Z, SIZE SHOWN
- XS — CURRENT TRANSFORMER: RATIO SHOWN (3 INDICATES NO. OF CT'S) METER SWITCH #S: AS = AMMETER SWITCH; VS = VOLTMETER SWITCH; FS = FREQUENCY SWITCH
- PT — POTENTIAL TRANSFORMER PRIMARY & SECONDARY VOLTAGES & WINDINGS SHOWN. (x) UNITS
- METER — METER: A = AMMETER; W = WATTMETER; KWH = WATT-HOUR METER; F = FREQUENCY METER; VAR = VAR METER; V = VOLTMETER
- FVNR SIZE 1 — FULL VOLTAGE, NON-REVERSING MAGNETIC MOTOR STARTER. NEMA SIZE INDICATED
- FVR SIZE x — FULL VOLTAGE, REVERSING MAGNETIC MOTOR STARTER. NEMA SIZE INDICATED
- XXHP — VFD-XXX — VARIABLE FREQUENCY DRIVE. NEMA SIZE INDICATED
- XXHP — RVSS-XXX — REDUCED VOLTAGE SOLID STATE DRIVE (SOFT START). NEMA SIZE INDICATED
- XX (M-XXX) — MOTOR (HP AS SHOWN, PHASES AS REQUIRED)
- GENERATOR RECEPTACLE
- MTS-XXX — MANUAL TRANSFER SWITCH

CIRCUIT AND RACEWAY SYMBOLS

- RACEWAY OR WIRING SYSTEM ABOVE FLOOR LEVEL BELOW CEILING, EXPOSED. (UNLESS OTHERWISE NOTED)
- RACEWAY OR WIRING SYSTEM BELOW FLOOR LEVEL, ABOVE CEILING, HIDDEN, OR EXISTING CABLE/CONDUIT. (UNLESS OTHERWISE NOTED)
- SCHEMATIC DIAGRAM FIELD WIRING. (UNLESS OTHERWISE NOTED)
- ONE LINE DIAGRAM EQUIPMENT ENCLOSURE. (UNLESS OTHERWISE NOTED)
- SITE PLAN UNDERGROUND CONDUIT.
- G — GROUNDING CONDUCTOR (CONCEALED), #1/0 AWG BARE COPPER (UNLESS OTHERWISE NOTED)
- GC—GC — GROUNDING CONDUCTOR (EXPOSED), #1/0 AWG INSULATED COPPER (UNLESS OTHERWISE NOTED)
- PBD A-1,3,5 — HOME RUN — SEE PANELBOARD SCHEDULE FOR CIRCUIT INFORMATION. EXAMPLE: HOME TO PANELBOARD PBD A, CIRCUITS 1, 3, AND 5

GROUNDING SYMBOLS

- GROUND ROD, 3/4" x 10'-0", COPPERCLAD (UNLESS OTHERWISE NOTED)
- GROUND ROD AND WELL
- COMPRESSION TYPE GROUNDING BOND TO MOTOR CASING OR EQUIPMENT
- EXOTHERMIC TYPE GROUNDING BOND TO MOTOR CASING OR EQUIPMENT

GENERAL ABBREVIATIONS

AR	ALARM RELAY	MCC	MOTOR CONTROL CENTER
AS	AMMETER SELECTOR SWITCH	MCP	MOTOR CONTROL PANEL/MOTOR CIRCUIT PROTECTOR
A, AMP	AMP(S), AMPERE(S)	MECH	MECHANICAL
AC	ALTERNATING CURRENT	MFR	MANUFACTURE(R)
AFF	ABOVE FINISHED FLOOR	MH	MANHOLE
AHAP	AS HIGH AS POSSIBLE	MIC	MICROPHONE
AIC	AMPS INTERRUPTING CAPACITY, SYMM.	MIN	MINIMUM
AL	ALUMINUM	MISC	MISCELLANEOUS
AT	AMPERE TRIP	mM	MILLIMETER
AF	AMPERE FRAME	mV	MILLIVOLT
AUTO	AUTOMATIC	MCM	MILLI CIRCULAR MILLS
AUX	AUXILIARY	MOP	MOTOR OPERATOR PANEL
AWG	AMERICAN WIRE GAUGE	MPR	MOTOR PROTECTION RELAY
		MCB	MAIN CIRCUIT BREAKER
BC	BARE COPPER CONDUCTOR	MTR	MOTOR
BKR	BREAKER	MVS	MEDIUM VOLTAGE STARTER
C	CONDUCTOR/CONTACTOR		
CB	CIRCUIT BREAKER	N/A	NOT APPLICABLE
CJB	CIRCUIT JUNCTION BOX	NC	NORMALLY CLOSED
CKT	CIRCUIT	NEUT,N	NEUTRAL
CLG	CEILING	NIC	NOT IN CONTRACT
CR	CONTROL RELAY	NO	NORMALLY OPEN
CND	CONDUIT	NOM	NOMINAL
CONC	CONCRETE	NP	NAMEPLATE
CS	CONTROL SWITCH	NTS	NOT TO SCALE
CONT	CONTROL		
CPT	CONTROL POWER TRANSFORMER	OC	ON CENTER
CT	CURRENT TRANSFORMER	OD	OUTSIDE DIAMETER
CU	COPPER	OH	OVERHEAD
		OL's	OVERLOADS
D	DIAMETER	OT	OIL TIGHT
DB	DUCT BANK		
DC	DIRECT CURRENT	P	POLE
DET	DETAIL	PA	PUBLIC ADDRESS
DIAG	DIAGRAM	PB	PUSHBUTTON, PULLBOX
DPSH	DIFFERENTIAL PRESSURE SWITCH	PE	PHOTO ELECTRIC CELL
DS	DISCONNECT SWITCH	PF	POWER FACTOR
DWG	DRAWING	PH	PHASE
		PJB	POWER JUNCTION BOX
EA	EACH	PLC	PROGRAMMABLE LOGIC CONTROLLER
EC	ELECTRICAL CONTRACTOR	PNL	PANEL
EF	EXHAUST FAN	PP	POWER PANEL
EL	ELEVATION	PR	PAIR
ELEC	ELECTRIC(AL)	PRI	PRIMARY
EMER	EMERGENCY	PS	PRESSURE SWITCH
ENCL	ENCLOSURE/ENCLOSED	PT	POTENTIAL TRANSFORMER
EP	EXPLOSION PROOF EQUIP.	PVC	POLYVINYL CHLORIDE
EX, E	EXISTING	PWR	POWER
FCP	FURNISHED WITH EQUIPMENT PANEL	QSH	SHEAR PIN LIMIT SWITCH
FDR	FEEDER		
FLA	FULL LOAD AMPS	RCPT	RECEPTACLE
FPP	FIBER OPTIC DISTRIBUTION PANEL	RCT	REACTOR
FS	FLOW SWITCH	REF	REFERENCE REQ'D REQUIRED
FU	FUSE	RMS	ROOT MEAN SQUARE
FUT	FUTURE	RTD	RESISTANCE TEMPERATURE DETECTOR
FVNR	FULL VOLTAGE NON-REVERSING		
FVR	FULL VOLTAGE REVERSING	SCH	SCHEDULE
		SE	SPEED SENSOR
GALV	GALVANIZED	SEC	SECONDARY
GEN	GENERATOR	SEL	SELECTOR
GFR	GROUND FAULT RELAY	SER	SERVICE ENTRANCE RATED
GRD	GROUND	SPDT	SINGLE POLE DOUBLE THROW
GRS	GALVANIZED RIGID STEEL	SPEC	SPECIFICATION
		SPHTR	MOTOR SPACE HEATER
H	HIGH	SPKR	SPEAKER
HGT	HEIGHT	S.S.	STAINLESS STEEL
HH	HANDHOLE	SSL	SPEED SWITCH
HID	HIGH INTENSITY DISCHARGE	SUB	SUBSTATION
HP	HORSEPOWER	SW	SWITCH
HS	HAND STATION (SWITCH)	SYMM	SYMMETRICAL
HVAC	HEATING, VENTILATION AND AIR CONDITIONING	SYS	SYSTEM
		SV	SOLENOID OPERATED VALVE
HZ	HERTZ (CYCLES PER SECOND)	SPB	SIGNAL PULL BOX
HOA	HAND/OFF/AUTO		
HOR	HAND/OFF/REVERSE	TB	TERMINAL BOX
HMH	HIGH VOLTAGE MANHOLE	TEL	TELEPHONE
		TEMP	TEMPERATURE
ID	INSIDE DIAMETER	TFR	TRANSFORMER
IMC	INDIVIDUAL MOTOR CONTROLLER	TH	THERMOSTAT
INTLK	INTERLOCK	TJB	TERMINAL JUNCTION BOX
INST	INSTANTANEOUS	TSH	TEMPERATURE SWITCH HIGH
INSTR	INSTRUMENT	TV	TELEVISION
I/O	INPUT-OUTPUT	TYP	TYPICAL
		TR	TIMING RELAY
JB	JUNCTION BOX	TVSS	TRANSIENT VOLTAGE SURGE SUPPRESSOR
		TSP	TWISTED SHIELDED PAIR
KV	KILOVOLT		
KVA	KILOVOLT-AMPERE	UG	UNDERGROUND
KVAR	KILOVOLT-AMPERE REACTIVE	UH	UNIT HEATER
KW	KILOWATT	UON	UNLESS OTHERWISE NOTED
KWH	KILOWATT-HOUR		
KAIC	KILO AMPERE INTERRUPTING CURRENT	V	VOLT
		VA	VOLT AMPERE
L-O-R	LOCAL-OFF-REMOTE	VAR	VOLT AMPERE REACTIVE
L	LONG	VFD	VARIABLE FREQUENCY DRIVE
LC	LIGHTING CONTACTOR	VSH	VIBRATION SWITCH
LCP	LOCAL CONTROL PANEL		
LP	LIGHTING PANEL	W	WATT, WIRE, WIDE
LOS	LOCK-OUT STOP	W/	WITH
LSIG	LONG, SHORT, INSTANTANEOUS TRIP SETTING AND GROUND FAULT PROTECTION	W/O	WITHOUT
		WC	WEIGHT LOAD CELL
LSL	LEVEL SWITCH LOW	WIT	WEIGHT INDICATING TRANSMITTER
LSO	LIMIT SWITCH OPEN	WP	WEATHERPROOF
LSC	LIMIT SWITCH CLOSED		
LTG	LIGHTING	XL	WARNING HORN/LIGHT
LV	LOW VOLTAGE	XT	ANEMOMETER
LSH	LEVEL SWITCH HIGH		
		ZS	POSITION (LIMIT) SWITCH
M	MOTOR CONTACTOR	ZSO	POSITION (LIMIT) SWITCH OPEN
mA	MILLIAMPERE	ZSC	POSITION (LIMIT) SWITCH CLOSED
MAX	MAXIMUM	ZT	POSITION TRANSMITTER
MCB	MAIN CIRCUIT BREAKER		

