Docusign Envelope ID: BC24823D-802C-4405-A8C1-EAE1FDED873C

Bid# 8091
Contract# BC-25-8091

Contract for Services
Terms and Conditions

Barnstable County
3195 Main Street
Barnstable, MA 02630

THIS AGREEMENT is made this 17 day of July, 2025 by and between

Kirkwood Direct 904 Main Street, Wilmington, MA 01887
(Contractor's Legal Name and Address)

(hereinafter referred to as Contractor), and Barnstable County (hereinafter referred to as County and collectively as the "Parties").

The Contract for Services Terms and Conditions and any agreed upon changes thereto included in any Contract Amendments shall take precedence over any additional or conflicting terms and conditions as may be included in any other document attached hereto.

NOW THEREFORE, the County and the Contractor do mutually agree as follows:

1. **Employment of Contractor.** The Contractor hereby agrees to perform the services hereinafter set forth in the Scope of Services. Contractor hereby agrees to hold the County harmless from any claims regarding worker's compensation benefits, unemployment compensation benefits, retirement benefits, or any other benefit normally attributable to the status of "employee" and Contractor specifically agrees to pay for all damages incurred by the County or Town, including costs, benefits, and reasonable attorney fees in the event the Contractor files such claim.

2. **Scope of Services.** The contractor shall perform the scope of services set forth in
Attachment A Consisting of three (3) pages

3. **Contract Amendments.** The following amendments to the Contract have been executed by duly authorized representatives of the Parties and are attached hereto and incorporated herein:

4. **Time of Performance.**

7/23/25	6/30/28
Start Date	End Date

5. **Responsible County Official:** The County Official and Department exercising managerial and budgetary control for this Contract shall be: Varies by Town

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6. **Payment**:

A. The County shall compensate the Contractor for the services rendered at the rate of $ varies per ATTACHMENT B (e.g., hour, week, quarterly, project, etc.).

B. In no event shall the Contractor be reimbursed for time other than that spent providing the described service(s).

C. Payment will be made upon submittal and approval of the Contractor's Invoice(s) that is (are) received Monthly_____, Quarterly_____, Other_____ (specify)_____.

D. Reimbursement for Travel and Other Contractor Expenses:

☒ All travel and meals are part of this Contract. No reimbursement will be made.

☐ Contractor will be reimbursed for pre-approved travel in an amount not to exceed $_____. Copies of receipts must be submitted. Any expense claimed by the Contractor for which there is no supporting documentation shall be disallowed.

☐ Contractor will be reimbursed for OTHER expenses in an amount not to exceed $_____.

☐ OTHER Expenses shall be limited to: _____. Copies of receipts must be submitted. Any expense claimed by the Contractor for which there is no supporting documentation shall be disallowed.

E. The total of all payments made against this Contract shall not exceed: $ 232,856.70 (est. 77618.30/year)

Upon acceptance of the Contractor's invoice, payment will be made within thirty (30) days. If an invoice is not accepted by the County within fifteen (15) days, it shall be returned to the Contractor with a written explanation for the rejection. At the end of each County fiscal year Contractor must submit any outstanding invoices for services performed or delivered during the fiscal year (July 1-June 30) to the County no later than July 31st of the year when the services were performed. Contractors shall submit invoices within sixty (60) days of completing the work.

7. **Certification.** Contractor certifies under the pains and penalties of perjury that pursuant to Mass .Gen. Laws ch.62C, §49A, that the Contractor has filed all state tax returns, paid all taxes and complied with all applicable laws relating to taxes; and that pursuant to Mass. Gen. Laws ch.151A, §19A(b), has complied with all laws of the Commonwealth relating to contributions and payment in lieu of contributions to the Employment Security System; and, if applicable, with all laws of the Commonwealth relating to Worker's Compensation, Mass. Gen. Laws ch.152 and payment of wages, Mass. Gen. Laws ch. 149, § 148. Pursuant to federal law, Contractor shall verify the immigration status of all workers assigned to the contract without engaging in unlawful discrimination;

8. **Termination or Suspension of Contract for Cause.** If through any sufficient cause, the Contractor or the County shall fail to fulfill or perform its duties and obligations under this Contract, or if either party shall violate or breach any of the provisions of this Contract, either party shall thereupon have the right to terminate or suspend this Contract, by giving written notice to the other party of such termination or suspension and specifying the effective date thereof. Such notice shall be given at least fifteen (15) calendar days before such effective date.

