

Service to the Community for 15 years!



American Municipal Services

RFP # 200920

**Collection Services
City of Jonesboro, AR**



American Municipal Services
Greg Pitchford, CFO
3740 N. Josey Lane, Suite 225, Carrollton, TX 75007
Phone: 972.394.7200 Fax: 469.568.1119

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American Municipal Services
3740 N. Josey Lane, Suite 225
Carrollton, TX 75007
Ph: 800-555-5160
Fax: 469-568-1119
www.amsltd.us

April 23, 2009

Steve Kent, Purchasing Agent
City of Jonesboro
PO Box 1845
Jonesboro, AR 72403-1845

Dear Mr. Kent:

On behalf of American Municipal Services (AMS) I would like to thank you for the opportunity to provide you with our sealed bid in reference to the Collection Agency Services RFP # 2009 - 20.

For the past 15 years AMS has been providing cities like yours high quality A+ customer service and competitively-priced packages that provide for a high return. With over 250 municipalities nationwide as clients, we continue to expand our capabilities and services to be flexible enough to meet your specific needs.

We specialize in working with cities to help collect on delinquent debt and reduce the likelihood of repeat offenders. Our research has shown that after working with clients regularly, the number of cases that become delinquent is dramatically reduced. AMS works hand in hand with you to ensure that the customized solution developed for the City of Jonesboro meets and exceeds your expectations.

Some features of our service include:

- High Recovery
- Bonded, Licensed and Insured
- Online 24/7/365 Client Access & Client Support
- Professionally trained Customer Support

AMS also provides real-time monitoring of your collection procedures so that we can manage each endeavor with care and provide the highest level of standards and quality assurance.

In addition, our quality assurance system of cross checks makes for the most state-of-the-art skip tracing techniques in the business. It is these capabilities that give AMS the driving force to run the most effective bi-lingual mail and phone campaigns.

With AMS you also get access to our custom designed collection software which provides flexibility in reporting, date inquiries, and information utilization so that you can better manage your books. Our monthly billings are computer generated and audited to ensure completeness and accuracy.

Our Fee for the services to be provided will be a contingent fee of Twenty Percent (20%) for all monies collected.

5% of the total contract will be outsourced with a certified M/WBE organization. The Omali Group is our provider of choice for our Mail Processing and the certificate MMB38586N0909 is on file and available for review once the contract is finalized with AMS.

We are also in compliance with all the terms and conditions noted in the RFP and will provide further details after the contract is finalized with AMS.

We look forward to being chosen as your provider of choice for your collection services and please feel free to contact me if you need any other information or clarification.

Best regards,



Gregory L. Pitchford
Chief Financial Officer
800 555-5160

Executive Summary



American Municipal Services will provide the City of Jonesboro with a better system of collections – Guaranteed!

The management staff of American Municipal Services (AMS) has over **250 Government** contracts and a combined total of over 100 years experience in collection management and law. **AMS was established specifically to specialize in the management and collection of Municipal and County court citations, warrants, and governmental services.** By this unique specialization we have set ourselves apart from the competition. Our sensitivity to the needs of our clients and the continual pursuit of innovative methods of operation has resulted in the development of systems and procedures that have established AMS as a **leader in the government collection industry.**

Through our **state-of-the-art skip tracing technology** AMS succeeds in:

- Letter and telephone correspondence
- Skip tracing/locating on a nationwide level
- Payment plans, amortization schedules, coupons
- Reporting to credit bureaus
- Millions of dollars collected
- Ethical, honest, positive references

We are committed to enhancing your current system of collections. We are so confident in our ability to maximize our clients' collections that we offer a **no risk** opportunity to try our services without any long term commitment. We will tackle your oldest accounts and improve collection on your overflow and new cases. You'll see the results in days. It's time to collect on old debts rather than having them purged. AMS is committed to helping you achieve just that.

Delinquent Management Collections Agency

Why would you pay the inflated price of a Law Firm to do the work of a collection agency? AMS provides clients with a collection rate that far exceeds the industry average and we do this without charging you for court costs and lawyer fees. Getting entangled in legal battles can be a long and costly process. We understand that you don't want to be in court--you just want your money. AMS is a professional services collection agency. Unlike law firms that have no specialization, AMS is specifically geared, trained and designed for debt collection. We spend all our time and efforts toward providing the best debt collection available without being watered down by other duties. In the rare event of legal proceedings AMS has contracted attorneys for the protection of self and client.

We are different

- AMS has been specifically geared to enforce collections for government agencies. With over 15 years of experience our successful track record speaks loud and clear.
- Utilizing AMS provides cities with a full-service collections staff. We encourage our clients to utilize us for marketing, accounting, consulting and collecting. With our expanded hours of operation, including evenings and weekends, AMS is able to produce results that would otherwise be unbound.
- We provide a customizable program. We understand that each of our clients has different wants and needs. AMS is dedicated to providing the workflow and organization that is right for you. Being an extension to your operations means that we must seamlessly mesh with your business model.
- The management team of AMS will follow your account through every step of the collection process. We make ourselves available to your every need.

Why are we better?

We are committed to the highest possible customer service. In a study conducted by ACA, more than 70% of collections agencies are fired not because of bad results, but because of bad customer service. We encourage you to check our references. You will learn first-hand that we take care of our clients. There is no comparison to our system of collections, but what truly retains our client base is the fact that we take the time and make the effort to give each one "personalized service". This naturally lends an atmosphere of trust and outstanding relationships.

AMS always gives our clients:

- Dedication to the highest in quality public relations
- Commitment to maintain and build upon your positive image
- Long-term relationships of trust and confidence
- Ability to meet your changing needs
- Quality controls and highly trained staff
- The most advanced technology for collections
- Concentration and specialization on government accounts

It's not surprising that a significant percentage of defendants have moved from the address on the citation, or have given the police officer an incorrect address intentionally. Without a proper address and telephone number, it is quite impossible to make personal contact with that person. This is why **AMS has made a great investment in developing our advanced, state-of-the-art skip tracing capabilities.** With this technology combined with our tireless effort and persistence, AMS continues to have considerable success in locating defendants.

Experience and Capability

For the past 15 plus years AMS has grown to become a well respected Nationwide Recovery Services provider by offering our clients custom plans to meet their respective needs.

The management and staff of AMS have worked with hundreds of clients across the nation and provide a combined total of over 100 years experience in Recovery management and law.

AMS was established specifically to specialize in the Management and Recovery of delinquent receivables. By this unique specialization we have set ourselves apart from the competition.

Our sensitivity to the needs of our clients and the continual pursuit of innovative methods of operation has resulted in the development of systems and procedures that have established AMS as a leader in the Recovery industry.

We service over 250 accounts via our state-of-the-art facility in Carrollton Texas and AMS has succeeded in:

- * Maximum success with our letter and telephone campaigns
- * Higher paid percentages = more revenue for you
- * Predictive dialers to be more efficient and connect faster
- * State of the art skip tracing / locating on a nationwide level
- * Custom payment plans, amortization schedules, coupons
- * Reporting to credit bureaus
- * Millions of dollars collected
- * Fully trained professional recovery staff
- * Visionary management team that always looks for new ways to ensure success
- * Ethical honest efforts and way of doing business in all of our endeavors

Collection Rates

The collection rate AMS will achieve depends upon the age of the account, the amount of personal information available on the customer in order to facilitate skip-tracing, and the time of year.

1. Age of Account: The older an account gets the harder it is to collect. Current matters on the mind of a debtor typically get their attention, more so than older matters. In addition, as an account ages the ability to bring legal action fades as statute of limitations set in. Also, as an account ages the length of time an account can be on a credit report decreases, thus lessening the impact on the credit score.
2. Available Information: Locating a debtor is a key factor in collecting an account. Having sufficient information on the debtor is critical as there are many people with the same name and picking the correct one depends on the data provided.
3. Time of Year: The most effective time to collect any consumer debt is the first four months of the year as income tax refunds provide a source of income for a debtor to pay from. These four months will have the highest collection rate.