GENERAL NOTES:

1. SCOPE:
   - A. FURNISH ALL LABOR, MATERIAL, EQUIPMENT AND TOOLS REQUIRED TO COMPLETE INSTALLATION OF THE ELECTRICAL SYSTEM INCLUDING BUT NOT LIMITED TO WIRING, BOXES, LIGHT FIXTURES, PANELS, SWITCHES, RECEPTACLES, DISCONNECTS, STARTERS, AND ALL OTHER WORK INDICATED ON THE DRAWINGS OR AS SPECIFIED HEREIN.
   - B. OBTAIN ALL PERMITS, INSPECTIONS, AND APPROVALS AS REQUIRED BY THE LOCAL AUTHORITIES HAVING JURISDICTION AND DELIVER CERTIFICATE OF APPROVAL TO THE GENERAL CONTRACTOR. ALL ASSOCIATED FEES SHALL BE PAID BY THE CONTRACTOR.
   - C. ALL MATERIALS AND EQUIPMENT OF THE ELECTRICAL SYSTEM NECESSARY FOR ITS PROPER AND SAFE OPERATION OR OTHERWISE REQUIRED BY CODE, BUT NOT SPECIFICALLY MENTIONED OR SHOWN ON THE DRAWINGS, SHALL BE FURNISHED AND INSTALLED WITHOUT ADDITIONAL CHARGE.
   - D. WORK SHALL BE INSTALLED IN ACCORDANCE WITH THE LATEST EDITION OF NATIONAL ELECTRICAL CODE, THE LATEST STANDARD BUILDING CODE, NFPA 820, ANY OTHER LOCALLY ADOPTED CODES AND LOCAL AUTHORITIES HAVING JURISDICTION.
2. ALL SUBSTITUTIONS FOR EQUIPMENT AND MATERIAL SHALL BE SUBMITTED TO THE ENGINEER FOR REVIEW PRIOR TO PURCHASING.
3. CONTRACTOR SHALL COORDINATE ALL WORK WITH ALL OTHER TRADES. IT IS THE RESPONSIBILITY OF CONTRACTOR TO VERIFY THE ACTUAL LOCATION OF EQUIPMENT, DUCTWORK, PIPING, ETC. AND COORDINATED THE INSTALLATION ACCORDINGLY. THE EQUIPMENT WIRING SHALL INCLUDE ALL NECESSARY CABLES AND CONDUIT REQUIRED FOR THE PROPER AND SAFE EQUIPMENT OPERATION.
4. THE POWER, LIGHTING AND CONTROL CABLES SHALL BE COPPER CONDUCTORS WITH 600V TYPE "XHHW" INSULATION, #12 AWG MINIMUM SIZE. THE SIGNAL CABLES SHALL BE COPPER CONDUCTORS, 600V RATED, TWISTED AND SHIELDED TYPE, #16 AWG MINIMUM SIZE. CABLES BETWEEN THE VFD AND ASSOCIATED MOTOR SHALL BE SHIELDED POWER VFD RATED CABLES. ALL CABLES INSTALLED IN CABLE TRAYS SHALL BE TC RATED.
5. POWER WIRES SIZES #12 AWG AND #10 AWG SHALL BE SOLID TYPE. ALL OTHER SIZES SHALL BE STRANDED.
6. CONTRACTOR SHALL CONFIRM ALL DIMENSIONS AND DISTANCES IN THE FIELD. IN CASE OF DISCREPANCY, CONTRACTOR SHALL INCLUDE A MORE EXPENSIVE OPTION.
7. ALL EXPOSED CONDUITS SHALL BE ALUMINUM, UNLESS NOTED OTHERWISE ON THE DRAWINGS, MINIMUM OF 3/4". ALL BURIED CONDUIT SHALL BE PVC-40, MINIMUM OF 1". ALL UNDERGROUND CONDUITS SHALL HAVE RIGID STEEL ELBOWS. ALL METAL CONDUITS SHALL BE PROTECTED WITH A BITUMINOUS COATING WHEN INSTALLED UNDERGROUND OR WHEN IN CONTACT WITH CONCRETE.
8. ALL FITTINGS SHALL BE CAST WITH THREADED HUBS. ALL CONNECTIONS SHALL BE COMPRESSION TYPE.
9. CONTRACTOR IS RESPONSIBLE FOR COORDINATING ALL CABLES AND EQUIPMENT LUG SIZES. IN CASE THE CABLE IS OF A LARGER SIZE THAN THE EQUIPMENT LUG, CONTRACTOR SHALL PROVIDE THE REQUIRED CONNECTOR AT NO ADDITIONAL CHARGE TO OWNER.
10. CONTRACTOR SHALL PROVIDE PULL STRING AND PERMANENTLY ATTACHED IDENTIFICATION LABELS AT EACH CONDUIT END FOR ALL SPARE CONDUITS. EACH TAG SHALL INCLUDE CONDUIT NUMBER, SIZE AND DESTINATION POINT.
11. ALL EQUIPMENT LOCATED IN THE PRIMARY SEWAGE WETWELL SHALL BE CLASS I, DIVISION 1, GROUP D RATED.
12. ALL REQUIRED MATERIALS AND INSTALLATION SHALL MEET THE LATEST EDITION OF BARROW COUNTY SPECIFICATION FOR SEWAGE PUMP STATIONS DESIGN AND CONSTRUCTION.

PLAN DRAWING SYMBOLS

- (M) — MOTOR CONNECTION
- MOTOR STARTER, INDIVIDUAL — NOT LOCATED IN AN MCC OR SIMILAR GROUP ASSEMBLY
- COMBINATION MOTOR STARTER/DISCONNECT INDIVIDUAL — NOT LOCATED IN AN MCC OR SIMILAR GROUP ASSEMBLY
- DISCONNECT SWITCH. DISCONNECT SWITCHES ARE HEAVY DUTY, SINGLE THROW, WITH NEMA 4X ENCLOSURE UNLESS OTHERWISE NOTED. MOUNT AT 4'-8" TO CENTER OF DISCONNECT.
- FUSED DISCONNECT, NON-FUSED. PROVISION FOR CLASS R FUSES.
- FIELD INSTRUMENT CONNECTION
- START/STOP HAND STATION MOUNTED TO HANDRAIL (NEMA 4X UNLESS OTHERWISE NOTED)
- $_X — 120V, 20A, 1P TOGGLE SWITCH — [BLANK] = 1P TOGGLE SWITCH; 2 = 2P TOGGLE SWITCH; 3 = 3P TOGGLE SWITCH; D = SLIDE DIMMER; M = MOTOR RATED; S = TOGGLE WITH OCCUPANCY SENSOR
- DUPLEX 120V RECEPTACLE, 120V, 20A, 1P. MOUNT 6" ABOVE COUNTER, DESK, OR CABINET.
- GFCI DUPLEX 120V RECEPTACLE, 120V, 20A, 1P. MOUNT 6" ABOVE COUNTER, DESK, OR CABINET.
- QUADRAPLEX 120V RECEPTACLE, 120V, 20A, 1P. MOUNT 6" ABOVE COUNTER, DESK, OR CABINET.
- TELEPHONE BOX. MOUNT 18" A.F.F., INSTALL A 1/2" CONDUIT FROM BOX TO 6" ABOVE CEILING. PROVIDE PULL CORD FOR FUTURE CONNECTIONS AS REQUIRED.
- JB — JUNCTION BOX
- 60A, 480V, 3PH WELDING RECEPTACLE WITH INTERLOCKED 60A (NEMA 4X FUSED DISCONNECT SWITCH UNLESS OTHERWISE NOTED)

EDEC, INC.
4120 CHATTAHOOCHEE TRACE
SUITE A
DULUTH, GEORGIA 30097
TEL. (770) 453-8585

THIS LINE ——— IS ONE INCH LONG WHEN PLOTTED FULL SCALE

NO.	DATE	DESCRIPTION OF REVISION
1	10-10-23	REVISED AS NOTED
0	06-16-23	ISSUED FOR BID

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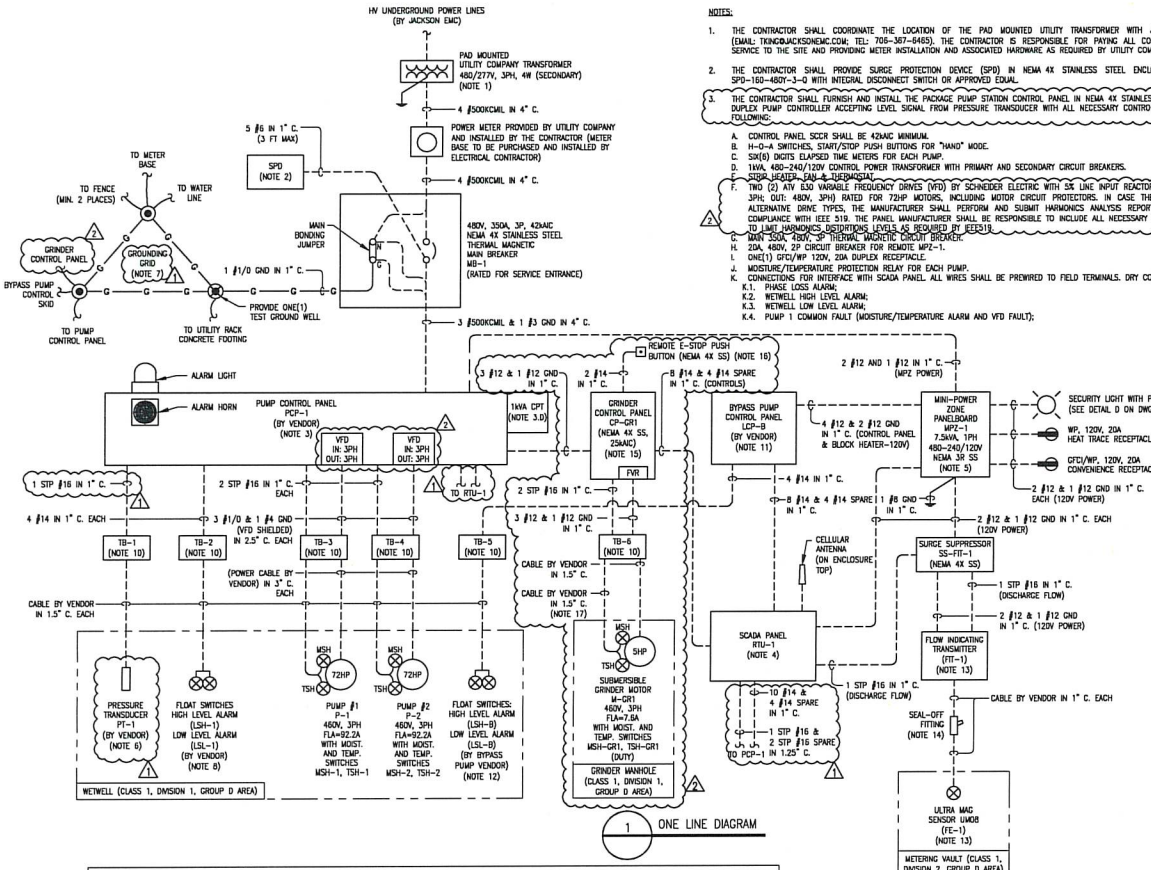
GEORGIA REGISTERED PROFESSIONAL ENGINEER DENIS VYSTROPOV
6/19/23

