

CHANGE ORDER #1

This Change Order #1 is based on the Contract Agreement between the **City of Dunwoody** and **JAT Consulting Services, Inc. (JAT)**, dated July 25th, 2011:

SCOPE OF SERVICES: Augmented Staff

Provide one (1) Records Clerk to Provide Assistance to City Clerk's Office

PERIOD OF PERFORMANCE:

01/01/15 – 12/31/15

COMPENSATION: Basis of Compensation for this Change Order #1 Lump Sum

Hourly Labor Rate = \$24.00 @2080 Hours	\$49,920
Adjusted 2013 Field Office Overhead	76.00%
Profit	12%
Lump Sum Fee	\$98,402

TOTAL FEE FOR THIS CHANGE ORDER #1 = \$98,402

SUBMITTED:
JAT CONSULTING SERVICES, INC.

ACCEPTED:
CITY OF DUNWOODY

Laura Cook _____

Date: 08/15/2014 _____

Date: _____



Municipal Government Services Procurement Contract Finance & Administration



CONSULTANT CONTRACT
RFP 11-02 MUNICIPAL GOVERNMENT SERVICES PROCUREMENT
SUB-SECTIONS 2.1, 2.3 FINANCE & ADMINISTRATION

This **CONTRACT** made and entered into this 25th day of July, 2011 by and between the City of Dunwoody, Georgia (Party of the First Part, hereinafter called the City), and JAT Consulting Services, Inc. (Party of the Second Part, hereinafter called the Consultant).

NOW THEREFORE, for and in consideration of the mutual promises and obligations contained herein and under the conditions hereinafter set forth, the parties do hereby agree as follows:

1. TERM:

This contract shall commence January 1, 2012 (transitional requirements excluded.) This contract shall be for a multi-year contract period ending no later than December 31, 2015. The initial term of this Agreement shall be through December 31, 2012. This Agreement shall terminate absolutely and without further obligation on the part of the City on December 31 of each succeeding and renewed year, as required by O.C.G.A. §36-60-13, as amended, unless terminated earlier in accordance with the termination provisions of this Agreement. This Agreement may be automatically renewed on an annual basis for two (2) additional twelve-month terms. This Agreement may be renewed for a 3rd additional twelve-month term based upon the terms of this Agreement without the necessity of a new Request for Proposal upon prior approval by the Dunwoody City Council.

2. ATTACHMENTS:

Copies of the Consultant's proposal, including all drawings, specifications, price lists, Instructions to Proposers, General Conditions, Special Provisions, and Detailed Specifications submitted to the City during the Proposal process (hereinafter collectively referred to as the "Bid Proposal") are attached hereto (Exhibit A) and are specifically incorporated herein by reference. In the event of a conflict between the City's contract documents and the Bid Proposal, the City's contract documents shall control.

3. PERFORMANCE:

Consultant agrees to furnish all skill and labor of every description necessary to carry out and complete in good, firm and substantial, workmanlike manner, the work specified, in strict conformity with the Bid Proposal. This contract is for the performance of Sub-Section 2.1 AND 2.3 (Finance & Administration) of the RFP and all relevant and related items in Exhibit A.

4. PRICE:

As full compensation for the performance of this Contract, the City shall pay the Consultant for the actual quantity of work performed. The fees for the work to be performed under this Contract are detailed in Exhibit A. The City agrees to pay the Consultant following receipt by the City of a detailed invoice, reflecting the actual work performed by the Consultant.

5. INDEMNIFICATION AND HOLD HARMLESS:

CONSULTANT agrees to protect, defend, indemnify, and hold harmless the CITY, its mayor, council members, officers, agents and employees from and against any and all liability, damages, claims, suits, liens, and judgments, for whatever nature, including claims for contribution and/or indemnification, for injuries to or death of any person or persons, or damage to the property or other rights of any person or persons to the extent arising out of and attributed to the negligent errors, acts, or omissions of the CONSULTANT. CONSULTANT's obligation to protect, defend, indemnify, and hold harmless, as set forth hereinabove shall include any matter arising out of any patent, trademark, copyright, or service mark, or any actual or alleged unfair competition disparagement of product or service, or other business tort of any type whatsoever, or any actual or alleged violation of trade regulations.