4. Historical Collection Rates: Considering all of the above, the average utility collection rate AMS achieves during the course of an entire year is twenty-four (24%) percent. The rate will increase during the first four months of the year and will decrease in December.

Volume Capacity

Computer System: Our current computer system and storage capacity is only being used at 15 percent of capacity. AMS could handle an additional 200 million dollars in volume with absolutely no effect on this system.

Staffing: AMS has sufficient staffing to handle the added volume. AMS would shift collectors to the utility collection department from other collection units in order to fully staff for any additional files. These changes would occur in a matter of days from the time you choose AMS as your vendor of choice.

Minority and Women-Owned Business Enterprise

AMS supports the M/WBE's to the greatest extent possible. Last year we changed our mail processing to a member of NCTRCA. AMS currently outsources more than 5% of total revenue to The Omali Group of Companies, located in Dallas County as our provider of choice for our Mail Processing. Their certificate MMB38586N0909 is on file and available for review.

Resumes of Key staff

Larry Bergman – CEO / Owner

As a law graduate from the University of Texas at Austin, Larry's career has largely revolved around his knowledge and ability with the law. Larry's life has been vastly influenced by the different opportunities that he has created for himself. Living in many different areas of the nation, Larry has created many successful businesses in many different markets. Each of his business endeavors has provided him with a vast knowledge of business management and what it takes to succeed. Larry's strategic and creative thinking ability have allowed him to excel in virtually every area of work where he has found himself.

Areas of Expertise

Legal Council
Collections Procedures
Skip Tracing
Collection Statutes/Regulations
Strategic Development
Risk Management
Administrative Analytical and Research Reporting

Significant Achievements

Law Firm Owner

Right out of law school Larry had the itch to become his own boss. He quickly set up his office and began finding business. Learning as he went, Larry found himself litigating cases that most in the legal field don't experience until they are seasoned veterans. As a credit to his name, Larry took big cases as a young lawyer and had a great deal of success.

As an Entrepreneur

Larry directed legal efforts in the direction of business law. Opening his own night club in Dallas, Texas was a large task for a young lawyer, but Larry's strong ability to succeed paved the way to the success of his club, making it one of the most popular and successful in the metroplex area. Moving to California opened up more opportunity for Larry to try his hand as an Entrepreneur. His sole-built manufacturing company produced some of the most recognized sports and recreation goods of its time.

As CEO

As the operations manager and Chief Executive of AMS, Larry has again found success in his abilities to create and grow business. Larry's vision of AMS has always been of great success. Now as a leader in the collection industry Larry has set his sights on becoming a consumer-focused agency. His customer service driven attitude has created client relationships that have lasted for over 13 years.

Greg Pitchford – CFO / Owner

For the past 15 years Greg has lead AMS in sales and accounting as its Chief Financial Officer and Vice President of Sales. Greg and his co-founding partner have taken AMS from a small home based operation and built it into a flourishing state-of-the-art collections agency. AMS serves as one of the leading providers of customizable delinquent accounts receivable services. Greg's personal efforts with AMS have been one of the major growth factors.

Areas of Expertise

Accounting
Sales Management
Business Development
Collection Business Development
Account Management
Employee Services
Tradeshaw/Conference Management

Significant Achievements

As Sales Director

In Greg's early career he had the opportunity of developing the sales and collections department for First National Leasing. This has now grown into a very successful sales program producing many hundreds of thousands of dollars. Greg's charming personality and work ethic have provided him opportunities to produce stellar business transactions.

As an Entrepreneur

At heart Greg has always had the drive to create something he could call his own. Many of his business ventures have found success. Each taught important business and life lessons which have molded Greg into the executive he is today. As a firm believer in hard work, it is no wonder that Greg has created companies which have been among the top sales and growth companies in their market.

As CFO

Starting as the sole sales force for AMS, Greg was determined to become a leader in Delinquent Accounts Receivable Collections. Today his personal sales efforts and sales management ability have produced over 200 clients. Along with his partner, Greg has experienced a high level of success due to his services to the collection industry.

Jeff Parsons – Vice President Sales

Experienced sales director who thrives in a quota-driven environment. Hires, trains, motivates and leads sales teams. Combines outstanding work ethic with smart decision-making and excellent communication skills. Listens intently, asks probing questions, identifies customer

SKILL SUMMARY

- Interviews and hires best candidates for available sales positions.
- Thoroughly trains, coaches and develops sales staff. Track record of significant improvement with underperformers.
- Establishes goals and sets quotas. Holds sales personnel accountable. Communicates expectations and provides reinforcement as needed.
- Hired and trained sales executives, managed prospecting efforts, called on clients, and closed sales. Region exceeded margin quota by 100%.
- Works closely with upper management and sales support to exceed corporate expectations.
- Team player, views other departments as partners in the sales effort.

EXPERIENCE

American Municipal Services 2009 to Present

Vice President Sales

- Support Sales efforts by guiding and administering sales operations: monitor and report on sales results
- Recruit, train, coach, counsel sales employees – create job expectations, planning, monitoring, appraising and review job contributions
- Plan and review compensation packages as well as policies and procedures
- Strategic plan and review – implement into production, review productivity, quality and customer service standards, resolve customer problems, complete audits,
- Determine system improvements – implement change
- Provide sales management information by collecting, analyzing and summarizing sales and expense data and trends

Direct Energy / LPB Energy Management 2004 to 2008

Regional Sales Manager

- Hired and trained sales executives, managed prospecting efforts, called on clients, and closed sales. Region exceeded margin quota by 100%.
- Hands-on management style resulted in increased prospecting, increased customer visits, and increased sales.
- Trained sales executives to listen to customers, to ask probing questions, and to discover the source of the customer's pain.
- Sales tripled in two years--from 700M kWh to 2.1B kWh sold.

- Worked closely with operations to streamline sales and support processes and to improve customer service.

Source, Inc.
2002 to 2004

Sales Manager

- Increased prospecting efforts, called on clients, made presentations, and closed sales.
- Managed sales team that exceeded quota by an average of 20% over a two-year period.
- Designed and implemented training and mentorship program and robust sales productivity tools. Increased daily sales activity by 30%.
- Established 24-hour sales coverage that led to increased sales and customer satisfaction.
- In 2001, company lost \$1.5M. Revamped sales force, implemented standards and provided training. In 2002, company hit break even. In 2003, company was profitable.

Stonebridge Technologies
1999 to 2001

Operations and Sales Support Management

- Directed staff with responsibility for sales support, order processing, procurement, receiving, shipping and billing.
- Sales increased from \$65M to \$151M in two years.
- Sold computer systems to business clients—cold called, set appointments, and made presentations.
- Designed and implemented operational improvement model responsible for increased productivity, lower cost, improved customer service and enhanced cash flow.
- Strategic position advising and supporting senior management.
- Improved reporting capability allowing for more accurate business analysis and strategic planning.

Radica USA, Ltd.
1994 to 1999

Sales and Operations Management

- Successful management of sales and operations personnel in two states.
- Reduced sales force by 50% without a reduction in sales dollars.
- Responsible for inventory control and placement of production orders to manufacturing plant in China.
- Responsible for multi-shift warehouse operations in two states.
- Implemented inventory controls – reduced inventory from \$30 million to \$13 million in one year.