ELECTRICAL LEGEND & NOTES

Horseshoe Bend Pump Station

G.M.D. 243 & 1743
Barrow County, Georgia

DESIGNED: MW	CHECKED: DV	DATE: June 19, 2023	E-1	0
DRAWN: MW	JOB NO. 792.2101.01	SCALE: N.T.S.	SHEET	REV



1 ONE LINE DIAGRAM

NOTES:

1. THE CONTRACTOR SHALL COORDINATE THE LOCATION OF THE PAD MOUNTED UTILITY TRANSFORMER WITH JACKSON EMC COMPANY, TOMMY KING (EMAIL: TKING@JACKSONEMC.COM; TEL: 706-367-6465). THE CONTRACTOR IS RESPONSIBLE FOR PAYING ALL COSTS ASSOCIATED WITH BRINGING POWER SERVICE TO THE SITE AND PROVIDING METER INSTALLATION AND ASSOCIATED HARDWARE AS REQUIRED BY UTILITY COMPANY.
2. THE CONTRACTOR SHALL PROVIDE SURGE PROTECTION DEVICE (SPD) IN NEMA 4X STAINLESS STEEL ENCLOSURE. SPD SHALL BE EATON CAT#: SPD-160-480Y-3-0 WITH INTEGRAL DISCONNECT SWITCH OR APPROVED EQUAL.
3. THE CONTRACTOR SHALL FURNISH AND INSTALL THE PACKAGE PUMP STATION CONTROL PANEL IN NEMA 4X STAINLESS STEEL ENCLOSURE WHICH INCLUDES A DUPLEX PUMP CONTROLLER ACCEPTING LEVEL SIGNAL FROM PRESSURE TRANSDUCER WITH ALL NECESSARY CONTROLS INCLUDING, BUT NOT LIMITED TO THE FOLLOWING:
   A. CONTROL PANEL SCCR SHALL BE 42kAIC MINIMUM.
   B. H-O-A SWITCHES, START/STOP PUSH BUTTONS FOR "HAND" MODE.
   C. SIX(6) DIGITS ELAPSED TIME METERS FOR EACH PUMP.
   D. 1kVA, 480-240/120V CONTROL POWER TRANSFORMER WITH PRIMARY AND SECONDARY CIRCUIT BREAKERS.
   E. STRIP HEATER, FAN, & THERMOSTAT.
   F. TWO (2) ATV 630 VARIABLE FREQUENCY DRIVES (VFD) BY SCHNEIDER ELECTRIC WITH 5% LINE INPUT REACTOR AND DV/DT OUTPUT FILTER (IN: 480V, 3PH; OUT: 480V, 3PH) RATED FOR 72HP MOTORS, INCLUDING MOTOR CIRCUIT PROTECTORS. IN CASE THE MANUFACTURER WOULD LIKE TO USE ALTERNATIVE DRIVE TYPES, THE MANUFACTURER SHALL PERFORM AND SUBMIT HARMONICS ANALYSIS REPORT FOR ENGINEER'S REVIEW TO ENSURE COMPLIANCE WITH IEEE 519. THE PANEL MANUFACTURER SHALL BE RESPONSIBLE TO INCLUDE ALL NECESSARY COMPONENTS (REACTORS, FILTERS, ETC.) TO LIMIT HARMONICS DISTORTIONS LEVELS AS REQUIRED BY IEEE519.
   G. MAIN 350A, 480V, 3P THERMAL MAGNETIC CIRCUIT BREAKER.
   H. 20A, 480V, 2P CIRCUIT BREAKER FOR REMOTE MPZ-1.
   I. ONE(1) GFCI/WP 120V, 20A DUPLEX RECEPTACLE.
   J. MOISTURE/TEMPERATURE PROTECTION RELAY FOR EACH PUMP.
   K. CONNECTIONS FOR INTERFACE WITH SCADA PANEL. ALL WIRES SHALL BE PREWIRED TO FIELD TERMINALS. DRY CONTACTS SHALL BE 120V, 5A RATED:
      K.1. PHASE LOSS ALARM;
      K.2. WETWELL HIGH LEVEL ALARM;
      K.3. WETWELL LOW LEVEL ALARM;
      K.4. PUMP 1 COMMON FAULT (MOISTURE/TEMPERATURE ALARM AND VFD FAULT);
      K.5. PUMP 2 COMMON FAULT (MOISTURE/TEMPERATURE ALARM AND VFD FAULT);
      K.6. 4-20mA WETWELL LEVEL SIGNAL.
   L. PUMP ALTERNATOR.
   M. SURGE PROTECTION DEVICE.
   N. ALARM LIGHT AND HORN, SILENCE AND RESET PUSHBUTTONS.
   O. THREE (3) 120V, 20A, 1P CIRCUIT BREAKERS: INTERNAL DUPLEX RECEPTACLE, AND TWO (2) SPARE BREAKERS.
   P. PHASE MONITOR TO SENSE LOW VOLTAGE AND LOSS OF PHASE AND POWER.
   Q. TIMER RELAY TO PREVENT SIMULTANEOUS PUMPS STARTING, IN "AUTO" MODE.
   R. INTRINSICALLY SAFE RELAYS FOR ALL DEVICES LOCATED IN THE WETWELL.
   S. INDICATING LIGHTS FOR:
      S.1. PUMP 1 RUNNING (RED);
      S.2. PUMP 2 RUNNING (RED);
      S.3. PUMP 1 COMMON FAULT (AMBER);
      S.4. PUMP 2 COMMON FAULT (AMBER);
      S.5. PUMP 1 STOPPED (GREEN);
      S.6. PUMP 2 STOPPED (GREEN);
      S.7. WETWELL HIGH LEVEL (AMBER) FROM HIGH LEVEL FLOAT SWITCH;
      S.8. CONTROL POWER ON (WHITE).
   T. ALARM HORN AND BEACON LIGHT WITH SILENCE AND RESET PUSHBUTTONS. THE VOLUME OF THE SOUND ALARM SHALL BE ADJUSTABLE.
   U. PANEL SHALL INCLUDE ALL NECESSARY COMPONENTS FOR PUMPS SAFE AND RELIABLE OPERATION.
   V. EXTERNALLY MOUNTED 240V, 1PH AIR CONDITIONER IN NEMA 4X SS ENCLOSURE SIZED TO KEEP PANEL INTERNAL TEMPERATURE BELOW 90° F.
   W. "MULTISMART" DUPLEX PUMP CONTROLLER ACCEPTING LEVEL SIGNAL FROM PRESSURE TRANSDUCER SENSOR AND EACH PUMP PHASE CURRENT FROM CT's.
   X. ONE (1) 480V, 20A, 3P CIRCUIT BREAKER FOR GRINDER PUMP CONTROL PANEL CP-GR1.

   SELECTOR SWITCHES, ELAPSED TIME METERS, ETC. SHALL BE MOUNTED ON THE INNER SWING DOOR. CONTROL PANEL SHALL BE UL508A LISTED AND LABELED. CONTRACTOR SHALL SUBMIT DETAILED WIRING DIAGRAM OF PACKAGE PUMP STATION CONTROL PANEL TO ENGINEER FOR APPROVAL, PRIOR TO FABRICATION.
4. CONTRACTOR SHALL PROVIDE AND INSTALL A CELLULAR BASED IN NEMA 4X ENCLOSURE RTU PANEL. IT IS THE RESPONSIBILITY OF THE CONTRACTOR TO DETERMINE THE TYPES OF CELLULAR SERVICE AVAILABLE IN THE AREA AND SELECT THE APPROPRIATE CELLULAR PROVIDER WHICH WILL PROVIDE THE MOST RELIABLE CONNECTION. CONTRACTOR SHALL INCLUDE ANTENNA, ANTENNA CABLE, MOUNTING HARDWARE, ETC. FOR PROPER SCADA SYSTEM OPERATION IN CASE ANTENNA LOCATION SHALL BE AWAY FROM THE SCADA PANEL. THE SCADA SYSTEM SHALL BE PROVIDED BY ZYLE TECHNOLOGY.

   THE FOLLOWING INPUTS SHALL BE PROVIDED:
   A. PHASE LOSS ALARM (DI) - FROM PCP-1;
   B. WETWELL HIGH LEVEL ALARM (DI) - FROM PCP-1;
   C. WETWELL LOW LEVEL ALARM (DI) - FROM PCP-1;
   D. PUMP 1 COMMON FAULT (DI) - FROM PCP-1;
   E. PUMP 2 COMMON FAULT (DI) - FROM PCP-1;
   F. BYPASS PUMP RUNNING (DI) - FROM LCP-B;
   G. BYPASS PUMP FAULT (DI) - FROM LCP-B;
   H. BYPASS PUMP FAILED TO START (DI) - FROM LCP-B;
   I. BYPASS PUMP TEST CYCLE (DI) - FROM LCP-B;
   J. DISCHARGE FLOW (AI) - FROM FIT-1;
   K. 4-20mA WETWELL LEVEL SIGNAL - FROM PCP-1;
   L. GRINDER RUNNING (DI) - FROM CP-GR1;
   M. GRINDER IN AUTO (DI) - FROM CP-GR1;
   N. GRINDER OVERLOAD FAULT (DI) - FROM CP-GR1;
   O. GRINDER CALL TO RUN (DO) - FROM CP-GR1.