CONSULTANT further agrees to protect, defend, indemnify, and hold harmless the CITY, its mayor, council members, officers, agents, and employees from and against any and all claims or liability for compensation under the Worker's Compensation Act arising out of injuries sustained by any employee of the CONSULTANT.

6. TERMINATION FOR CAUSE:

The CITY may terminate this Contract for cause upon thirty (30) days prior written notice to the Consultant of the Consultant's default in the performance of any term of this Contract. Such termination shall be without prejudice to any of the CITY's rights or remedies provided by law.

7. TERMINATION FOR CONVENIENCE:

The CITY may terminate this Contract for its convenience at any time upon 30 days written notice to the Consultant. In the event of the CITY's termination of this Contract for convenience, the Consultant will be paid for those services actually performed. Partially completed performance of the Contract will be compensated based upon a signed statement of completion to be submitted by the Consultant, which shall itemize each element of performance.

8. CONTRACT NOT TO DISCRIMINATE:

During the performance of this Contract, the Consultant will not discriminate against any employee or applicant for employment because of race, creed, color, sex, national origin, age, or disability, which does not preclude the applicant or employee from performing the essential functions of the position. The Consultant will also, in all solicitations or advertisements for employees placed by qualified applicants, consider the same without regard to race, creed, color, sex, national origin, age, or disability, which does not preclude the applicant from performing the essential functions of the job. The Consultant will cause the foregoing provisions to be inserted in all subcontracts for any work covered by this Contract so that such provision will be binding upon each subconsultant, providing that the foregoing provisions shall not apply to contracts or subconsultants for standard commercial supplies of raw materials.

9. ASSIGNMENT:

The Consultant shall not sublet, assign, transfer, pledge, convey, sell or otherwise dispose of the whole or any part of this Contract or his right, title, or interest therein to any person, firm, or corporation without the previous consent of the City in writing.

10. WAIVER:

A waiver by either party of any breach of any provision, term, covenant, or condition of this Contract shall not be deemed a waiver of any subsequent breach of the same or any other provision, term, covenant, or condition.

11. SEVERABILITY:

The parties agree that each of the provisions included in this Contract is separate, distinct and severable from the other and remaining provisions of this Contract, and that the invalidity of any Contract provision shall not affect the validity of any other provision or provisions of this Contract.

12. GOVERNING LAW:

The parties agree that this Contract shall be governed and construed in accordance with the laws of the State of Georgia. This Contract has been signed in Dekalb County, Georgia.

13. MERGER CLAUSE:

The parties agree that the terms of this Contract include the entire Contract between the parties, and as such, shall exclusively bind the parties. No other representations, either oral or written, may be used to contradict the terms of this Contract.

14. TRAVEL COST REIMBURSEMENT

Consultant is subject to the City of Dunwoody travel policy for all requests made for travel cost reimbursement.

15. OWNERSHIP OF INTELLECTUAL PROPERTY

The City shall own all intellectual property produced under and for this contract.

(Signature Next Page)

DUNWOODY, GEORGIA

IN WITNESS WHEREOF, the parties hereto, acting through their duly authorized agents, have caused this **CONTRACT** to be signed, sealed and delivered.

DUNWOODY, GEORGIA

By: _____

Ken Wright, Mayor
City of Dunwoody, GA

ATTEST:

Signature

Print Name
City Clerk

APPROVED AS TO FORM:

Signature
Dunwoody Staff Attorney

CONSULTANT:

BY: _____
Signature

Print Name

Title

ATTEST:

Signature

Print Name
Corporate Secretary
(Seal)

EXHIBIT E : DETAIL COST INFORMATION
Dunwoody RFP 11-02: Finance and Administrative Services
Prime Consultant: JAT Consulting Services, Inc.
Subconsultant: Calvin, Giordano & Associates, Inc.