EDUCATION

- Oklahoma Baptist University, Shawnee, Oklahoma • Graduated 1983
- Amberton University, Garland Texas • Graduate Studies, Business and Human Relations

Tammy Taylor – Operations Manager

Skill Summary

Project Management:	CPMP (Citi Project Management Process)	5 years
Certifications:	Project, Office, VISA Business, MasterCard	5-8 years
Operating Systems:	Windows 2003, XP, 2000, Vista	10+ years
Database systems:	SQL, XML, SAS, Access	1 yr
Web Development:	Java, HTML, worked with developers	3 years
Credit Card Systems:	TSYS, FDR, IBSC	8 years
Rational Tools:	Mercury, ActiveWatch	1 year
QuickBooks:	Pro 2007	1 year

Summary of Qualifications

- New business and product launches
- Day-to-day department and employee management
- Strategic counseling to senior level executives
- Budget management and fiscal planning
- Third party vendor management
- Customer Billing

Employment

American Municipal Services, Ltd., Carrollton, TX

2007-Current

Operations Manager

- Researching and submitting RFP's from potential municipalities
- Assist in all IT activities and mainstreaming processes, identifying gaps and workflow
- Write requirements for all web development changes and additions including our secure site for city employee logon and review
- Responsible for all A/R and A/P
- Payroll and other HR duties

Bass Express Delivery, Jacksonville, FL

2006-2007

Office Manager

- Route and dispatch multiple drivers for on demand delivery service
- Customer billing, customer pricing quotes, set up new accounts
- Customer service to all areas of the company including POD verification, pricing adjustments, payment research and verification of received work.
- Service Order pricing and processing

Tammy Taylor– Operations Manager

Citigroup, Jacksonville, FL and Irving TX

1999-2005

Program Manager

- Facilitate Process of new website implementations
- Increased web traffic by 150% in the first year while customer satisfaction increased from 58% to 74% after first 14 months
- Managed third party vendor relationships.
- Created project requests for third party processor to allow for customized fields and operations
- Managed 9 groups and over 100 team members over 14 months on a project implementation simulated at 350,000 hours and at \$2.1M.
- Created MIS for operations in the business card department that allowed for tracking of ASA, Talk Time, Service Level and paper processing times
- Worked with team to convert other business card portfolios on to the third party processing system used to house, manage and maintain credit card customers.
- Managed the testing team that did the Friendly User Testing prior to portfolio conversion to ensure there would be no impact to existing card members

First Security Bank, Salt Lake City, UT

1997-1999

Operations Manager

- Managed Business Card call center for the leading West Coast Bank and had 15-18 direct reports
- In-bound calls from both small business owners and corporate clients
- Customer Service paper team that handled customer disputes on their credit card merchant inquiries on customer transactions Visa and MasterCard process changes
- Sales Relationship Officer and Presented bank programs to potential and existing customers to assist companies in their purchase order processing
- Responded to RFP's and RFI's from government and private agencies seeking a purchasing card program

Education

University of Utah, Salt Lake City, UT

1992-1997

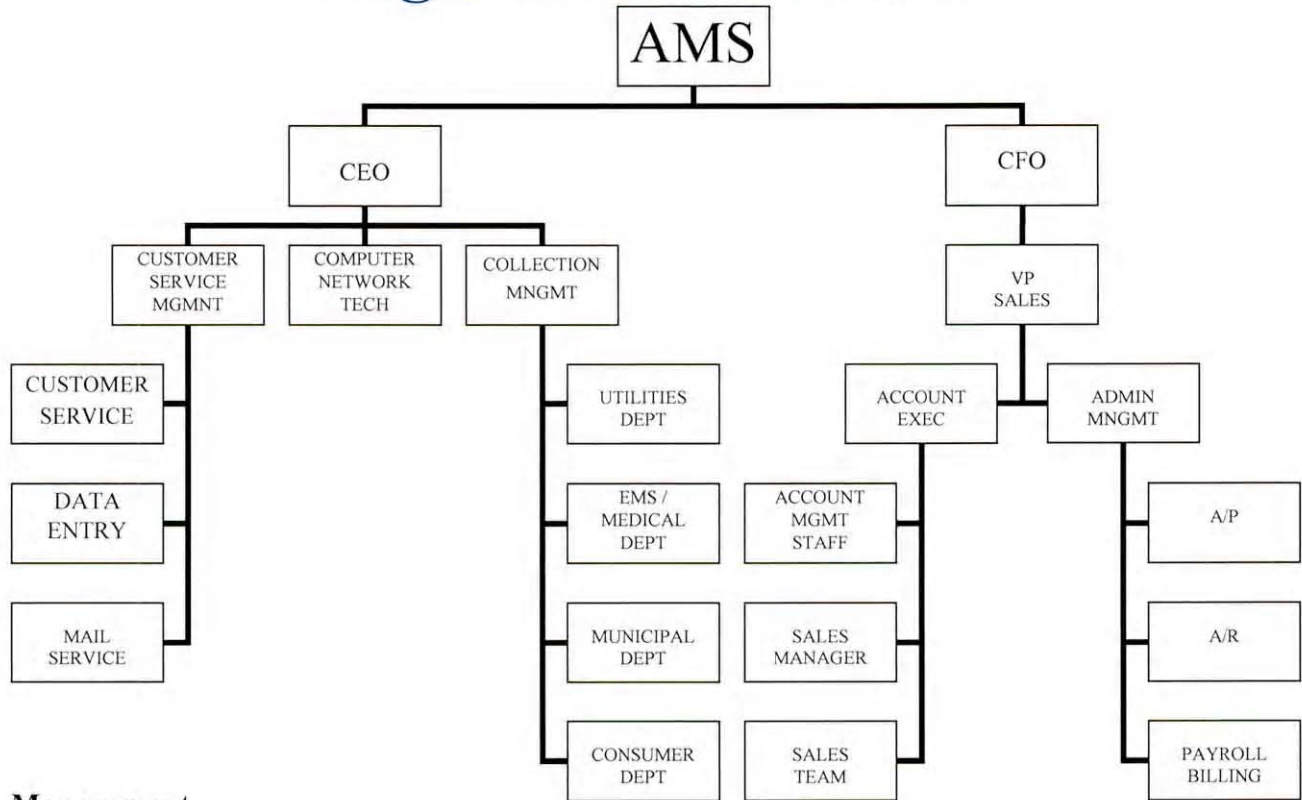
- Business Management

Citigroup, Irving, TX

2000-2002

- Citi Project Management Process
- How to manage people
- Leading Teams
- Foundations of Profit and Loss

Organizational Chart



Management

The management of AMS has set forth a basic collection policy as well as ethical and moral boundaries to ensure that we maintain the highest standards of business and professional conduct. AMS has also implemented internal controls to certify that all accounts are followed up in a timely fashion and in accordance with approved methods. These controls guarantee that all accounts are being worked thoroughly and in accordance with established company policy.

Staff

One of the greatest strengths of AMS is our **professionally trained staff**. With all of our collectors located in the corporate offices in Carrollton, Texas, the entire staff participates in weekly training sessions designed to maintain our collection skills, improve computer usage, and learn of changes in statutes and regulations. Our collectors are monitored and evaluated daily to ensure compliance with our policies and to see that performance goals are being achieved within established guidelines.

AMS collectors are professionally trained in the following areas:

- Handling disputes
- Collection software
- Company policy
- Telephone techniques
- Negotiating payment schedules
- Skip tracing procedures and techniques
- Understanding client strategy
- Financial counseling
- Federal and State collection statutes
- American Collectors Association training materials
- Responses to and rebuttal to a defendant
- Applicable statutes, laws and regulations

Experience and References

AMS has been specializing in the recovery and collection services for over 15 years to cities and government entities like yours. We currently service over 250 plus municipalities in Texas, Oklahoma, Arkansas, Illinois, Kansas and Mississippi ranging from 6 million dollars for larger populated cities like the City of Jonesboro in outstanding receivables to lower dollar numbers for smaller populated cities. Our collection team has worked with similar size opportunities like the City of Jonesboro and is well versed in providing a professional team that works closely with your clients to bring success to our collection efforts. What sets us apart from everyone else is our flexibility in providing customized services to meet and exceed your needs.