9. **Termination for Convenience of County.** The County shall have the right to discontinue the work of the Contractor and cancel this contract by written notice to the Contractor of such termination and specifying the effective date of such termination. In the event of such termination or suspension of this Contract, the Contractor shall be entitled to just and equitable compensation for satisfactory work completed, for services performed and for reimbursable expenses necessarily incurred in the performance of this Contract up to and including the date

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of termination or suspension.

10. **Non-Discrimination in Employment and Affirmative Action.** The Contractor shall take affirmative action to ensure that qualified applicants and employees are treated without regard to age, race, color, religion, sex, marital status, sexual orientation, national origin, disability, or Vietnam Era Veteran status. The Contractor agrees to comply with all applicable Federal and State statutes, rules and regulations prohibiting discrimination in employment including but not limited to: Title VII of the Civil Rights Act of 1964, as amended; Massachusetts General Laws Chapter 1518§(1); the Americans with Disabilities Act of 1990; and all relevant administrative orders and executive orders including Executive Order 11246.

11. **Subcontracting.** None of the services to be provided to the County pursuant to this Contract shall be subcontracted or delegated in whole or in part to any other organization, association, individual, corporation, partnership or other such entity without the prior written approval of the County. No subcontract or delegation shall relieve or discharge the Contractor from any obligation or liability under this Contract except as specifically set forth in the instrument of approval. If this Contract is funded in whole or in part with federal funds, Contractor further agrees to comply with the provisions of the Office of Management and Budget Circular A-110, as amended, with respect to taking affirmative steps to utilize the services of small and minority firms, women's business enterprises and labor surplus area firms. All subcontracts shall be in writing and shall contain provisions which are functionally identical to, and consistent with, the provisions of this Contract. The County shall have the right to obtain a copy of the subcontract upon request.

12. **Interest of Members of County and Others.** No officer, member or employee of the County, and no member of its governing body of the locality or localities in which the Project is situated or being carried out who exercises any functions or responsibility in the review or approval of the undertaking or carrying out of the Project, shall participate in any decision relating to this Contract which affects his personal interest or the interest of any corporation, partnership, or association in which he is directly or indirectly financially interested or has any personal or pecuniary interest, direct or indirect, in this Contract or the proceeds thereof.

13. **Conflict of Interest**. Contractor acknowledges that it may be subject to the Massachusetts Conflict of Interest statute, Mass. Gen. Laws ch. 268A, and to that extent, Contractor agrees to comply with all requirements of the statute in the performance of this Contract.

14. **Assignability.** The Contractor shall not assign any interest in this Contract and shall not transfer any interest in the same (whether by assignment or novation), without the prior written consent of the County thereto; provided, however that claims for money due or to become due the Contractor from the County under this Contract may be assigned to a bank, trust company, or other financial institution without such approval. Notice of any such assignment or transfer shall be furnished promptly to the County.

15. **Recordkeeping, Audit, and Inspection of Records.** The Contractor shall maintain books, records, and other compilations of data pertaining to the requirements of the Contract to the extent and in such detail as shall properly substantiate claims for payment under the Contract. All such records shall be kept for a period of seven (7) years or for such longer period as is specified herein. All retention periods start on the first day after final payment under this Contract. If any litigation, claim, negotiation, audit or other action involving the records is commenced prior to the expiration of the applicable retention period, all records shall be retained until completion of the action and resolution of all issues resulting therefrom, or until the end of the applicable retention period, whichever is later. If this contract is funded in whole or in part with state or federal funds, the state or federal grantor agency, the County or any of its duly authorized representatives or designees, shall have the right at reasonable times and upon reasonable notice, to examine and copy, at reasonable expense, the books, records and other compilations of data of the Contractor which pertain to the provisions and requirements of this Contract. Such access shall include on-site audits, review and copying of records.