   CONTRACTOR SHALL SUBMIT DETAILED WIRING DIAGRAM TO ENGINEER FOR APPROVAL, PRIOR TO FABRICATION.
5. CONTRACTOR SHALL PROVIDE AND INSTALL MINI POWER CENTER IN NEMA 3R STAINLESS STEEL ENCLOSURE WHICH SHALL BE A COMBINATION OF 7.5kVA, 480-240/120V, 1PH TRANSFORMER AND 10 CKT. PANELBOARD. REFER TO DETAIL "2" FOR PANELBOARD SCHEDULE.
6. THE SUBMERSIBLE PRESSURE TRANSMITTER SHALL BE PROVIDED BY PUMP VENDOR AND SHALL PROVIDE 4-20mA OUTPUT TO PUMP CONTROL PANEL. THE TRANSDUCER SHALL BE RATED FOR CLASS I, DIVISION 1 AREA AND SHALL BE INSTALLED PER DETAIL "I" ON DRAWING E-4. THE CABLES PROVIDED WITH THE SUBMERSIBLE PRESSURE TRANSDUCER SHALL BE LONG ENOUGH TO REACH THE PUMP CONTROL PANEL WITHOUT SPLICING.
7. THE CONTRACTOR SHALL FURNISH AND INSTALL A COMPLETE GROUND GRID AS SHOWN ON THE DESIGN DRAWINGS AND MAKE CONNECTIONS TO ELECTRICAL EQUIPMENT. THE GRID SHALL CONSIST OF #1/0 BARE COPPER GROUND CONDUCTOR, 4-3/4" DIAMETER 10' GROUND RODS AND CADWELD CONNECTIONS TO GROUND RODS.
8. TWO (2) LEVEL FLOAT SWITCHES (LSH-1 AND LSL-1) SHALL BE PROVIDED BY PUMP VENDOR AND WIRED TO THE PUMP CONTROL PANEL. CONTRACTOR SHALL WIRE HIGH LEVEL FLOAT SWITCH (LSH-1) TO ACTIVATE ALARM HORN AND STROBE. CABLES PROVIDED WITH THE FLOATS SHALL BE LONG ENOUGH TO REACH PUMP CONTROL PANEL WITHOUT SPLICING. FLOAT SWITCHES SHALL BE CLASS 1, DIVISION 1, GROUP D AREA RATED AND SHALL BE MERCURY FREE.
9. CONTRACTOR SHALL INSTALL KELLUM GRIPS INSIDE THE WETWELL FOR ALL CABLE/CONDUITS EXITING WETWELL. SEE INSTALLATION DETAIL "E" ON DWG. E-4.
10. SEE DETAIL "F" ON DWG. E-4 FOR TERMINAL JUNCTION BOXES INSTALLATION DETAIL AND NOTE 18 ON THIS SHEET FOR ADDITIONAL INFO.
11. CONTRACTOR SHALL INCLUDE AND PROVIDE ALL CABLES AND CONDUITS REQUIRED FOR BYPASS PUMP PROPER OPERATION. THE BYPASS PUMP CONTROLLER OUTPUT SHALL BE PROGRAMMED TO PROVIDE FOUR (4) DRY RELAY CONTACTS FOR BYPASS PUMP: "RUNNING", "FAULT", "FAILED TO START" AND "TEST CYCLE" CONDITIONS. USE APPROVED SHOP DRAWINGS FOR WIRING DETAILS.
12. TWO (2) LEVEL FLOAT SWITCHES (LSH-B AND LSL-B) SHALL BE PROVIDED BY BYPASS PUMP VENDOR AND WIRED TO THE BYPASS PUMP CONTROL PANEL. LOW LEVEL FLOAT SHALL PROVIDE FAIL SAFE OPERATION. CONTRACTOR SHALL WIRE HIGH LEVEL FLOAT SWITCH (LSH-1) TO ACTIVATE ALARM HORN AND STROBE. THE CABLES PROVIDED WITH THE FLOATS SHALL BE LONG ENOUGH TO REACH THE BYPASS PUMP CONTROL PANEL WITHOUT SPLICING. THE FLOATS SHALL BE CLASS 1, DIVISION 1, GROUP D AREA RATED AND SHALL BE MERCURY FREE.
13. CONTRACTOR SHALL FURNISH AND INSTALL A NEW MAGMETER TYPE FLOW TRANSMITTER AND SENSOR DESIGNED AND RATED FOR RAW SEWAGE. MAGMETER TRANSMITTER SHALL PROVIDE 4-20mA SIGNAL TO THE SCADA PANEL. TUBE AND ELECTRODE MATERIAL SHALL BE STAINLESS STEEL. FLOW SENSOR/ELEMENT SHALL BE ULTRA MAG SENSOR UM08 BY MCCROMETER. FLOW TRANSMITTER SHALL BE PROCOMM GO CONVERTER BY MCCROMETER.
14. CONTRACTOR SHALL PROVIDE AND INSTALL SEAL-OFF FITTINGS FOR ALL CONDUITS LEAVING HAZARDOUS AREA TO PREVENT METHANE GAS AND MOISTURE ENTERING INTO ELECTRICAL EQUIPMENT. USE NON-HARDENING SEAL COMPOUND (IDEAL CAT. NO 31-601 OR APPROVED EQUAL).
15. REFER TO SPECIFICATION 11313 "SEWAGE GRINDER" FOR GRINDER SYSTEM AND CONTROL PANEL INFORMATION.
16. THE CONTRACTOR SHALL PROVIDE AND INSTALL HAND STATION WHICH INCLUDES ALL NECESSARY POWER AND CONTROLS COMPONENTS INCLUDING, BUT NOT LIMITED TO THE FOLLOWING:
   A. ENCLOSURE: SHEET METAL, HINGED, WITH CLAMP LOCKS, WALL MOUNTED, NEMA 4X SS (TYPE 304 STAINLESS STEEL).
   B. OPERATOR DEVICES SIZE: 30.5MM.
   C. PUSH BUTTONS:
      C.1. E-STOP (QTY. 1) (MAINTAINED PUSH/TURN TO RELEASE TYPE).

   HAND STATION COMPONENTS SHALL BE UL LISTED AND LABELED. CONTRACTOR SHALL SUBMIT DETAILED WIRING DIAGRAM AND BOM FOR THE HAND STATION TO ENGINEER FOR APPROVAL PRIOR TO FABRICATION.
17. IN CASE THE CONTROL WIRING FOR THE SUBMERSIBLE GRINDER MOTOR WILL BE AS A SEPARATE CABLE, THE CONTRACTOR SHALL PROVIDE AND INSTALL 1.5" CONDUIT AS SHOWN.
18. THE CONTRACTOR SHALL PROVIDE AND INSTALL JUNCTION BOX ADEQUATELY SIZED FOR SPLICING AND EXTENSION OF ASSOCIATED CABLES, WHICH INCLUDES ALL NECESSARY COMPONENTS INCLUDING, BUT NOT LIMITED TO THE FOLLOWING:
   A. ENCLOSURE: SHEET METAL HINGED, WITH CLAMP LOCKS, WALL MOUNTED, NEMA 4X SS.
   B. SUBPANEL PLATE WITH DIN RAIL FOR TERMINALS MOUNTING.
   C. TERMINAL BLOCKS RATED FOR THE ASSOCIATED CABLES SIZE AND APPLICATION.

   JUNCTION BOX COMPONENTS SHALL BE UL LISTED AND LABELED. CONTRACTOR SHALL SUBMIT DETAILED WIRING DIAGRAM AND BOM FOR THE JUNCTION BOX TO ENGINEER FOR APPROVAL PRIOR TO FABRICATION.

MINI-POWER ZONE		MPZ-1			
VOLTAGE (L-N):	120V	ENCLOSURE TYPE:	NEMA 3R SS		
VOLTAGE (L-L):	240V	MOUNTING:	SURFACE		
PHASES, WIRES:	1 Ø 3 W	AIC RATING (A):	25000 AIC @480V		
MINIMUM BUS CAPACITY (A):	100A	NOTES:	1. THE MPZ SHALL BE EQUIPPED WITH 7.5kVA, 480-240/120V, 1PH, 3W TRANSFORMER		
MAIN O.C. DEVICE (A):	20A, 2P MB PRIMARY; 40A, 2P MB SECONDARY				

CKT NO	DESCRIPTION	TRIP AMPS	POLE	PHASE LOADS (AMP) A	PHASE LOADS (AMP) B	POLE	TRIP AMPS	DESCRIPTION	CKT NO
1	SECURITY LIGHT	20	1	1.0	10.0	1	20	BYPASS PUMP BLOCK HEATER	2
3	SCADA PANEL (RTU-1)	20	1		1.0	1	20	BYPASS PUMP CONTROL PANEL	4
5	CONVENIENCE RECEPTACLE	20	1	1.5	1.5	1	20(*)	HEAT TRACE FOR BACK-FLOW PREVENTER	6
7	FLOW INDICATING TRANSMITTER (FIT-1)	20	1		0.5	1	20	SPARE	8
9	SPARE	20	1	0.0	0.0	1	20	SPACE	10
USE THE FOLLOWING CONDUCTORS FOR PANELBOARD CIRCUITS: 20A - #12AWG; 30A - #10AWG; 40A - #8AWG; 50A - #6AWG; 60A - #4AWG.				CONNECTED LOAD PHASE TOTALS (AMP) 14	7	(*) - USE 30mA, EGFP CIRCUIT BREAKERS FOR HEAT TRACING CIRCUITS			