Our state-of-the-art call center is up-to-date with Windows desktops along with all of the most recent software and security updates and is constantly maintained to ensure 100% security and reliability for our information systems. In addition, our firewall provides maximum protection to our clients and our Alpha 5 management system is fully redundant and protected so that the clients information is kept private and the data is worked daily along with great management reporting capabilities. More detailed information is provided in Computerized Technical Environment and Operating/Software System section of this RFP.

References

City of Bono
P.O. Box 127
Bono, AR 72416
Contact: Jean Lee
(870) 932-0100
Client since 3/2008
Warrant and Utility Collections

Craighead County District Court
P.O. Box 1845
Jonesboro, AR 72403
Contact: Lisa Lawrence
(870) 933-4584
Client since 9/2008
Warrant Collections

City of Blytheville
124 W. Walnut
Blytheville, AR 72315
Contact: Betty Kirk
(870) 762-0404
Warrant Collections

City of Euless
201 N. Ector Drive
Euless, TX 76039
Contact: Julie Lyle
(817) 685-3106
Client since 1/1995
Utility and EMS Collections

Computerized Technical Environment and Operating/Software System

From beginning to end, the AMS network and computer system architecture has been designed and implemented with emphasis on high security, high availability, and high reliability. It is continually reviewed for effectiveness and is upgraded as new security devices become available. As a result, the network provides high service levels and has kept pace with business growth and increasing internet threats.

Outside service providers have been chosen based on customer referrals, demonstrated abilities, high reliability, and dependable support. Third-party equipment is well maintained and has been highly reliable. Defenses to internal and external threats are up-to-date and effective.

All outside (WAN) connections to the AMS network pass through a secure perimeter of intrusion protection devices, and internal workstations have additional security features installed. Connections from outside sources require user credentials and employ 128-bit AES encryption. Each perimeter network device uses a fixed IP address. All connection attempts and network traffic is actively inspected and logged.

These capabilities are all implemented in the collections database and the data entry screens. Demonstration of these capabilities is available on demand.

Back-up/retrieval systems

The AMS backup system works at several levels. Within the data collection application, transaction logs permit rapid recovery of individual accounts in the unlikely event that such data is lost. Database checkpoints are taken several times each day. End-of-day backups are taken to allow for rapid recovery from a database server failure. End-of-day backups are also copied and archived on a secure on-line hosting service. In addition, AMS maintains the database on a duplicate server which can become the primary database server when maintenance is required.

Thus, the customer accounts and database are well protected and application failover recovery has been implemented and is periodically tested.

Detect, Prevent & Mitigate Identity Theft and Fraud

American Municipal Services (AMS) is a Carrollton, Texas based limited liability partnership that is primarily in the business of providing collection services for governmental agencies. The foregoing plan is intended to detect, prevent and mitigate identify theft and fraud and to protect the security, confidentiality and integrity of personal information in compliance with:

1. The Fair and Accurate Credit Transactions Act of 2003 (FACT Act or FACTA, Pub.L 108-159);
2. 18 U.S.C. Sec. 2721 et seq., regulating the possession and usage of motor vehicle operator license records and enforcement regulations of the Federal Trade Commission issued pursuant to said motor vehicle statute;

3. The Standards for Individually Identifiable Health Information promulgated by the Department of Health and Human Services pursuant to Health Insurance Portability and Accountability Act of 1966, Public Law 104-191, or described in section 502(e) of Public Law 106-102 and chapters 181 and 773 of the Texas Health and Safety Code, as amended.

American Municipal Services primarily handles cases that are criminal in nature, cases that generally are not regulated by the Fair Debt Collection Practices Act and similar State Collection Statutes, as such matters are not consumer debt and are therefore not reported to consumer credit reporting companies such as Equifax, Experian and TransUnion. American Municipal Services does however provide collection services to governmental agencies for emergency medical service accounts and utility accounts, both of which are consumer in nature and for which American Municipal Services receives consumer information. It is therefore the intent of American Municipal Services to implement the following plan in order to minimize the risk of identity theft and fraud occurring as a result of any information, data, records, files, processes, or procedures utilized by American Municipal Services, its employees, agents, representatives, or contractors in the handling, storage, usage, transmission or maintenance of consumer information. This plan follows a complete risk assessment of AMS and its operations to identify material internal and external risks to the security of personal information and implements reasonable safeguards to control the risks identified in the risk assessment.

I. IMPLEMENTATION DATE

At this point the implementation date has not been established by the City of Jonesboro.

II. PHYSICAL FACILITIES

A. DOORS: All doors to AMS facilities are to be kept closed at all times. When no employees are on duty all doors are to be secured by at least one dead bolt.

B. VISITORS: All visitors within an AMS facility are to be escorted by an AMS staff member. No visitor is to be left alone within an AMS facility. Only visitors with a specific business related activity will be allowed within the AMS collection area.

C. SECURITY SYSTEM: All areas containing controlled records are to have a camera security system in working order in order to identify individuals that enter the facility and to monitor their actions while within the facility.

III. COMPUTER SYSTEMS

A. NETWORK SERVER: The network server is to be located in a secure area. To prevent hacking, the server is not to be connected to the Internet or any other device that would allow access for a hacker to enter the server and its records through either a telecommunications line or the Internet. Fire walls are to be installed on all data lines into and out of the server to prevent unauthorized access.

B. CLIENT ACCESS TO FILES: Clients may access their files through the Internet via a secondary server operated and maintained by AMS on the AMS campus that contains a filtered copy of the original files with personal identity information such as date of birth, operator's license number, and social security number removed. The information available to clients from the secondary server contains no

personal identity information. Clients will enter their files using an assigned user name and password. Filtered files with identity data removed are updated daily at 11:00 p.m.

C. TRANSFERRING FILES ELECTRONICALLY: Files downloaded into the AMS system from the Internet are to be transferred through a secure FTP site. Once a file is copied to the AMS system the FTP file is to be promptly deleted.

D. COMPUTER ACCESS: Employee access to the AMS computer system is limited by need to know and need to utilize. All employees must have a login name and password to enter the AMS system. The login name and password are assigned to each employee by the system administrator and are changed frequently. To have access to the database records a second password, established by the system administrator, is required. This password is made available only to those employees with a job related need to have such access.

E. REMOTE ACCESS: Remote access to the AMS database records is barred. All additions, deletions, changes and usage is to be made by AMS personnel in person at an AMS facility. The only exception is very limited access to system maintenance personnel doing system updates and approved changes to the operating system or system hardware. Such remote access is only possible during normal operating hours with the system administrator present at the AMS servers and authorizing the remote access.

IV. PAPER RECORDS

A. END OF DAY: All paper records that contain personal identifying information are to be locked in a secure facility prior to the close of business each day.

B. NEW FILES: New paper files sent to AMS by a client are to be shredded once entered into the AMS computer system unless a definite need for future usage exists. In those limited cases the files are to be maintained in a locked facility.

C. CREDIT CARD INFORMATION: Payment plan forms and other documents that contain an individual's credit card number and related information are to be shredded once the transaction is approved. Only the second customer receipt, which does not contain the credit card number or expiration date, is to be maintained for company records. Credit card information on cases awaiting approval are to be stored in a locked facility until approved after which they are to be shredded.

D. CREDIT REPORT ACCESS: Credit bureau access is obtained through "My Credit Screener" version 2.4, or subsequent versions. This program is to be on only one computer at AMS and access to the program is to be limited to only two employees. Access to "My Credit Screener" shall be by password set by the system administrator and given to only two employees. These same two employees shall be responsible for any updates or changes to credit bureau records by AMS.

E. PAPER FILES DURING BUSINESS HOURS: Paper documents, which contain individual identifying information, are to be made available only to those employees with a need to know. Consumer related documents are only to be made available to collectors in the Utility section of AMS and to the data entry staff. Court related documents are only to be made available to warrant collectors and the data entry staff. Once entered into an AMS database the paper documents are to be shredded unless a clear reason for their retention exists. If retained, they are to be stored in a locked facility.