16. **Findings Confidential.** Any reports, information, data, etc., given to or prepared or assembled by the Contractor under this Contract which the County requests to be kept as confidential shall not be made available to any

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individual or organization by the Contractor without the prior written approval of the County.

17. **Publication, Reproduction and Use of Material.** No material produced in whole or in part under this Contract shall be subject to copyright in the United States or in any other country. The County shall have the unrestricted authority to publish, disclose, distribute, and otherwise use, in whole or in part, any reports, data or other materials prepared under this Contract.

18. **Political Activity Prohibited.** None of the services to be provided by the Contractor shall be used for any partisan political activity or to further the election or defeat of any candidate for public office.

19. **Anti-Boycott Warranty.** During the term of this Contract, neither the Contractor nor any "affiliated company" as hereafter defined, shall participate in or cooperate with an international boycott, as defined in Section 999 (b) (3) and (4) of the Internal Revenue Code of 1954, as amended by the Tax Reform Act of 1986, or engage in conduct declared to be unlawful by Sections 2 and 3 of Chapter 151E, Massachusetts General Laws. As used herein, an "affiliated company" shall be any business entity of which at least 51% of the ownership interested is directly or indirectly owned by the Contractor or by a person or persons or business entity or entities which directly or indirectly own at least 51% of the ownership interests of the Contractor.

20. **Choice of Law.** This Contract shall be construed under and governed by the laws of the Commonwealth of Massachusetts. The Contractor and the agents thereof, agree to bring any federal or state legal proceedings arising under this Contract, in which the County are a party, in a court of competent jurisdiction within the Commonwealth of Massachusetts. This paragraph shall not be construed to limit any rights a party may have to intervene in any action, wherever pending, in which the other is a party. All parties to this contract and covenant agree that any disputes be litigated in the District or Superior courts in Barnstable County.

21. **Force Majeure**. Neither party shall be liable to the other nor be deemed to be in breach of this Contract for failure or delay in rendering performance arising out of causes factually beyond its control and without its fault or negligence. Such causes may include but are not limited to: acts of God or the public enemy, wars, fires, floods, epidemics, strikes, or unusually severe weather. Dates or times of performance shall be extended to the extent of delays excused by this section, provided that the party whose performance is affected notifies the other promptly of the existence and nature of such delay.

22. **Indemnification.** To the fullest extent permitted by law, the Contractor shall indemnify, defend and hold harmless the County, its elected or duly appointed officers, and employees against liability, losses, damages or expenses (including reasonable legal expenses) resulting from any claim based upon to the extent caused by breach of this contract or negligent acts, errors or omissions or willful misconduct of the Contractor, its employees or its agents in providing its service(s) to the County pursuant to the Contract. After prompt notification of a claim by the County, the Contractor shall have an opportunity to participate in the defense of such claim and any negotiated settlement agreement or judgment. The County shall not be liable for any costs incurred by the Contractor arising under this paragraph. Any indemnification of the Contractor shall be subject to appropriation and applicable law. Notwithstanding the foregoing, Contractor has no obligation to defend or pay indemnitee defense costs incurred prior to a final determination of liability or to pay any amount that exceeds the proportionate share of Contractor's finally determined percentage of liability as determined by a court of competent jurisdiction.

23. **Compliance with Laws.** The Contractor shall promptly comply with all applicable laws, rules, regulations, ordinances, orders and requirements of the Commonwealth and any state or federal governmental authority relating to the delivery of the services described in this Contract subject to section 18 above. Unless otherwise provided by law, the Contractor shall promptly pay all fines, penalties and damages that may arise out of or are imposed because of the Contractor's failure to comply with the provisions of this section and, shall indemnify the County against any liability incurred as a result of a violation of this section. If the Contractor receives federal funds pursuant to this Contract, Contractor understands and agrees to comply with all requirements outlined in the Office of Management & Budget Uniform Administrative Requirements, Cost Principles and Audit Requirements

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for Federal Awards (2 CFR Part 200 subpart A-F)

24. **Tax Exempt Status.** The County is exempt from federal excise, state, and local taxes; therefore, sales to the County are exempt from Massachusetts sales and use taxes. If the County should become subject to any such taxes during the term of this Contract, the County shall reimburse the Contractor for any cost or expense incurred. Any other taxes imposed on the Contractor on account of this Contract shall be borne solely by the Contractor.