2 MINI POWER ZONE MPZ-1 SCHEDULE

NO.	DATE	DESCRIPTION OF REVISION
2	06-28-24	REVISED AS NOTED
1	10-10-23	REVISED AS NOTED
0	06-16-23	ISSUED FOR BID

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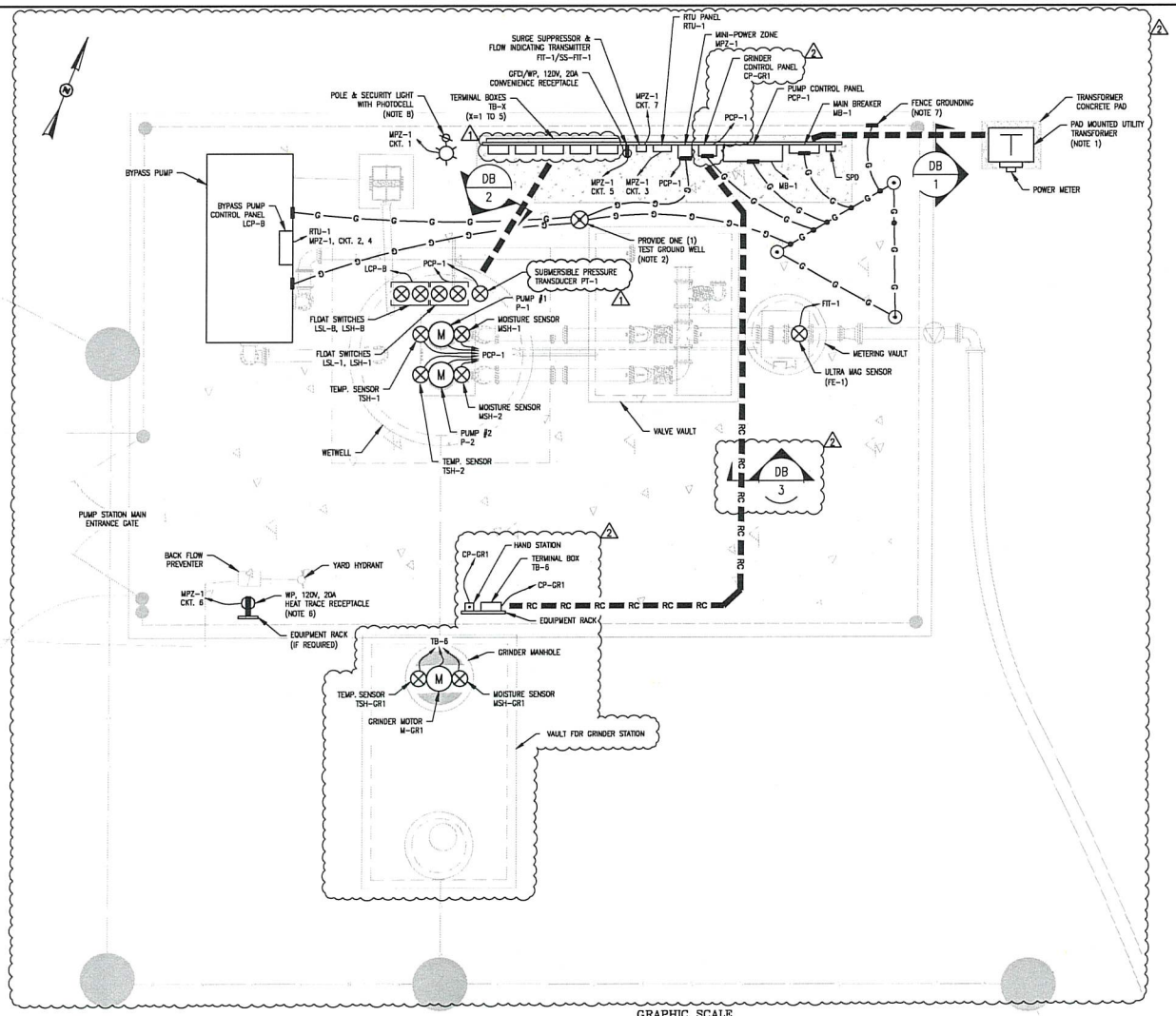
GEORGIA REGISTERED PROFESSIONAL ENGINEER DENIS VYSTROPOV
6/19/23

ONE LINE DIAGRAM

Horseshoe Bend Pump Station

G.M.D. 243 & 1743
Barrow County, Georgia

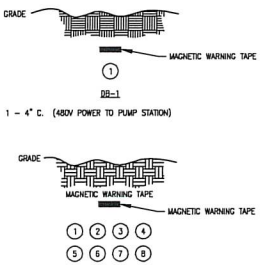
DESIGNED: MM	CHECKED: DV	DATE: June 19, 2023	E-2	0
DRAWN: MM	JOB NO. 792.2101.01	SCALE: N.T.S.	SHEET	REV



NOTES:

1. CONTRACTOR SHALL COORDINATE ACTUAL UTILITY TRANSFORMER LOCATION IN THE FIELD AND ADJUST SECONDARY CABLES/CONDUITS ROUTING ACCORDINGLY. JACKSON EMC SHALL PROVIDE AND INSTALL HIGH VOLTAGE PRIMARIES FROM THE POINT OF SERVICE TO THE NEW TRANSFORMER.
2. CONTRACTOR SHALL PROVIDE A GROUND GRID CONSISTING OF FOUR (4) 3/4" DIAMETER x 10' LONG COPPERCLAD GROUND RODS. THE RODS SHALL BE DRIVEN IN GROUND CONNECTED TOGETHER WITH #1/0 AWG BARE STRANDED COPPER CONDUCTORS. PROVIDE A GROUND WELL FOR ONE ROD. SEE DETAIL "B" AND "H" ON DWG. E-4 FOR GROUND WELL INSTALLATION DETAILS.
3. CONTRACTOR SHALL PROVIDE AND INSTALL UTILITY RACK AS SHOWN. CONTRACTOR IS RESPONSIBLE TO FIELD VERIFY EXACT LOCATION OF UTILITY RACK TO PROVIDE ADEQUATE CLEARANCES FOR ALL EQUIPMENT. SEE DETAIL "C" ON DWG. E-4 FOR INSTALLATION DETAILS. 6" CONCRETE PAD SHALL BE UNDER ELECTRICAL EQUIPMENT AND SHALL BE EXTENDED 4 FEET IN FRONT OF THE EQUIPMENT.
4. UNDERGROUND CONDUITS ARE NOT SHOWN FOR CLARITY. CONTRACTOR SHALL COORDINATE ALL UNDERGROUND CONDUIT RUNS WITH OTHER UNDERGROUND UTILITIES. ALL OTHER DUCTBANKS CAN BE DIRECT BURIED. SEE DETAIL "A" AND "G", DWG. E-4.
5. COORDINATE THE EXACT ELECTRICAL EQUIPMENT LOCATION IN THE FIELD TO PROVIDE NEC REQUIRED WORKING CLEARANCES.
6. CONTRACTOR SHALL PROVIDE AND INSTALL 120V, 20A, RECEPTACLE IN A WEATHER PROOF ENCLOSURE FOR THE BACKFLOW PREVENTOR HEAT TRACE CIRCUIT. ADJUST RECEPTACLE LOCATION AS REQUIRED IN THE FILED BASED ON THE ACTUAL LOCATION OF THE BACKFLOW PREVENTER.
7. CONTRACTOR SHALL GROUND FENCE AT TWO PLACES AS REQUIRED BY NEC ARTICLE 250.194.
8. CONTRACTOR SHALL PROVIDE AND INSTALL SITE LIGHTING POLE AND LIGHT FIXTURE. SEE DETAIL "D" ON DWG. E-4 FOR INSTALLATION DETAILS.

UNDERGROUND DUCTBANKS:



LEGEND:

– DIRECT BURIED UNDERGROUND DUCTBANK

RC – REINFORCED CONCRETE ENCASED UNDERGROUND DUCTBANK

1 ELECTRICAL SITE PLAN
SCALE: 1/4" = 1'-0"

GRAPHIC SCALE
(IN FEET)
1/4 inch = 1 ft.

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GEORGIA REGISTERED PROFESSIONAL ENGINEER DENIS VYSTROPOV
6/19/23

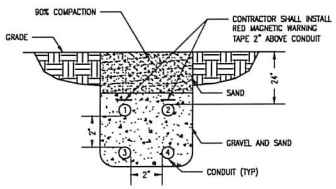
ELECTRICAL SITE PLAN

Horseshoe Bend Pump Station

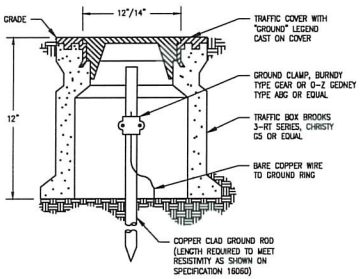
G.M.D. 243 & 1743
Barrow County, Georgia

DESIGNED: MM	CHECKED: DV	DATE: June 19, 2023	E-3	0
DRAWN: MM	JOB NO. 792.2101.01	SCALE: AS SHOWN	SHEET	REV

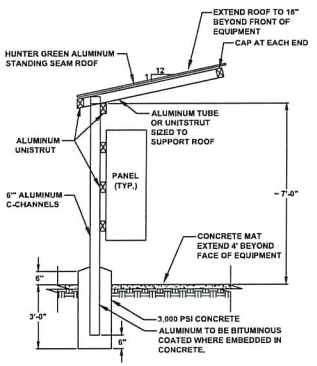
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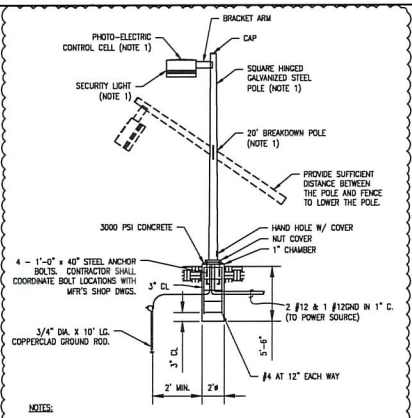
A CONDUIT SECTION IN TRENCH



B GROUND TEST WELL

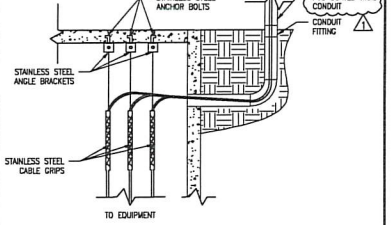


C UTILITY RACK LAYOUT SIDE VIEW
(DETAIL PREPARED AND PROVIDED BY EMI, INC./ESAD, LLC)

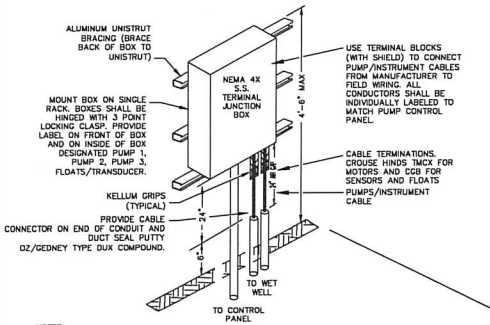


NOTES:
1. SECURITY LIGHT MUST BE MOUNTED ON A HINGED POLE WITH WINCH. STANDARD POLE SHALL BE A GALVANIZED STEEL HINGED SQUARE POLE PAINTED BRONZE, UNITED LIGHTING STANDARD #ULS SSHP 20-4-7 AB D4 DB, 20 FEET IN HEIGHT, WITH A WINCH/CHAIN AND A BRONZE MOUNTING QV BRACKET. THE SECURITY LIGHT ATTACHED TO THE TOP OF THE POLE SHALL BE A LUMEC STREETVIEW LED WITH PHOTOCELL: SVW-90W48LED4K-GZ-LES-UNV-PHS PAINTED BRONZE.