V. TEXAS DEPARTMENT OF TRANSPORTATION RECORDS

A. DRIVERS LICENSE RECORDS: AMS has a database of 25 million driver's license records. Access to these records is limited to the company's Alpha V, v4.5, legacy application. Only the system administrator has access to this complete database. All users of this database must go through the Alpha V skip-tracing program. By limiting users to the Alpha V programs skip-tracing system, access to an individual's personal identification information is very limited and can only be accessed one person at a time and not in a batch mode. The program is designed to provide a new, updated address, based upon a person's renewal of their state operator's license or state issued ID card.

B. UPDATING RECORDS: AMS receives weekly driver license record updates by CD or DVD from the Texas Department of Public Safety. These CDS and DVDs are to be immediately entered into the AMS server memory and as soon as entered the CDS and DVDs are to be shredded along with any accompanying documentation.

VI. PAYMENTS ON-LINE

A. PAYMENT INFORMATION: AMS accepts payments, on behalf of its clients, on-line through the businesses' website: AMSLTD.US. This website URL is given to defendants by letter and by phone for those cities and counties that have authorized AMS to accept payments on their behalf. Payments come into AMS through its secure secondary server. The payment information about a defendant is to be erased promptly from the server. The payment is to be processed through the appropriate credit card company and once an approval is obtained all documentation about the charge except a copy of the electronically prepared payment receipt is to be shredded.

VII. EMERGENCY MEDICAL SERVICE RECORDS

A. PAPER RECORDS: Emergency medical service records are likely to contain information about a patient's identity and their medical condition. To insure the security of this data, these records are to be secured in a locked facility until entered into the AMS database. Once entered into the AMS database these paper records are to be shredded.

B. ELECTRONIC RECORDS: Electronic records are to be downloaded into the AMS EMS database the same day they are sent to AMS. Once downloaded, these files are to be deleted.

C. DISCLOSURE OF INFORMATION: All AMS employees will be required, as a condition of their employment, to sign an "employee confidentiality agreement under Health Information Portability and Accountability Act of 1996 (HIPPA) and the Texas Health Records Privacy Act" prior to beginning employment with AMS. Said agreement will be maintained by AMS in the employees employment records and will require each employee to fully comply with all provisions of HIPPA, including requiring said employee not to disclose any information about a patient to any person or individual who does not have the need to know the information, to any third party outside the workplace, other than the patient himself, the medical provider, or the insurance carrier to whom payment is being requested. Said agreement will require each employee to:

1. Keep all medical records or medical information in their possession in a manner that the information contained therein is not visible to someone other than the employee in order that a third party visiting the office could view the information.

2. Deposit all medical records in a secure, locked up place so nobody outside of AMS will have access to it before leaving work at the end of each day.

3. To immediately advise their supervisor of any instances of the use or disclosure of any patient's health information records that are not in compliance with HIPPA, with other state or federal laws or regulations as soon as it becomes aware of such instances, and take steps to mitigate any damages arising from such instances of non-compliance.

4. Keep confidential and private all medical and personal information obtained from records, faxes, conversations, etc. that the employee may come in contact with in the course of their employment except as is necessary to perform their job to bill, code, or collect an account.

5. That employee will not take any records out of the office or take them home that contains a patient's health information as defined by HIPPA.

VIII. SHARING OF INFORMATION

A. SHARING INFORMATION: No information of any nature received from an AMS client is to be shared with any entity or individual outside of AMS for any reason except:

1. The entity that initially provided the information to AMS
2. The individual that the information is about

For any other entity outside of AMS to obtain information about an individual in any AMS database, that entity must present to AMS a valid, enforceable court order or the entity must meet the requirements of 15 U.S.C. Sect. 1681lu, such as disclosures to the FBI for counterintelligence purposes or as required by section 1101 of the Right to Financial Privacy Act of 1978 (12 U.S.C. Sect. 3401).

B. THE INDIVIDUAL: AMS sends out thousands of letters daily to defendants and debtors notifying them of AMS collection efforts. These individuals are given a toll-free telephone number to call for more information. Prior to giving any information AMS collectors are to confirm an individual's identity by having them give their date of birth and drivers license number, both of which must match AMS records before discussing the matter with them. No information is to be given to third parties, spouses, friends, or relatives other than the AMS toll-free number for the individual to return the call. Only after the AMS employee has obtained enough information to form a reasonable belief that the employee knows the identity of the individual on the line is the AMS employee authorized to continue the conversation regarding the pending matter for which the individual was contacted.

C. FOR EMPLOYMENT, CREDIT, CHILD SUPPORT, ETC. The information AMS has about an individual is held by AMS for one purpose - to collect a sum of money owed by that individual for the AMS client. This information will not, under any conditions, be released by AMS to a third party to assist them with child support problems, improve their credit, to obtain employment, to obtain a license or other government privilege, or for any other purpose. If requested, AMS will provide the individual the name, address, and telephone number of the agency, city, county, or entity that provided AMS with the information. AMS will provide, in letter form, a statement that AMS shows the individual has a zero balance on an account once AMS verifies that the amount owed has in fact been paid in full or other action has been taken to bring the account to a zero balance.

B. SELLING OF INFORMATION: AMS will not sell, assign, transfer, or in any way convey, to anyone information about any individual in any AMS database in order that the information may be used for solicitations, marketing, or other sales efforts.

IX. CREDIT BUREAU NOTICE OF COMPLAINT

A. RECEIPT OF CREDITOR COMPLAINT: AMS does not generate credit information, it merely reports what our clients say is correct. AMS will only report to credit bureaus for those cities and counties that AMS is confident, through contact and through observation, that the information being received from the client is accurate and complete. When in doubt AMS will not report any negative information to a credit bureau. If a credit bureau reports to AMS that information reported is in error, AMS will promptly contact our client to confirm the accuracy of the data and ask for supporting proof of the accuracy. If after investigating AMS is convinced from data received that the report to the credit bureau is accurate, AMS will so notify the credit bureau. If there is any doubt as to the accuracy of any report, AMS will ask that the data be removed from an individual's credit report.

B. REQUEST FOR PROOF OF CLAIM: If any defendant or debtor requests information as provided for in Federal or State statutes as a result of a letter or call from AMS, AMS will promptly contact our client for documents affirming the claim and verifying that the individual who was contacted by AMS about the claim is the correct individual. As soon as this information is received, AMS will forward the information directly to the client. AMS will also provide the individual with the name, address, and telephone number of the AMS client in order that the individual may obtain information directly from the source.

X. IDENTITY THEFT ALERT

A. NOTICE BY DEFENDANT OR DEBTOR: If a debtor or defendant notifies AMS that his or her identity has been stolen and this theft has resulted in the debt, AMS will immediately zero out the account and stop collection efforts until the question of identity theft is resolved. The defendant or debtor is to be given the name and address of the creditor and asked to contact the creditor so their procedure for clearing up the file is completed. For example, many courts will check the identity of the defendant to verify the accuracy of the theft claim. Some courts will order the arrest of the person suspected of causing the identity theft. In any case, AMS will take action to see the matter is called to the attention of the city or county where the theft occurred and that the defendant or debtor is provided information on how to contact and whom to contact with the AMS client to resolve the matter in its entirety.

B. CONSUMER DEBT IDENTITY THEFT ALERT: If AMS receives a identity theft report from a consumer and there is doubt as to whom AMS is talking to, AMS will request the individual provide AMS with a copy of the identify theft report and a statement by the consumer that the information is not information relating to any transaction by the consumer. AMS will however provide the information required by 15 U.S.C. Sect. 1681g upon the identity theft victim providing the information specified in Section 609(e)(2) and following the procedure outlined in Section 609(e)(3) of aforesaid act. If the matter for collection is a consumer debt that has been reported to a credit bureau, AMS will notify the credit bureau that AMS has received an identity theft alert and has zeroed out the account until the matter is resolved.