25. **Headings, Interpretation and Severability**. The headings used herein are for reference and convenience only and shall not be a factor in the interpretation of the Contract. If any provision of this Contract is declared or found to be illegal, unenforceable, or void, then both parties shall be relieved of all obligations under that provision. The remainder of the Contract shall be enforced to the fullest extent permitted by law.

26. **Waiver of Liability.** The Contractor hereby covenants and agrees to waive any and all claims against Barnstable County and release Barnstable County from any liability for Contractor's negligent actions in performing of the Scope of Services.

27. **Amendments.** The County may, from time to time, require changes in the Scope of Services to be performed hereunder. Such changes, including any increase or decrease in the amount of the Contractor costs, which are mutually agreed upon by the County and the Contractor, shall be incorporated in written amendments to this Contract.

28. **Entire Agreement.** The Parties understand and agree that this Contract and its attachments or amendments (if any) constitute the entire understanding between the Parties and supersede all other verbal and written agreements and negotiations by the Parties relating to the services under this Contract.

29. **Notice.** Unless otherwise specified, any notice hereunder shall be in writing addressed to the persons and addresses indicated below (Name, postal address, phone, email address):

To the County: Jennifer Frates Chief Procurement Officer
3195 Main Street, Barnstable, MA 02630 jennifer.frates@capecod.gov

To the Contractor: Kirkwood Direct 904 Main Street, Wilmington, MA 01887

Employees of Barnstable County shall not be held personally or contractually liable by or to the Contractor under any term or provision of this Contract or because of any breach thereof. This Contract is not binding until signed by an authorized County official.

IN WITNESS WHEREOF, the County and Contractor have executed this Agreement this date: 7/23/2025

FOR THE COUNTY:

BARNSTABLE COUNTY:

Signed by:
41700372CDAD493...
Sheila Lyons, Chair

FOR THE CONTRACTOR: Kirkwood Direct

Signed by:
10D111F7B864443...

7/17/2025
Date

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ATTACHMENT A
Scope of Services

The County expects the Vendor to provide the following services:

1. **Data Transmission & Processing**

- Vendor must accept data file transmissions from the Towns using industry-standard encryption protocols and secure file transfer methods
- Vendor must describe the process for file reception, supported formats, and security measures.
- Vendor must provide confirmation and reconciliation reports after data receipt.

2. **Online Bill Presentment & Suppression**

- Vendor must provide PDF bills to the Towns' online payment vendor (City Hall Systems).
- Vendor must be able to suppress bill printing for customers enrolled in electronic billing.
- Vendor must describe their suppression process, including required identifiers and integration capabilities.

3. **Bill Proofing & Printing Requirements**

- Vendor must provide bill proofs for approval before each billing cycle.
- Vendor must print invoices on 8.5" x 11" paper, with color-coded stripes for different invoice types, micro-perforated at the remittance stub, and include an OCR-A scan line.
- Vendor must describe the quality assurance process for proofing and printing.
- Vendor must provide a detailed Quality Control Plan as part of their response, outlining specific measures to ensure error-free data processing, printing, and mailing.

4. **Mailing Materials & Process**

- Vendor must supply #10 outbound envelopes and #9 courtesy reply envelopes.
- Vendor must insert the invoice and return address envelope #9 in the mailing sent to the customer.
- Vendor must explain the process for ensuring the correct insertion of materials.

5. **USPS Processing & Postal Discounts**

- Vendor must presort and deliver mail to USPS to maximize postal discounts.
- Vendor must describe mailing equipment, process redundancy in case of failures, and their approach to postal compliance.
- Vendor must mail via presorted First Class mail to maximize postal discounts.