D SECURITY LIGHT POLE



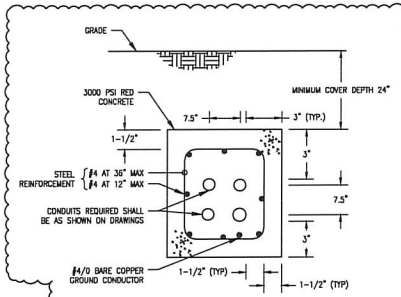
E SUBMERSIBLE CABLE ANCHORS



NOTES:
1. SEE ONE LINE DIAGRAM FOR CONDUIT SIZE AND QUANTITY.
2. USE RAINTIGHT MYERS HUBS FOR ALL CONDUIT PENETRATIONS.
3. ENCLOSURE SHALL BE UL LISTED AND LABELED.
4. PROVIDE ENGRAVED LAMINATED PLASTIC NAMEPLATE TO IDENTIFY THE TERMINAL BOX AND EQUIPMENT SERVED.
5. INSTALL ON ALUMINUM CHANNEL. PROVIDE CONCRETE PAD FOR CHANNEL AND PLASTIC SCREW CAPS TO COVER TUBE TOPS. CAPS MUST BE SCREW TYPE.
6. MOUNT BOX A MINIMUM OF 3 FEET FROM WET WELL OPENING AND VENT (IF INSTALLED) TO REMAIN UNCLASSIFIED PER NFPA 820. BOX FRONT DOOR SHALL OPEN AWAY FROM WETWELL.
7. PROVIDE A TOTAL OF 5 TERMINAL BOXES – PUMP 1, PUMP 2, AND FLOAT/TRANSDUCER, ENGINE TRANSDUCER, AND GRINDER. LOCATE BOXES #1, #2, #3 ON MAIN UTILITY RACK AND BOXES #4 AND #5 ON SEPARATE UTILITY RACKS ADJACENT TO EQUIPMENT BEING SERVED.
8. PROVIDE PROTECTION "CAGE" FOR EXPOSED CABLES. SEE ABOVE PICTURE. BOLT TO CONCRETE PAD.
9. BOND BUSHINGS ON CONDUIT FROM WETWELL (GROUND TO FRAME OR GROUND SYSTEM).

F TERMINAL BOX INSTALLATION DETAIL
(DETAIL PREPARED AND PROVIDED BY EMI, INC./ESAD, LLC)



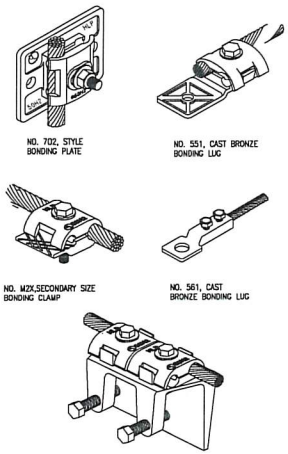


(DIMENSIONS ARE MINIMUM)

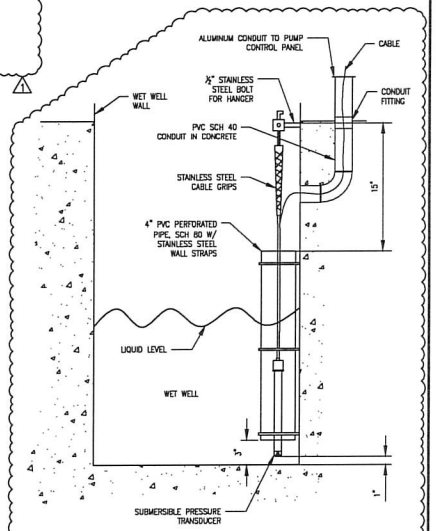
REINFORCED DUCTBANK

DUCT BANK NOTES:
1. ALL DUCTBANKS CROSSING ROADS OR HEAVY TRAFFIC AREAS SHALL BE REINFORCED WITHIN 5 (FIVE) FEET OF TRAFFIC AREAS.
2. CONTRACTOR SHALL FIELD COORDINATE EXACT DUCTBANK ROUTING WITH EXISTING UTILITIES.

G REINFORCED DUCTBANK INSTALLATION DETAIL



H BONDING LUGS AND PLATES



I SUBMERSIBLE PRESSURE TRANSDUCER

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GEORGIA REGISTERED PROFESSIONAL ENGINEER DENIS VYSTROPOV
6/19/23

ELECTRICAL INSTALLATION DETAILS

Horseshoe Bend Pump Station

G.M.D. 243 & 1743
Barrow County, Georgia

DESIGNED: MM	CHECKED: DV	DATE: June 19, 2023	E-4	0
DRAWN: MM	JOB NO. 792.2101.01	SCALE: N.T.S.	SHEET	REV

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EXHIBIT "C"

ESCROW AGREEMENT

WORK ESCROW AGREEMENT
(MULBERRY BASIN PUMP STATION AND RELATED IMPROVEMENTS)

THIS WORK ESCROW AGREEMENT (this "Agreement") is made as of the _____day of _____, 2026, by and among LGI HOMES – GEORGIA, LLC, a Georgia limited liability company ("LGI"); STANLEY MARTIN HOMES, LLC, a Delaware limited liability company ("Stanley Martin"); BARROW COUNTY, GEORGIA, a political subdivision of the State of Georgia (the "County"); and Old Republic Title Insurance Company ("Escrow Agent") (LGI, Stanley Martin, the County and Escrow Agent sometimes herein, individually, "party" and, collectively two or more, "parties").

W I T N E S S E T H:

WHEREAS, LGI, Stanley Martin and the County entered into that certain Developer Participation and Development Agreement for the Mulberry Basin Pump Station and Related Improvements, dated of even date herewith (the "Development Agreement"), pursuant to which LGI has agreed to perform the work to serve the properties at the shared expense of Stanley Martin, LGI and the County;

WHEREAS, pursuant to section 5.1 of the Development Agreement, Stanley Martin and LGI have agreed to deposit with Escrow Agent cash to be held in an escrow account maintained by Escrow Agent and disbursed by Escrow Agent for the purpose of funding the cost of the Work (the "Work Escrow") and the County has agreed to fund its pro rata share of the cost of the Work directly to Escrow Agent, as costs are incurred, for disbursement alongside Work Escrow funds; and

WHEREAS, the Parties have agreed to enter into this Agreement to memorialize the terms and conditions upon which Escrow Agent shall hold and disburse such escrowed funds;

NOW, THEREFORE, for and in consideration of the mutual promises and covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the Parties hereto agree as follows:

1. Defined Terms. All capitalized terms used in this Agreement and not otherwise defined in this Agreement shall have the meanings ascribed to such terms in the Development Agreement.

2. Escrow Deposit. Escrow Agent hereby acknowledges receipt of the sum of One Million Four Hundred Ninety-Seven Thousand Two Hundred Forty-Seven and 10/100 Dollars ($1,497,247.10) from LGI and One Million Seven Hundred Thirty-Five Thousand Two Hundred Twenty and 15/100 Dollars ($1,735,220.15), for a total of Three Million Two Hundred Thirty-Two Thousand Four Hundred Sixty-Seven and 35/100 Dollars ($3,232,467.35) (collectively, the "Escrow Deposit"). Escrow Agent agrees to hold the Escrow Deposit in escrow and administer and disburse such funds pursuant to and strictly in accordance with the terms and conditions of this Agreement.

3. Disbursements to LGI. From time to time, but no more frequently than monthly as construction of the Work progresses, LGI shall be entitled to receive disbursements of the Escrow Deposit from Escrow Agent and payments from the County in accordance with the following procedures:

(a) LGI shall submit to Escrow Agent, with copies simultaneously submitted to Stanley Martin and the County, the following documentation (collectively, a "**Disbursement Request Package**"):

i. A written draw request showing in reasonable detail all Costs of Construction paid or incurred by LGI with respect to the Work since the previous draw;

ii. Evidence that such Costs of Construction have been paid or incurred by LGI, including copies of supporting documentation such as bills, invoices, etc.; and

iii. Copies of executed conditional or final lien waivers from the general contractor and the subcontractors to be paid from the proceeds of such draw request.

(b) Unless Escrow Agent receives a Dispute Notice (as hereinafter defined) from Stanley Martin or the County on or prior to the fifth (5th) business day after Escrow Agent receives a Disbursement Request Package from LGI, Escrow Agent shall disburse to LGI the applicable portion (i.e., the portion funded by LGI and Stanley Martin through the Work Escrow) of the amount requested in the Disbursement Request Package on or before the fifth (5th) business day after receipt of a Disbursement Request Package. In addition, the County shall pay directly to Escrow Agent its pro rata share of the Costs of Construction set forth in each approved Disbursement Request Package within thirty (30) days after LGI's delivery of each Disbursement Request Package. Upon receipt of such payment from the County, Escrow Agent shall, within two (2) business days thereafter, disburse such funds to LGI so that LGI is reimbursed in full for the Costs of Construction covered by such Disbursement Request Package.

(c) If Escrow Agent receives a written notice from Stanley Martin and/or the County disputing items requested for payment in a Disbursement Request Package and objecting to disbursement (a "**Dispute Notice**"), then on the sixth (6th) business day after Escrow Agent receives any such Disbursement Request Package, Escrow Agent shall disburse to LGI the amounts requested in the Disbursement Request Package that are not the subject of a Dispute Notice, and the County shall pay to Escrow Agent its pro rata share of such undisputed amounts within thirty (30) days after LGI's delivery of the Disbursement Request Package. Upon receipt of such payment, Escrow Agent shall disburse such funds to LGI within two (2) business days thereafter.

(d) In order for a Dispute Notice to be valid and effective, the Dispute Notice must be signed by an authorized representative of Stanley Martin or the County, as applicable, and must identify each item for which Stanley Martin or the County (as applicable) disputes payment and state in reasonable detail the basis for the dispute. Stanley Martin and the County agree to exercise good faith and commercially reasonable judgment when determining whether to give a Dispute Notice.