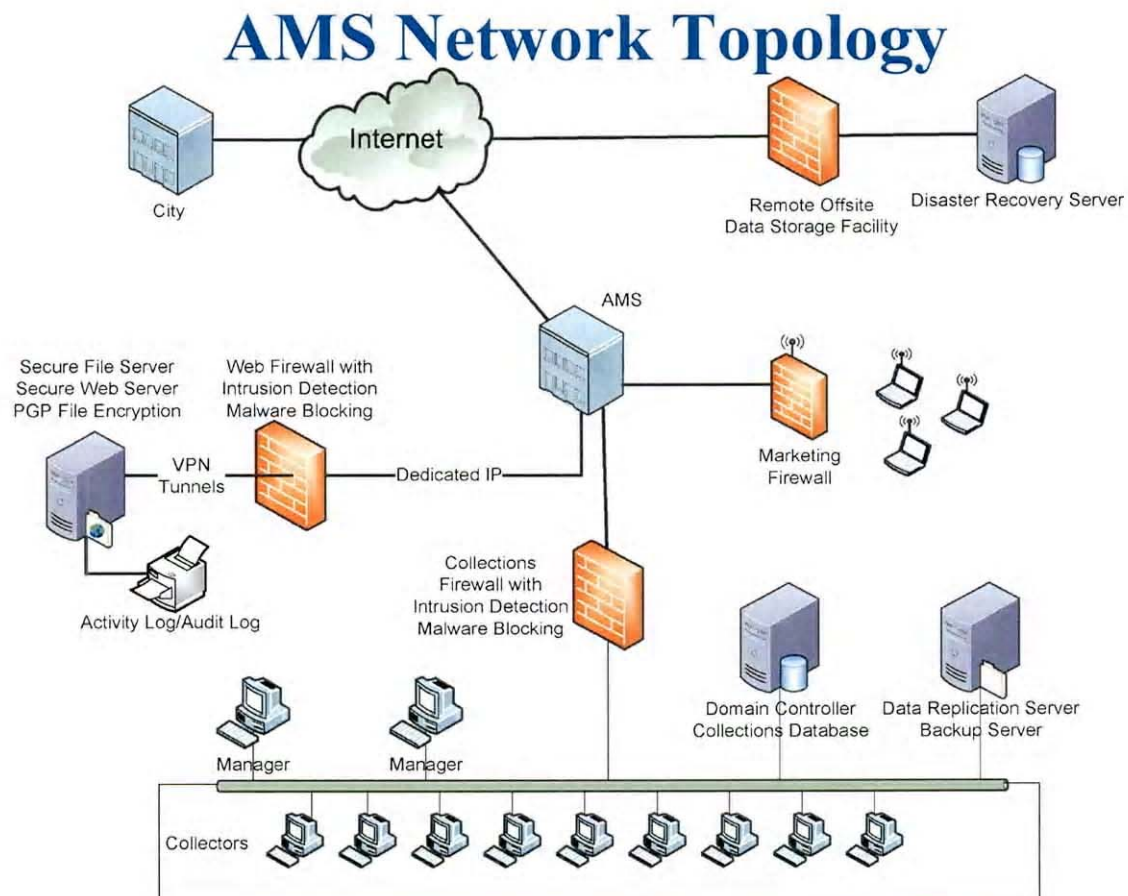
C. FRAUDULENT INFORMATION ALERT: Upon receiving a report that information relating to a debt may be fraudulent or may be the result of identity theft, AMS will promptly notify its client that the information may be fraudulent or may be the result of identity theft; and upon the request of the consumer to whom the debt purportedly relates, provide to the consumer all information to which the consumer

would otherwise be entitled if the consumer were not a victim of identity theft, but wished to dispute the debt under the provisions of law applicable to that person.

D. REPORTING TO CREDIT BUREAUS INFORMATION AFTER ALERT: Upon receipt of information that a consumer report may be the result of fraud or identity theft, AMS will not report the disputed information to any credit bureau or consumer reporting agency unless and until AMS is informed by the consumer that the information is correct. AMS is to put a hold on all such disputed information and not release it to anyone except the consumer for any purpose. AMS will promptly report the dispute to its client that originally provided the information to AMS with a request that the client investigate the matter and report back to AMS as to its findings. To facilitate the investigation all information provided to AMS by the consumer is to be provided to the client. AMS may determine that a claim is frivolous or irrelevant if the consumer fails to provide sufficient information to investigate the disputed information or the submission by a consumer of a dispute is substantially the same as a dispute previously submitted by or for the consumer either directly or through a consumer reporting agency. Upon determining that the dispute is frivolous or irrelevant, AMS will notify the consumer of such determination within 5 business days after making such determination by mail. Such notice is to include the reasons for the determination and identification of any information required to investigate the disputed information.

XI. UPDATING SECURITY PLAN

A. TIME TO UPDATE: This security plan should be updated as governmental agencies adopt regulations to enforce identity theft statutes. This plan should also be updated as AMS grows to include any new areas of growth. Security assessments are to be done on a monthly basis to ensure compliance with the plan and to identify new areas of concern.



Collection Strategy

Our strategy is built on the premise that we will use the BEST recovery services available that will provide for the MOST effective results.

Our mission is to provide the City of Jonesboro the highest level of:

Service

One of the greatest strengths of AMS is our professionally trained staff. They are kept in the loop on all the happenings within the industry and well as participate in weekly training sessions designed to maintain and enhance their customer service and recovery skills. Recovery specialists are monitored and evaluated daily by management to ensure compliance to our policies, ensure that performance goals are being achieved and career development.

Integrity

AMS management has set forth a recovery policy as well as ethical and moral boundaries to ensure that we maintain the highest standards of business. AMS has also implemented internal controls to certify that all accounts are followed up in a timely fashion and in accordance with approved methods. Communication is the key to success and we believe in an open organization whereby communication internal and external is always job one.

Consistency

AMS has provided exceptional service to all its clients for more than 15 years. We hold client relationships as our number one priority, and have the references to prove it. Our rate of attrition continues to be below 1% due to the fact that we place "High Value" in our clients and provide incomparable service.

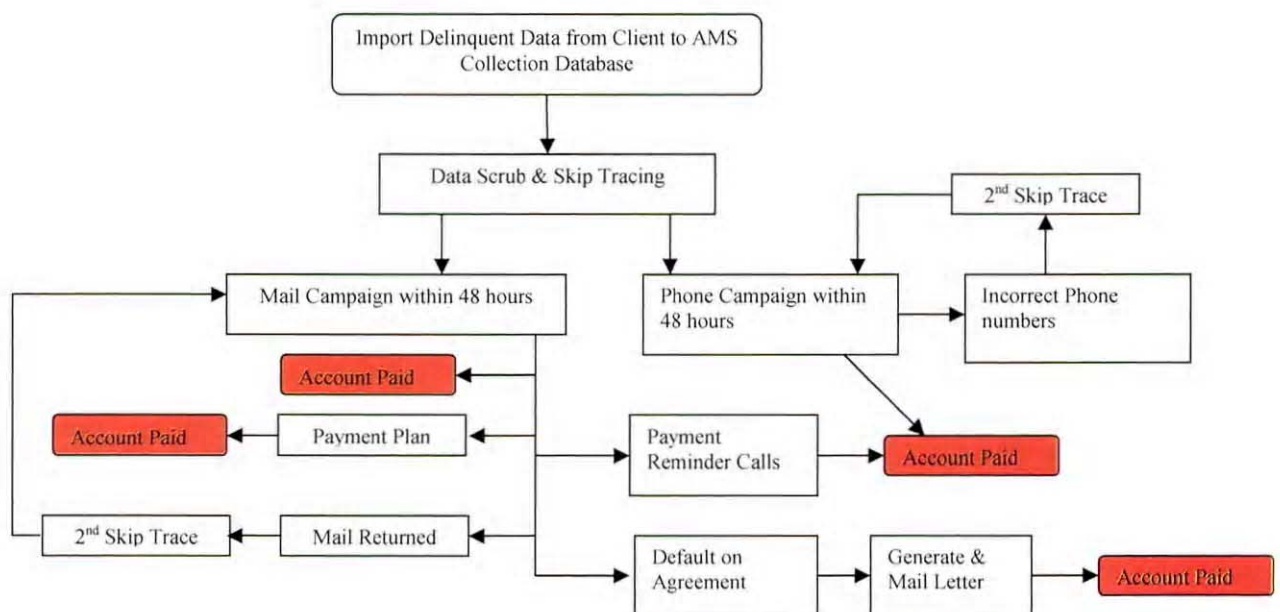
Results

AMS believes in providing prompt, responsive service to its clients and debtors. It is our policy to meet any and all requirements specified by the client to ensure the most effective accounts receivable management program. We can locate defendants regardless of where they have moved or relocated.