6. **Address Verification & Correction**

- Vendor must run CASS certification and provide reports of errors for address correction.
- Vendor must assist in resolving address issues with USPS databases.
- Vendor must provide detailed reports after each mailing, listing defective addresses and forwarding information.

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- Vendor must help resolve street name issues for Town addresses not properly recognized in CASS databases.

7. Postage Payment & Affidavit of Mailing

- Vendor must provide an affidavit of mailing to the Town Treasurer.
- Vendor must describe their postage prepayment policy and billing process.
- Vendor must prepay for postage on Towns' behalf and bill the Towns for actual postage used on a monthly basis.

8. Reporting & Audit Capabilities

- Vendor must provide mail tracking information (e.g., IMb Trace) and reporting on delivery verification.
- Vendor must submit statistics on matched bills that were combined into one mailing.
- For each mailing, provide statistics on the combination of the same bill type where the name and mailing address are the same and the documents are stuffed in the same envelope. Provide statistics on when the Personal Property tax bills are combined with a Real Estate tax bill, along with a list of Personal Property tax bills that were not matched.

9. Compliance & Best Practices

- Vendor must provide ongoing updates on state bill print requirements and best practices from other municipalities.
- Vendor must describe their approach to continuous process improvement.
- Vendor must provide quarterly reports on industry best practices and innovations applicable to municipal bill printing and mailing services.
- Vendor must provide access and training on the latest tools available, including but not limited to mail delivery verification, CASS, forwarding, and other relevant tools.

10. Sustainability Requirements

- Vendor must use recycled or sustainably certified paper where possible and provide documentation of their sustainability practices.

11. Additional Mail Handling & Processing

- Vendor must immediately change envelopes to allow the Post Office to forward mail to Tax and Utility billing customers while ensuring the original bill address remains unchanged.
- Vendor must propose and implement cost-saving and efficiency-improving measures, providing quarterly reports on their impact and effectiveness.
- Vendor must implement an automated system to consolidate multiple bills for the same customer and address into a single mailing, providing monthly reports on consolidation rates and associated cost savings. Matched bills must be inserted into one appropriate-size envelope and metered first-class separately while being delivered to USPS simultaneously with other mailings.

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Additional Information:

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Please Note that the Estimated Quantities listed in the Bid Form are for original billing only. Demands are not included but will need to be printed on an ongoing basis.

The Town of Barnstable has 5 Fire Districts that require additional tax rates to be printed on Real Estate and Personal Property bills.

Town of Mashpee has an active contract with another vendor until October 2025 and will begin services from this procurement at that time.

Town of Yarmouth
Yarmouth Water sends bills out monthly. Each district is set up on its quarterly schedule.

Yarmouth Port – D1 – bill out 3,670 bills 4 times a year

South Yarmouth – D2 - bill out 6570 bills 4 times a year

West Yarmouth – D3 - bill out 6200 bills 4 times a year

The town may also have inserts to be included into the mailings on an as needed basis.

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ATTACHMENT B

	Items	Estimated#	Frequency	FinancialSystem	Kirkwood Direct UnitPrice	Kirkwood Direct TotalCost
Barnstable (5)						
	Real Estate	29250	Bill Semi-Annual Twice Per Year	Munis	$0.2900	$8,482.50
	Personal Property	2335	Bill Semi-Annual Twice Per Year	Munis	$0.2900	$677.15
	Water	16525	3rd party (NA) but for Sewer Qtrly	Munis	$0.2700	$4,461.75
	Motor Vehicle	65000	7 commitments in CY24	Munis	$0.2700	$17,550.00
	Boat Excise	3550	1 commitment	Munis	$0.2700	$958.50
						$32,129.90
Mashpee (4)						
	Real Estate	11500	Bill Semi-Annual Twice Per Year	Munis	$0.3100	$3,565.00
	Motor Vehicle	20000	8 Commitments	Munis	$0.2800	$5,600.00
	Personal Property	800	Bill Semi-Annual Twice Per Year	Munis	$0.3100	$248.00
	Boat Excise	1300	One per year	Munis	$0.2800	$364.00
						$9,777.00
Yarmouth (3)						
	Water	66000	3 districts/ each billed quarterly (16,500 each billing)	Munis	$0.3200	$21,120.00
	Personal Property	9600	Semi Annual / twice per year - 4,800 each billing)	Munis	$0.3200	$3,072.00
	Real Estate	36000	Semi Annual / Twice per year (18,000 each billing)	Munis	$0.3200	$11,520.00
						$35,712.00
						$77,618.90