(e) If a Dispute Notice is delivered to Escrow Agent, LGI, Stanley Martin and the County shall endeavor in a commercially reasonable manner promptly to resolve the dispute. If a satisfactory resolution is not reached within twenty (20) days after delivery of the Dispute Notice to the Escrow Agent, then LGI, Stanley Martin or the County shall submit the dispute to the Construction Inspector for a written determination in its capacity as an independent professional construction inspector. The determination of the Construction Inspector shall be final and binding on all Parties. The fee of the Construction Inspector for resolution of any Dispute Notice shall be shared equally by LGI and the objecting Party(ies).

4. Disbursements to Stanley Martin and the County. Stanley Martin and the County shall be entitled to draw upon the Work Escrow to reimburse themselves for the applicable portion of the Costs of Construction incurred by Stanley Martin or the County (i.e. the portion funded by LGI and Stanley Martin through the Work Escrow) in connection with the construction of any portion of the Work in accordance with the following procedures:

(a) Stanley Martin or the County shall submit to Escrow Agent, with a copy simultaneously submitted to LGI and the other Participant, an affidavit signed by an officer of Stanley Martin or the County stating that Stanley Martin or the County has taken over the Work in accordance with Section 5.5 of the Development Agreement, and Stanley Martin or the County has performed a portion of the Work and is entitled to draw upon the Work Escrow and receive payment from the County (if Stanley Martin is the requesting party) as provided in Sections 5.5 and 5.6 of the Development Agreement;

(b) Stanley Martin or the County shall submit to Escrow Agent a Disbursement Request Package meeting the requirements set forth in Paragraph 3(a) above (as if Stanley Martin or the County were LGI for purposes of the terms of said Section). Stanley Martin or the County also shall submit a copy of its Disbursement Request Package to LGI and the other Participant simultaneously with the submission of such package to Escrow Agent.

(c) LGI, in the exercise of its commercially reasonable judgment, shall be entitled to deliver a Dispute Notice meeting the requirements of Section 3(d) above (as if LGI were Stanley Martin or the County for purposes of the terms of said Section) to Escrow Agent with respect to any such Disbursement Request Package. The foregoing notwithstanding, and for the avoidance of doubt, the County shall have the right to submit a Dispute Notice in accordance with Section 3(d) above with respect to any Disbursement Request Package submitted by Stanley Martin in accordance with this Section and vice versa. Unless Escrow Agent receives a Dispute Notice on or before the fifth (5^{th}) business day after Escrow Agent receives a Disbursement Request Package from Stanley Martin or the County, Escrow Agent shall disburse to Stanley Martin or the County (as applicable) the applicable portion of the amount requested in its Disbursement Request Package.

(d) In the event any Participant delivers a Dispute Notice to Escrow Agent, the terms of subparagraphs 3(c) and (e) above shall be applicable (provided that the roles of the various parties shall be reversed for purposes of such subparagraphs depending on who submits the Disbursement Request and who submits the Dispute Notice).

(e) In addition to the foregoing, the County shall be obligated to pay its pro rata share of the Costs of Construction incurred by Stanley Martin or the County, as the case may be, pursuant to this Section 4, in accordance with the procedures set forth in Section 3 of this Agreement, including, if Stanley Martin is the requesting party, payment directly to Escrow Agent within thirty (30) days after Stanley Martin's submission of a Disbursement Request Package in the manner described above. Upon receipt of such payment, Escrow Agent shall, within two (2) business days thereafter, disburse such funds to Stanley Martin so that Stanley Martin is reimbursed in full for the Costs of Construction covered by such draw request.

(f) If Stanley Martin or the County withdraws funds from the Work Escrow and, if Stanley Martin is the requesting party, receives payment from the County, the proceeds shall be used to pay or reimburse Stanley Martin or the County (as applicable) for Costs of Construction incurred in performing the Work.

For the avoidance of doubt, the Work Escrow consists solely of funds deposited by LGI and Stanley Martin, and no portion of the Work Escrow shall be used to pay or reimburse any Costs of Construction allocable to the County.

5. Disputes; Interpleader. In the event that a dispute between or among any of the Parties arises under this Agreement with respect to the Work Escrow or any other matter under this Agreement (excluding, however, any dispute raised by a Disbursement Dispute Notice, which shall be resolved pursuant to the procedures set forth in Paragraph 3(e) of this Agreement) and Escrow Agent receives notice of the existence of such dispute from one or more of the Parties, Escrow Agent shall make no further disbursements or deliveries with regard to the disputed amount until Escrow Agent receives written instructions executed by all of the other Parties giving direction on how to proceed. Once Escrow Agent has received any such notice of the existence of a dispute, Escrow Agent shall be entitled to tender into the registry or custody of any court of competent jurisdiction the funds in question standing in the Work Escrow together with such legal pleadings as it may deem appropriate, and thereupon be discharged from all further duties and liabilities under this Agreement with regard to the disputed amount. Any such legal action must be brought in the Superior Court of Barrow County and all Parties consent to the jurisdiction of said Court.

6. Limitation of Liability. In performing any of its duties hereunder, Escrow Agent shall not incur any liability to anyone for any damages, losses or expenses, except for willful default or gross negligence, and it shall accordingly not incur any such liability with respect to (i) any action taken or omitted in good faith upon advice of its legal counsel given with respect to any questions relating to the duties and responsibilities of Escrow Agent under this Agreement, or (ii) any action taken or omitted in reliance upon any instrument, including any written notice or instruction provided for in this Agreement, not only as to its due execution and the validity and effectiveness of its provisions but also as to the truth and accuracy of any information contained therein, which Escrow Agent shall in good faith believe to be genuine, to have been signed or presented by a proper person or persons, and to conform with the provisions of this Agreement. Escrow Agent shall have no duty or obligation to investigate any fact contained in any affidavit, statement, or certificate furnished to it pursuant to this Agreement, and shall in no event be liable or responsible for its failure to ascertain the terms or conditions of, or any Party's compliance with, this Agreement or any other document referred to herein. Notwithstanding the foregoing, Escrow Agent shall independently verify any wiring instructions provided by any Party hereto.

7. Indemnity. LGI, Stanley Martin and the County agree, as to their individual actions or omissions, to indemnify and hold Escrow Agent harmless against any and all losses, claims, damages, liabilities and expenses, including without limitation, reasonable costs of investigation and legal counsel fees, which may be incurred by Escrow Agent in connection with the performance of its duties hereunder, including without limitation any litigation arising from this Agreement involving the subject matter hereof, unless such losses, claims, damages, liabilities, expenses, arise as a result of the willful default or gross negligence of Escrow Agent in performing its duties hereunder.

8. Escrow Agent's Fees. LGI and Stanley Martin jointly and severally agree to pay the fees and expenses of Escrow Agent for it service as Escrow Agent under this Agreement. As between LGI and Stanley Martin, each shall be obligated to pay one-half of those fees and expenses.

9. No Investment. Escrow Agent shall promptly deposit the funds in the Work Escrow in an IOLTA trust account with a national banking association.

10. Notices. Any notices which may be permitted or required hereunder shall be in writing and shall be deemed to have been duly given as of the date and time the same are actually received, whether same are personally delivered, transmitted by electronic email or sent by, or sent by FedEx or other overnight delivery service from which a receipt may be obtained evidencing the date and time delivery was

made; provided, however, if sent by electronic mail, such notice shall be deemed to have been received if sent on a business day; otherwise, on the next business day. Any notice of default hereunder that is sent via email must also be delivered via an overnight delivery service. Notice given in any other manner shall not be effective, even if actually received by the Party to be notified. The addresses of the signatories to this Agreement are set forth below:

To Stanley Martin:

Stanley Martin Homes, LLC
6285 Barfield Road, Suite 100
Sandy Springs, GA 30328
Attn: Jay Mason
E-Mail: masonj@stanleymartin.com

Stanley Martin Homes, LLC
11710 Plaza America Drive, #1100
Reston, VA 20190
Attn: Robert Anderson
E-Mail: andersonrr@stanleymartin.com
legal@stanleymartin.com

To LGI:

LGI Homes – Georgia, LLC
1450 Lake Robbins Drive Suite 430
The Woodlands, Texas 77380
Attn: Jonathan Gajdik & Pat Vedra
Email: jonathan.gajdik@lgihomes.com
Emai: pat.vedra@lgihomes.com

To County:

Barrow County
30 N. Broad Street
Winder, GA 30680
Attn: Chris Yancey, Public Works Director
Email: cyancey@barrowga.org

Escrow Agent:

Old Republic Title Insurance Company
1125 Sanctuary Pkwy #140
Alpharetta, GA 30009
Attn: Stephanie Ray and Amanda Supple
Email: sray1@oldrepublictitle.com
asupple@oldrepublictitle.com

Nicole Gilmore
ngilmore@oldrepublictitle.com

or to such other address as either Party hereto shall from time to time designate to the other Party by five (5) days' notice in writing as herein provided.

11. Successors and Assigns. This Agreement shall inure to the benefit of and be binding upon the Parties hereto and their successors and assigns. Neither Stanley Martin, LGI nor the County may assign its rights under this Agreement to any other party without the prior written consent of the other. Notwithstanding the foregoing, any Party may assign this Agreement to the extent such Party validly assigns the Development Agreement in accordance with Section 10 therein.

12. Entire Agreement. This Agreement constitutes the entire agreement between and among the Parties with respect to the subject matter hereof, and all prior or contemporaneous negotiations and

agreements relating thereto, whether oral or written, are merged herein and shall be of no further force or effect.

13. Modifications. This Agreement may only be modified in writing pursuant to a written agreement executed by all Parties.

14. Counterparts; Electronic Delivery. This Agreement may be executed in as many counterparts as may be convenient or required. It shall not be necessary that the signature of, or on behalf of, each Party, or that the signature of all Parties required to bind any Party, appear on each counterpart. All counterparts shall collectively constitute a single instrument. It shall not be necessary in making proof of this Agreement to produce or account for more than a single counterpart containing the respective signatures of, or on behalf of, each of the Parties. Any signature to any counterpart may be detached from such counterpart without impairing the legal effect of the signatures thereon and thereafter attached to another counterpart identical thereto except having attached to it additional signature pages. Delivery of an executed counterpart of a signature page of Agreement by electronic mail (in ".pdf" or ".tif" format) or any other electronic means that reproduces an image of the actual executed signature page shall be effective as delivery of a manually executed counterpart of this Agreement.