Description of Collection Activities

- Our collection work begins less than 48 hours following the information transfer.
- Immediately, a series of four or more letters are sent demanding full and prompt payment. See Appendix E for sample letters and payment coupons
- Our mail monitoring system informs us of any returned mail. This begins the address skip tracing process. New notices are sent when the new address is found.
- Mail and call monitoring validate and update all contact information.
- Each debtor is provided a toll-free number to contact our office for questions, information or payment.
- Phone calls emphasize the importance of speedy restitution and severity of consequences of failing to respond with full payment.
- Each account will be monitored and maintained with our full attention.
- Follow-ups on each account will take place regularly to ensure payment.
- Clients will receive regular reports provided detailing the collection process.
- Processes will continue until debts are fully collected.

AMS Collections Process Flow



AMS will provide a scan-able document for lockbox remittance through City's depository bank.

We will allocate 6 full time collectors that will be providing the daily services to your customers. In addition we will assign 1 full time account manager that will work hand in hand with the City of Jonesboro on meeting your specific requirement and needs as appropriate..

Communications Process Flow

The following is our flow for communications to the defendants / offenders, to ensure timely connections for rapid payments of outstanding debts and better success with our Recovery efforts on your behalf:

Collection Letters

AMS utilizes a series of four letters available in English and Spanish. A detachable payment coupon and a basic return envelope are standard with our collection notifications, making it as easy and convenient as possible for the defendant / offender to send you the payment. Our toll free number is also available for defendant / offender wishing to inquire about the demand.



Each successive warrant letter is slightly more severe than the previous, emphasizing that a warrant is not a consumer debt, but is a violation of the particular statutes and laws of the state. As such, the defendant / offender is subject to much more serious consequences, including arrest. Each letter is custom written. Our research shows that they are significantly more effective than a standard collection agency or attorney letter, and result in a higher collection rate. AMS will work with the YOU to customize letters to YOUR requirements and specifications.



Phone Recovery

While written contacts are an important part in the Recovery process, speaking directly to the defendant / offender is by far the most effective communication tool. Our telephone collectors advise the defendant / offender of their opportunity to resolve the debt voluntarily and let them know that this opportunity must be handled by phone or mail immediately.

We also utilize state of the art predictive dialer solutions to be more efficient with our time and efforts.

Telephone contact with a defendant / offender begins immediately upon receipt of a case. Our skilled bold staff is on the job for you - making calls **Monday thru Friday from 8:00 am to 8:00 pm** and **Saturday 8:00 am to 12:00 pm**.

Resolving the Issues

Our accounts receivable staff members are always very polite, helpful, and cooperative in seeking a complete resolution of the matter. Our goal is to collect the full amount owed to YOU without alienating or offending the defendant / offender.

AMS believes in the importance of continued telephone efforts to contact debtors. Our telephone collectors are consistent in dealing with defendant / offender in a reasonable, polite, yet firm, business-like manner. They are also experts at working with the designated contact person with organization, as it is often necessary to verify information if a defendant / offender disputes the debt. If the debtor claims to have already paid the fine or served time in jail, had the case dismissed, performed community service, or took a defensive driving course, no need to worry, we'll have the information you'll need.

Customer Service

There will be a minimum of two collectors, one customer service representatives and one manager handling your accounts at any given time. We know that the more frequently each file is reviewed, sent a letter, called or touched in any way increases the ability for us to collect the money owed.

One of the greatest strengths of AMS is our professionally trained staff. We participate in weekly training sessions designed to maintain our customer service and collection skills. Collectors are monitored and evaluated daily to ensure compliance to our policies and see that performance goals are being achieved.

Customer Payments

Convenient Payment Options

We have the flexibility of implementing a payment plan should the City of Jonesboro desire one. Obviously we are dealing with individuals who have already failed to take care of their obligation. Many do not have the funds to pay the debt and many cities have found that collections results increase with a payment plan. Whether it is illness, unemployment, poverty, divorce, incarceration, etc., some offenders we contact are in circumstances which make it difficult for them to pay the full amount immediately. Should a payment plan be required, AMS

will set up a plan based on the city's requirements that will work for the offender and city to start getting the debt paid off quickly.

Payment Methods

Visa
Master Card
Discover Card
American Express
Money gram
Electronic draft payments

All payments are collected and processed by recovery specialists at AMS. The payment is then distributed from AMS to our clients on a monthly basis. We also fax and email daily reports to our active clients on payments we have received to our office. AMS also receives check, cashier's check or money order payments by mail direct to our office.

AMS provides payment via our secure website at <http://www.paytoday.us>

Our website is 'open' 24 hours a day, 7 days a week for your debtor to pay their amount due via electronic draft or credit card. All monies collected through the mail will be deposited into AMS' client account along with the electronic funds we receive.

You may also directly receive the payment in your own facilities.

Professional Requirements

AMS has a toll free line that will be offered on all correspondence to the City's customers. We will abide by the cities respective guidelines and also change whatever scripting deemed appropriate by the city to meet your specifications.

AMS will comply with all applicable federal, state and local laws that govern credit and collections.

We can also show provide proof, upon request, that all Federal, State and local licensing requirements for collection services are maintained.

AMS will also ensure that all staff assigned to collections processing, or work on City cases, or have access to computerized City account files, will be bonded and will not be convicted of a felony criminal charge.

Project Administration

Key Contacts for the management and implementation of the Project Plan

Greg Pitchford our Chief Financial Officer will be your KEY contact person who can provide you with any additional information. You may reach him at the following:

3740 N. Josey Lane, STE 225
Carrollton, TX 75007
Phone: (972) 394-7200

FAX: (469) 568-1119
Toll Free (800) 555-5160
Email: greg@amsltd.us

Implementation Plan

1. Data Entry: The initial step in the collection effort is to have the city's data entered into the AMS legacy database. This will be done electronically via AMS's secured FTP site on our secondary server.
2. Skip-Tracing: Before the first letter is sent out all files are skip-traced. We can automatically skip-trace all files in a matter of seconds. If a new address is found the record is modified to reflect the most current data. The files are then skip-traced through a major credit bureau for more current address information. If a new address is found the file is changed to reflect the most current address. Unlike many collection agencies, AMS begins the skip-tracing process early because in many cases a person does not give the city a forwarding address but merely skips out. Sending a letter is therefore a waste of time until a new, good address for the customer is found.
3. First Letter: Upon completion of the initial skip-tracing, each file is CASS certified to insure that it is an address that the postal service shows exists and the address has a complete nine digit zip code. The first letter is sent. This letter contains the warnings required by the Fair Debt Collection Act and contains a payment coupon to facilitate payment and a return envelope to make it easier for the customer to send a payment. All letters include a toll free number for the customer to call if they have any questions.
4. First Telephone Call: Approximately five days after the first letter is mailed an experienced collector calls the customer in order to make arrangements for payment.
5. Ongoing Collections: AMS never stops the collection process until either the customer pays the amount owed or the city requests collection efforts cease. Every 30 days a new letter is sent to the customer. AMS has an 8 letter series. Every 30 days the customer is called. Every 30 days the file is skip-traced to make sure we have the most recent address. This process of calling, skip-tracing and sending letters continues until the case is resolved.
6. Payment Plans: If the customer is unable to pay in full and the city approves, our collector will place the customer on a payment plan to make monthly payments. The customer is sent a series of payment coupons and pre-addressed envelopes to simplify payment. These payment plans are monitored monthly to insure compliance. If the customer misses a payment, a collector calls the customer and also sends them a letter in order to get them back on schedule.