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Kirkwood Direct

Barnstable County
Bill Printing and Mailing Services

Kirkwood Direct will perform and provide the following services for the Towns in Barnstable County:

1. Accepted a data file transmission from each of the municipalities listed in the RFP, via a secure FTP site (preferred)or email. Communities are provided with unique login credentials to access the FTP site. And produce a printed tax bill. Programming adjustments will be made as required.
2. The three principles of the Kirkwood Direct team have worked with all the municipalities listed in the past. Each individual town's bill template and programming is set up except for Mashpee and Yarmouth. We have extensive knowledge of these Towns requiring minimal setup requirements.
3. Kirkwood Direct monitors the DOR website for updates to the regulations and requirements. All mandated changes will be included on the template bill.
4. Laser print invoices on 8.5 x 11, with microperforated, with black ink, color coded strip and imprinted OCR-A scan line. Sample bills will be sent to the lock box providers for testing prior to going live.
5. Fold and insert bill into #10 envelope, white with black ink.
6. Insert #9 courtesy reply envelope into #10 outbound envelope where requested.
7. Print and insert extra stub (3.67x8.5) into #10 envelope, if required.
8. Print and insert notices into #10 envelope, if required.
9. Kirkwood Direct is CASS certified. All mail is prepared and processed to achieve all applicable postage discounts, including Foreign Bills. Most mailings are first class presorted postage class.
10. All postal savings are passed directly to the towns
11. Bills going to the same address will be combined into one envelope to maximize postage savings.
12. Properly prepare mail to meet all postal regulations.
13. Kirkwood Direct will NCOA the list to confirm current mailing addresses. And provide each town with the corrected address information. Addresses in the file will not be altered by Kirkwood Direct unless instructed to do so.
14. Provide printed proofs and reports for the towns review prior to printing.
15. Towns can modify the bill format and appearance at no additional charge upon initial setup. Our team is presently the current vendor for all except Mashpee and Yarmouth. When previously at Globe we worked with both communities and have the templates used at that time. Setup should be minimal.
16. Kirkwood Direct will provide at least 20 samples of bills prior to running the job. These include random samples of all reiterations as well as specifically requested samples
17. An email is sent to each individual town to confirm bill count, pulls and total dollar values prior to printing the bills. These amounts must agree with their records prior to printing.
18. Kirkwood Direct has the capability to pull requested bills and amount due exclusions from the mailing provided the Town has given said notification.
19. Bills for ebill customers will be included in the PDF file sent to the online provider. These bills will not be mailed to residents who are signed up to receive ebills. It is the responsibility of the online vendor to provide us with access to the list for us to accurately remove these customers from the mailing.
20. IMB barcode is imprinted on all bills.
21. Kirkwood Direct provides PDFs of all bill types to each Town for on demand printing of replica bills.
22. Kirkwood Direct uploads bills to each town's online payment provider within 48 hours of the bill's issuance date.
23. Kirkwood Direct provides each town with a notarized postage statement for each billing.
24. All printing, inserting, mailing, commingling and warehousing of material is done at our facility located at 904 Main Street, Wilmington MA or at our new facility in Hudson Ma.
25. Mail is trucked to the USPS processing center
26. Our programmers have over 25 years or experience working with billing software providers such as Munis, Vadar, Softright, WTI, Patriot, Admins, KVS and others
27. Highly responsive Customer Service at all phases of the billing process.