15. Time. Time is of the essence of this Agreement. In the event that the day for performance of any matter herein falls on a Saturday, Sunday or legal holiday in Atlanta, Georgia, the time for performance shall automatically be extended to the next business day.

16. Governing Law. This Agreement shall be construed in accordance with the laws of the State of Georgia.

[Signatures start on next page]

OLD REPUBLIC NATIONAL COMMERCIAL TITLE & SETTLEMENT SERVICES
A MEMBER OF THE OLD REPUBLIC TITLE INSURANCE GROUP

Old Republic National Commercial Title Services
1125 Sanctuary Parkway, Suite 140
Alpharetta, GA 30009

WIRE INSTRUCTIONS
(DO NOT USE FOR ACH TRANSFERS)

Bank Name:	US Bank 800 Nicollet Mall Minneapolis, MN 55402
ABA/Routing #:	091000022
Account Name:	Old Republic National Title Insurance Company
Acct. Number:	104790400386

Please Reference ORNTIC File #: GA26010958 Horseshoe Bend Development

For your protection, please call to confirm these wire instructions BEFORE initiating your wire:

Meredith Cato, Junior Officer 678-746-5859 mcato@oldrepublictitle.com	Nicole Gilmore, Junior Officer 678-746-5872 ngilmore@oldrepublictitle.com	Kawana Melvin, Escrow Officer 678-746-5873 kmelvin@oldrepublictitle.com
Jordan Diraimo-Boudreau, Escrow Officer 678-746-5843 jdiraimoboudrea@oldrepublictitle.com	Kelly Shaw, Escrow Officer 678-746-5846 kshaw1@oldrepublictitle.com	Stephanie Ray, Escrow Officer 678-746-5848 sray1@oldrepublictitle.com

For International wires the ABA# should be replaced with the SWIFT Code: USBKUS44IMT

STANLEY MARTIN:

STANLEY MARTIN HOMES, LLC, a Delaware limited liability company

By: _____
Name: KEITH B. ADAMS
Title: VP OF LAND DEVELOPMENT

[Signatures continued on next page]

IN WITNESS WHEREOF, the Parties have caused this Agreement to be executed as a sealed instrument as of the day and year first above stated.

LGI:

LGI HOMES – GEORGIA, LLC

By: _____
Name: Jonathan GABDIK
Title: DIRECTOR

[*Signatures continued on next page*]

ESCROW AGENT:

OLD REPUBLIC TITLE INSURANCE COMPANY

By:_____

Name: Nicole Gilmore

Title: Escrow Officer

COUNTY:

BARROW COUNTY, GEORGIA, a political subdivision of the State of Georgia

By: _____
Name: _____
Title: _____

[Signatures continued on next page]

EXHIBIT "D"

LGI HOMES' E-VERIFY CONTRACTOR'S AFFIDAVIT

STATE OF GEORGIA
COUNTY OF BARROW

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm, or corporation which is engaged in the physical performance of services on behalf of Barrow County, Georgia, has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91.

Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period, and the undersigned contractor will contract for the physical performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the contractor with the information required by O.C.G.A. § 13-10-91(b).

Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

_____
Federal Work Authorization User Identification Number

_____
Date of Authorization

LGI Homes - Georgia, LLC
Name of Contractor

Mulberry Basin Pump Station
Name of Project

Barrow County, Georgia
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.
Executed on _____ ___, 2026, in _____ (city), _____ (state).

_____
Signature of Authorized Officer or Agent

_____
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE _____ DAY OF _____, 2026.

_____
Notary Public
My Commission Expires: _____

[NOTARY SEAL]

EXHIBIT "E"

LGI HOMES' E-VERIFY SUBCONTRACTOR'S AFFIDAVIT

STATE OF _____
COUNTY OF _____

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with **LGI Homes - Georgia, LLC**, on behalf of Barrow County, Georgia, has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period, and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five (5) business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five (5) business days of receipt, a copy of the notice to the contractor.

Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

_____
Federal Work Authorization User Identification Number

_____
Date of Authorization

_____
Name of Subcontractor

Mulberry Basin Pump Station
Name of Project

Barrow County, Georgia
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on _____ ___, 20____ in ____(city), _____(state).

_____
Signature of Authorized Officer or Agent

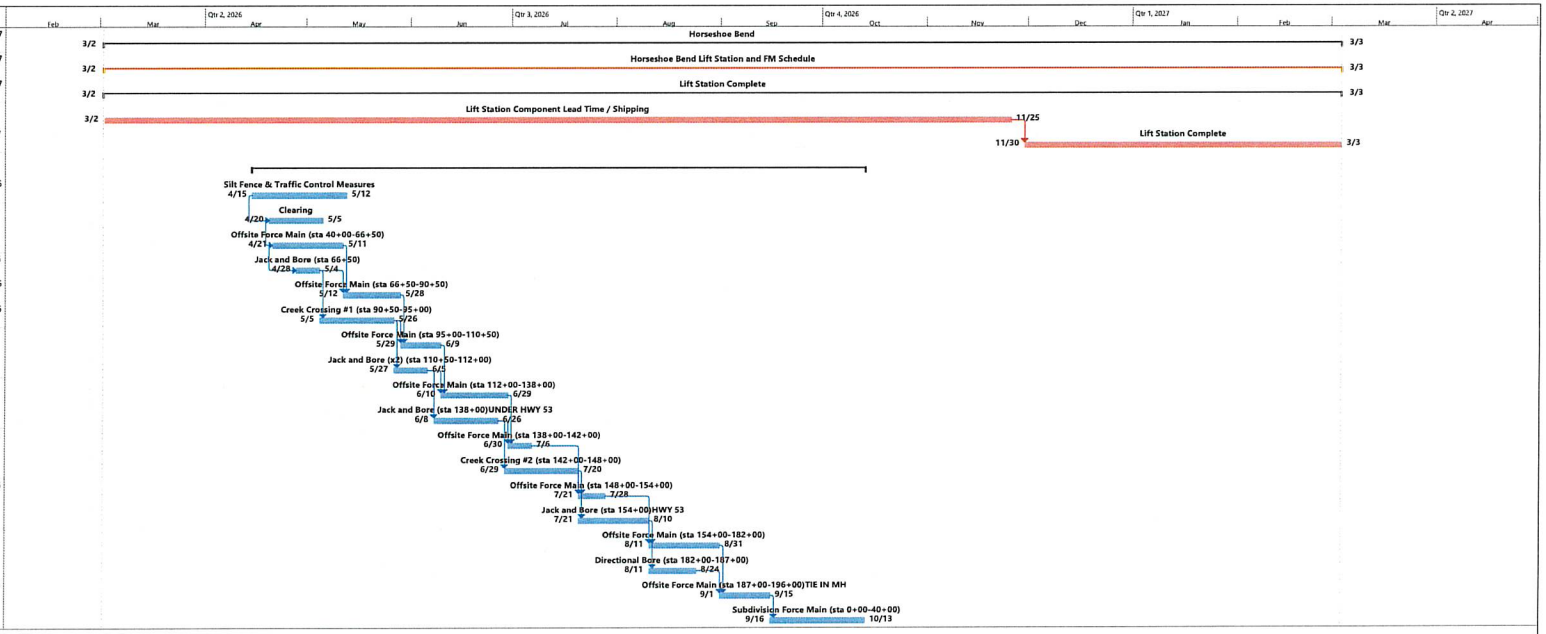
_____
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE _____ DAY OF _____,20____.

_____
NOTARY PUBLIC
My Commission Expires: _____

[NOTARY SEAL]

ID	Task Mode	Task Name	Duration	Start	Finish
1		**Horseshoe Bend**	**250 days**	**Mon 3/2/26**	**Wed 3/3/27**
2		**Horseshoe Bend Lift Station and FM Schedule**	**250 days**	**Mon 3/2/26**	**Wed 3/3/27**
3		**Lift Station Complete**	**250 days**	**Mon 3/2/26**	**Wed 3/3/27**
4		Lift Station Component Lead Time / Shipping	190 days	Mon 3/2/26	Wed 11/25/26
5		Lift Station Complete	60 days	Mon 11/30/26	Wed 3/3/27
6		**Force Main Complete**	**127 days**	**Wed 4/15/26**	**Tue 10/13/26**
7		Silt Fence & Traffic Control Measures	20 days	Wed 4/15/26	Tue 5/12/26
8		Clearing	12 days	Mon 4/20/26	Tue 5/5/26
9		Offsite Force Main (sta 40+00-66+50)	15 days	Tue 4/21/26	Mon 5/11/26
10		Jack and Bore (sta 66+50)	5 days	Tue 4/28/26	Mon 5/4/26
11		Offsite Force Main (sta 66+50-90+50)	12 days	Tue 5/12/26	Thu 5/28/26
12		Creek Crossing #1 (sta 90+50-95+00)	15 days	Tue 5/5/26	Tue 5/26/26
13		Offsite Force Main (sta 95+00-110+50)	8 days	Fri 5/29/26	Tue 6/9/26
14		Jack and Bore (x2) (sta 110+50-112+00)	8 days	Wed 5/27/26	Fri 6/5/26
15		Offsite Force Main (sta 112+00-138+00)	14 days	Wed 6/10/26	Mon 6/29/26
16		Jack and Bore (sta 138+00)UNDER HWY 53	15 days	Mon 6/8/26	Fri 6/26/26
17		Offsite Force Main (sta 138+00-142+00)	4 days	Tue 6/30/26	Mon 7/6/26
18		Creek Crossing #2 (sta 142+00-148+00)	15 days	Mon 6/29/26	Mon 7/20/26
19		Offsite Force Main (sta 148+00-154+00)	6 days	Tue 7/21/26	Tue 7/28/26
20		Jack and Bore (sta 154+00)HWY 53	15 days	Tue 7/21/26	Mon 8/10/26
21		Offsite Force Main (sta 154+00-182+00)	15 days	Tue 8/11/26	Mon 8/31/26
22		Directional Bore (sta 182+00-187+00)	10 days	Tue 8/11/26	Mon 8/24/26
23		Offsite Force Main (sta 187+00-196+00)TIE IN MH	10 days	Tue 9/1/26	Tue 9/15/26
24		Subdivision Force Main (sta 0+00-40+00)	20 days	Wed 9/16/26	Tue 10/13/26



Horseshoe Bend Lift Station Budget

Starck Inc.	$ 4,799,172.47
Surveying/As-builts Eng.	$ 62,500.00
Erosion Control/Monitoring	$ 71,099.39
Escrow Agent	$ 25,000.00
Total Estimated Budget	$ 4,957,771.86