7. Credit bureaus: AMS can, if the city elects, place any account on the major credit bureaus. AMS reports each account monthly and continues to service the file. Whether to place any or all accounts with a credit bureau is a decision for the city. AMS does report for some clients and could do the same for the City of Jonesboro if you so elect.

Reporting and Record Requirements

When clients first begin to use our service we meet with the financial personnel to determine what the most useful billing format is. We customize our billings to meet their needs as our computer system has an enormous degree of flexibility.

A typical report lists the outstanding warrants we are handling for a city or county. However, AMS can customize reports to meet your specific needs. Our software allows us to prepare almost any type of report for management usage or for our cities and counties assistance. We can prepare reports in alphabetical order, warrant number order, date received, or any combination of data required.

Our monthly billings are computer generated and then audited to ensure completeness and accuracy. Due to differing preferences, AMS prepares both alphabetical and chronological (by date of payment received) billing reports to each of our clients. This is another example of AMS going the extra mile for you.

AMS is able to report to the major credit bureaus and uses these databases on a daily basis for skip tracing. However, since warrants and citations are “fines” and not “debt” as defined by both Federal Debt Collection Practices Act (15 USC 1692a(5)) and the various State Statutes, warrants and citations should not be reported to credit bureaus.

Collection Management Reports – Most Frequently Used

- Active Warrants Cases – Provides a detailed list of each case currently being worked through AMS – submitted daily, monthly, quarterly or yearly.
- Collection Activities Report – Provides a detailed breakdown of age pending accounts and the amount in collection.
- Transaction Report – Provides a detailed list of all payments received through AMS. This report is sent to clients daily.
- Monthly Statement – Provides a detailed list of delinquent cases that have been paid in full.
- Annual Report – Provides collection performance for current year.
- Annual Cumulative Report – Provides collection performance since inception of contract.

All reports are available via FTP, Email, or CD, in any format (Excel, PDF, Word, etc) as required.

Recalled Accounts / Suspension of Collection Activity

When a city or county requests the return of an account, AMS immediately discontinues all collection activity. AMS suspends all activity on an account, without any charge whatsoever to the city or county, when any of the following occur:

- The defendant is arrested
- The court dismisses the case
- The defendant is found to be deceased
- The defendant is incarcerated for a long duration of time
- The account was sent to AMS in error
- The city decides not to pursue the matter

Complaint Procedures

Disputed Accounts

At times a defendant will dispute a debt for a variety of reasons. When AMS is notified of a dispute, we immediately cease activity on the disputed debt or portion thereof. AMS then verifies with the court that the debt or warrant is still outstanding before resuming collection efforts. AMS contacts the defendant to advise him/her of what the court finds. This process serves to clear bookkeeping errors, locate misapplied payments, and resolve disputes between a court's records and what the defendant shows.

When a city or county requests the return of an account, AMS immediately discontinues all collection activity. **AMS suspends all activity on an account, without any charge whatsoever to the city or county,** when any of the following occur:

- The defendant is arrested
- The court dismisses the case
- The defendant is found to be deceased
- The defendant is incarcerated for a long duration of time
- The account was sent to AMS in error
- The city decides not to pursue the matter

AMS will continue to work and rework accounts until collection occurs.

Many defendants that we are unable to locate today will show up if we continually skip trace the person for a period of time. In addition, an unemployed person may find employment and desire to resolve the warrant; an ill person will regain their health; or a defendant that is incarcerated may be released. These are typical situations we meet daily which will, if pursued, often result in payment in full. This process serves to clear bookkeeping errors, locate misapplied payments, and resolve disputes between a court's records and what the defendant shows.

Third Party Claims

Our clients are released from and indemnified from any and all liability from the actions of AMS, our employees, staff, officers and agents. AMS will defend and hold harmless our clients against any and all

losses, claims, demands, damages, suits or actions of whatever type or nature. AMS uses our best efforts to collect delinquent debt for our clients.

To protect our clients AMS has invested in a one million dollar general liability insurance policy. We are also licensed and bonded to further protect our clients from any accident or claim that may take place during collections.

Complaint Resolution

AMS understands that our company is only as strong as our employees. This is why we work to instill exceptional service qualities in all of our staff. The majority of our clients have never had any complaints over the last 15 years. On the rare occasion that a delinquent objects to our collection procedures, AMS will take immediate steps to resolve the problem. Any complaints regarding AMS will be completely resolved to our client's satisfaction.

The following steps will be taken to ensure problem resolution

1. All complaints will be logged in our employee files as well as our client files.
2. AMS Management staff is notified about the potential problem. Management will then immediately place a hold on the case until further review.
3. A recording of the collector's call will be pulled and reviewed if available. A collections manager will interview the collector involved to determine the validity of the claim and provide a resolution.
4. Clients will be notified of the potential problem and cases will remain on hold until client gives permission to resume collection activity.

We understand that we represent our clients. Every step we take is with your reputation in mind. We will do everything possible to cast a good light on our clients.

AMS has policies and procedures in place regarding how our collection agents handle verbal communication with debtors. Each of our collection agents is highly trained and under supervision. They understand to whom they may speak with involving confidential information. If anyone other than the debtor or spouse requires information on the case, it is only given with the written consent of the debtor. Only the utmost of respect is used while dealing with debtors. All personal information will be shredded if and when it becomes obsolete.

Conflict of Interest Statement

AMS pledges that it presently has no interest and shall not acquire any interest, direct or indirect, which would conflict in any manner or degree with the performance of services required to be performed during the term of the contract.

No employee of the city and no public official who exercises any function or responsibility in the review or approval of the undertaking or carrying out of the contract shall:

1. Participate in any decision relating to the contract which affects the personal interest or the interest of any corporation, partnership, or association in which the employee is, directly or indirectly, interested; or
2. Have any financial interest, direct or indirect, in the contract or the proceeds thereof.

Fee Schedule

All expenses in the collection process shall be paid for by AMS, including labor, postage, telephone, skip tracing, etc. AMS, for its collection services is to be paid a contingent fee of Twenty Percent (20%) of all monies collected on said debts.

There will be **no additional costs** to the city associated with the preparation, transmittal, or presentation of any bid or material submitted in response to this bid

AMS is an independent contractor, and as such is not to be in any way considered an employee, agent, or representative of client. AMS agrees to constantly monitor its employees to insure all contacts with debtors are done in a polite, courteous, and helpful way.

Clients will pay all costs associated with the filing of lawsuits for those cases that the Purchasing and Contracts Division has provided AMS with written authorization to initiate the legal process for filing complaints and obtaining judgments. Clients will reimburse AMS for any costs that are incurred on their behalf, when the courts will not permit the costs to be added to the judgment amount.

AMS has the flexibility for all debtors to send their payments directly to the city or to AMS. AMS can remit payment information to the city on either a net or a gross basis. AMS will only be paid for those accounts turned over to AMS for collection and the debtor made a payment to the client.

The client may withdraw any account at any time from AMS, and either party to this Collection Agreement may terminate this Collection Agreement upon thirty (30) days prior written notice.