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Kirkwood Direct

28. Kirkwood Direct has strict procedures to ensure all bills are processed and delivered to the USPS on deadline.
29. The turnround time is 5-7 business days from when file is received to when mail is entered into the USPS.
30. All mail is processed as first class and is expected to be in homes typically within 2-3 days, however USPS guidelines state First Class Mail can take up to 14 days. Once the bills are presented to the USPS, delivery times are based on performance by the USPS. Presently USPS is experiencing delays in delivery.
31. The Town will be invoiced monthly with postage and processing invoices as separate line items.
32. Kirkwood Direct does not require the Town to escrow the postage. Kirkwood Direct bills the postage charges along with the print and processing monthly.
33. Payment is due within 30 days of the mail date for both printing and postage

34. Files will be sent to the tax agencies at no cost to the Town.

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Kirkwood Direct

Kirkwood Direct has a contingency plan in place in the event we are unable to process bills at our facility. In the event of a machine failure, all processes have duplicate back up plan to ensure no disruption of work.

In the event of a catastrophic event, we have a complete disaster recovery plan with 3 facilities (outside of our electrical grid) equipped to handle all of our print and mail requirements within 24 hours. Additonal EQUIPMENT LIST, BUSINESS CONTINUITY PLAN & SECURITY PLAN table of content is attached.

MUNICIPAL BILLING RELEVANT EQUIPMENT NEEDS:

Kirkwood will be utilizing a combination the following 7 digital presses, which combined can Print over 2.7 million Municipal Bills PER DAY:
Any one of these 7 presses can handle the full volume of Barnstable County.

Any one of our 3 web presses can handle the ENTIRE YEARLY volume of Barnstable County in one day.

1. RICOH Pro VC60000 4 color Digital Web High speed continuous duplex variable printer with in-line finishing
   Capable of producing 50,000 completed Municipal Bills PER HOUR or 800,000 per day with 2 shifts

2. (2) OCE VarioStream 7550, High speed continuous duplex variable printers with in-line finishing
   EACH press Capable of producing 45,000 completed Municipal Bills PER HOUR EACH or 1,440,000 per day with 2 shifts

3. (2) Xerox Iridesse Digital Press 4 color+ metallic inks (2)
   Both presses combined can complete 230,400 Municipal Bills PER DAY

4. HP Indigo 12000 7-color digital press with One-Shot print technology
   This press can print 192,000 Municipal Bills PER DAY

5. HP Indigo 7900 5-color, digital, variable print, 13” x 19” sheet size
   This press can complete 115,200 Municipal Bills PER DAY

   We are continually adding or upgrading our equipment to meet demand and offer the highest quality print products.

Our Letter shop equipment accepts completed printed Invoices and folds, inserts, seals, stamps, images messaging or addresses all in one pass.

At Insertion speeds of 15,000 per hour, we can enter over 700,000 complete municipal invoice mailings into the USPS on a daily basis.

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Kirkwood Direct

QUALIFICATIONS

1. Since 1973, Kirkwood Direct has been providing printing and mailing services to state agencies, financial institutions, municipalities, retailers, home improvement companies and automotive, in addition to a wide variety of clients. We also execute the printing and mailing of monthly billings for business clients.

   Kirkwood Direct is located at 904 Main Street, Wilmington MA. In January, we acquired JetMail in Hudson Mass. Their capabilities combined with Kirkwood's expertise enhances and expands our product offerings and production capacity to better serve our clients.

   Besides the employees under manufacturing, we have a team dedicated to municipal bill printing, mailing and processing. They include:

   Steve Duncan – President and General Manager
   Ralph Dellatto- Executive VP of Sales and Client Services
   Steve Kuczwara- Executive VP of Operations and Compliance
   Karen Aloia – Director of Municipal Accounts – Primary Contact
   Pat MacNeil – Municipal Data Specialist
   Dmitriy Sadov – Senior Data Analyst

2. Since 1973 Kirkwood Direct has worked with many municipal and financial in the state of Massachusetts, New England and beyond. Our intellectual experience is one of the longest tenured in business. Our Municipal Data Specialist has been working with municipalities for over 25 years. Our municipal team is well regarded in the industry and has worked with each of the towns included in the RFP. This combined with advanced printing capabilities offered by Kirkwood Direct allow us to deliver municipal tax bills as requested.

   As a full-service mail provider we are CASS certified and process all mail according to current postal regulations at the lowest applicable postage rates. As required by the USPS, all bills will be imprinted with the IMB Bar Code.

   All mail is printed, processed and mailed from our facilities, centrally located at 904 Main Street Wilmington MA or Hudson MA.

3. Kirkwood Direct municipal team has a thorough understanding of the print and mail services required to deliver accurate and timely billings to residents and businesses of the towns. The team has over 25 years of experience working with municipalities and billing software providers such as Munis, Vadar, Softright, WTI, Patriot, Admins, KVS and others. With our programming expertise, we can build custom solutions based on the specific needs of the municipality. We know what each Town's requirements are and plan to execute the program with the same exceptional quality and service you are used to receiving.

4. From initial contact to final delivery, Kirkwood Direct delivers exceptional customer service and maintains constant communication with key personnel. We provide a bill design based on your specifications and needs. To ensure accuracy, all setups and bills are proofed and checked prior to sending to the Collector. The Collector may have additional changes; those changes will be made, and additional proofs will be provided.

   Files are transmitted to a secure FTP site. Acceptable formats include FTP's, flat files and CSV-comma delimited files. Files are downloaded to the site or if emailed, forwarded to the Programmer. Once the files are received by the programmer, the raw data is converted to the appropriate format and is sent to DP for

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processing. DP confirms addresses through NCOA and is set through BCC software to prepare the file for mailing and to ensure all applicable postal discounts are applied.

Files are then sent to Design, where the information is mapped to the bill template following the layout forwarded by the Programmer. Towns will be sent a random sample of 20 invoices as well as proofs of bills with special circumstances, such as assessments, zero balance, negative balances, etc. and any requested bills. The lockbox company will receive samples to test the readability and confirm the location of the scan line on the bill and envelope, if applicable.

The Collector will receive an email detailing the number of single bills with total tax due, total multiple bills with the tax due and a preliminary postage statement. Should our totals not match the Town's records, we will request the Town provide us with their totals, if they haven't already been provided to us by the Town. Using the Town totals, we would back into the file to determine if a field was omitted or inadvertently included. In cases where the totals don't add up after the rework, a new file may be requested or Boston Kirkwood Direct will contact the software provider directly.

A notarized postage statement will be provided once the bills have been printed, processed and mailed.

Bills of the same bill type going to the same address will be commingled into one envelope for postage savings.

Once the proofs are approved, the file is sent to the Laser Room to print. Once printing is complete, the pieces move to the Letter Shop where they are inserted into the #10 envelope, along with the return envelopes and any additional pieces.

Turnaround time from files received Monday at 10 am. Assuming all preliminary set up has been done. File is sent to DP as soon as the file arrives. Within a couple of hours, the Town will receive an email with the total number records and total tax due listed in the file. While the totals are being reviewed, we are setting up proofs of the bills. Once the town confirms totals in the file are correct, a random set of 20 proofs and any requested proofs are emailed to the towns for review. The town emails changes (if needed), changes are made with revised proofs being sent back for review. Final proof approval is needed from the Town as soon as possible; bills are printed once final approval is given. The Letter Shop will fold insert and stuff the bills. The USPS truck will pick up the bills on time to meet the mail deadlines.

PDF's will be uploaded to the online bill provider within 48 hours of approval.

At present we provide print and mail services for over 70 Massachusetts Municipalities.

5. If the Contract is awarded to Kirkwood Direct, we will work on the setups for Mashpee and Yarmouth. All the others are current customers who are set up and ready to go.

The typical prelim setup time is approximately 3-4 weeks from the time the file and sample bills are received to proofing. This timeframe may be shortened based on the time of year. The towns will review the initial set of proofs and provide changes, corrections or updates. Once the changes are received, Kirkwood Direct will make edits and deliver revised proofs for each town to review.

Working in this manner ensures all potential issues with bill set up and programming are identified prior to working with the live files.

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Kirkwood Direct