REVISED JULY 13, 2011

Note: Revised input July 5, 2011 shown in **GREEN**

Note: Revised input July 13, 2011 shown in **RED**

III. SUMMARY OF COSTS

Firm	Fee for Each Contract Year				Total
	2012	2013	2014	2015	2012-2015
JAT Consulting Services, Inc.	\$ 822,507	\$ 822,507	\$ 822,507	\$ 822,507	\$3,290,029
Calvin, Giordano & Associates, Inc.	\$ 427,489	\$ 427,489	\$ 427,489	\$ 427,489	\$1,709,957
	\$1,249,997	\$1,249,997	\$ 1,249,997	\$ 1,249,997	\$4,999,986

July 5, 2011

City of Dunwoody
Dunwoody, Georgia

Reference: Finance and Administration Services, RFP No. 11-02
Development of Contract – Meeting July 1, 2011

In response to the above meeting, JAT Consulting Services, Inc. amends our prior revised proposal dated June 23, 2011 as follows:

A. Service Provision Strategy:

1) Proposed Personnel:

Our Project Manager, Laura Cook (JAT), has been revised to 850 hours, representing approximately 40% job chargeable. This is in agreement with the original proposal of May 23, 2011.

Our Human Resources Manager, Nicole Stojka (CGA), is being proposed as joining JAT effective January 1, 2012.

Our Accountant, Denise Walker (JAT), is being proposed as joining CGA effective January 1, 2011.

2) Office Support Staff:

We had proposed George Keller (CGA) as Associate Government Services at 250 hours for 2012. We are reducing those hours to 50 hours.

We have added a Reimbursable Estimate for an outside Risk Management Specialist. This will only be used and billed on an as needed basis.

B. Cost Proposal Amendments:

Combined Amendments result in a reduction in the total fee for Year 2012 from \$1,428,924 to \$1,320,060. The Total Fee - Years 2012-2015 is reduced from \$5,978,084 to \$5,522,637.

1) JAT Consulting Services, Inc. – Prime

- a. The Hours for Laura Cook have been increased to 850 hours, b. The position of Human Resources Manager has been included for JAT, and c. The position of Accountant has been transferred to CGA.

Additionally, the overhead rate has been adjusted from 107.43% to 96%, with the profit being reduced from 18% to 15% for an overall reduction in the multiplier from 2.45 to 2.25.

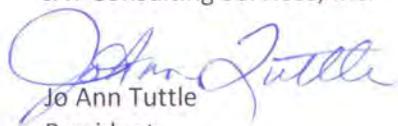
2) Calvin, Giordano & Associates, Inc. – Subconsultant

- a. The hours for George Keller have been reduced from 250 hours to 50 hours, b. The position of Human Resources Manager has been transferred to JAT, and c. The position of Accountant has been included for CGA.

Additionally, the overhead rate has been adjusted from 103.60% to 96%, with the profit being reduced from 20% to 15% for an overall reduction in the multiplier from 2.45 to 2.25.

We appreciate the opportunity to serve the City of Dunwoody and look forward to moving forward together for the next four years.

Sincerely,
JAT Consulting Services, Inc.


Jo Ann Tuttle
President

Attachment: Exhibit E: Detail Cost Information – Revised July 5, 2011

cc: Dennis Giordano

TECHNICAL PROPOSAL TO CONTINUE PROVIDING
“SMART MANAGEMENT”
OF FINANCE AND ADMINISTRATIVE SERVICES

TO
Dunwoody *
* Smart people – Smart city

**ORIGINAL DOCUMENT
CD ENCLOSED**



MUNICIPAL GOVERNMENT
SERVICES PROCUREMENT

RFP 11-02

MAY 23, 2011

JAT CONSULTING
SERVICES, INC.
■ ■ ■ Financial & Management Consultants

IN ASSOCIATION WITH

 Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

SECTION I – Letter of Transmittal (3.3.1.1)

SECTION II – Corporate Background and Qualifications (3.3.1.2)

JAT Consulting Services Background and Qualifications

Subconsultant Calvin, Giordano and Associates, Background and Qualifications

SECTION III – Response to Scope of Work (3.3.1.3)

2.3.1 General Requirements

2.3.2 Administrative Assistance and Reception

2.3.3 Administrative Assistance to the City Clerk

2.3.4 Accounting

2.3.5 Budgeting Services

2.3.6 Revenue Control

2.3.7 Purchasing Services

2.3.8 Human Resources

2.3.9 Risk Management

SECTION IV: Proposed Personnel (3.3.1.4)

Methodology, Qualifications and Training

Key Personnel Resumes

Organizational Chart

SECTION V: References (3.3.1.5)

References/Clients - JAT Consulting Services

References/Clients - Calvin, Giordano and Associates- Subconsultant

SECTION VI: Required Forms (3.3.1.6)

Proposal Form

Acknowledgement of Addenda

SECTION VII: Appendices (3.3.1.7)

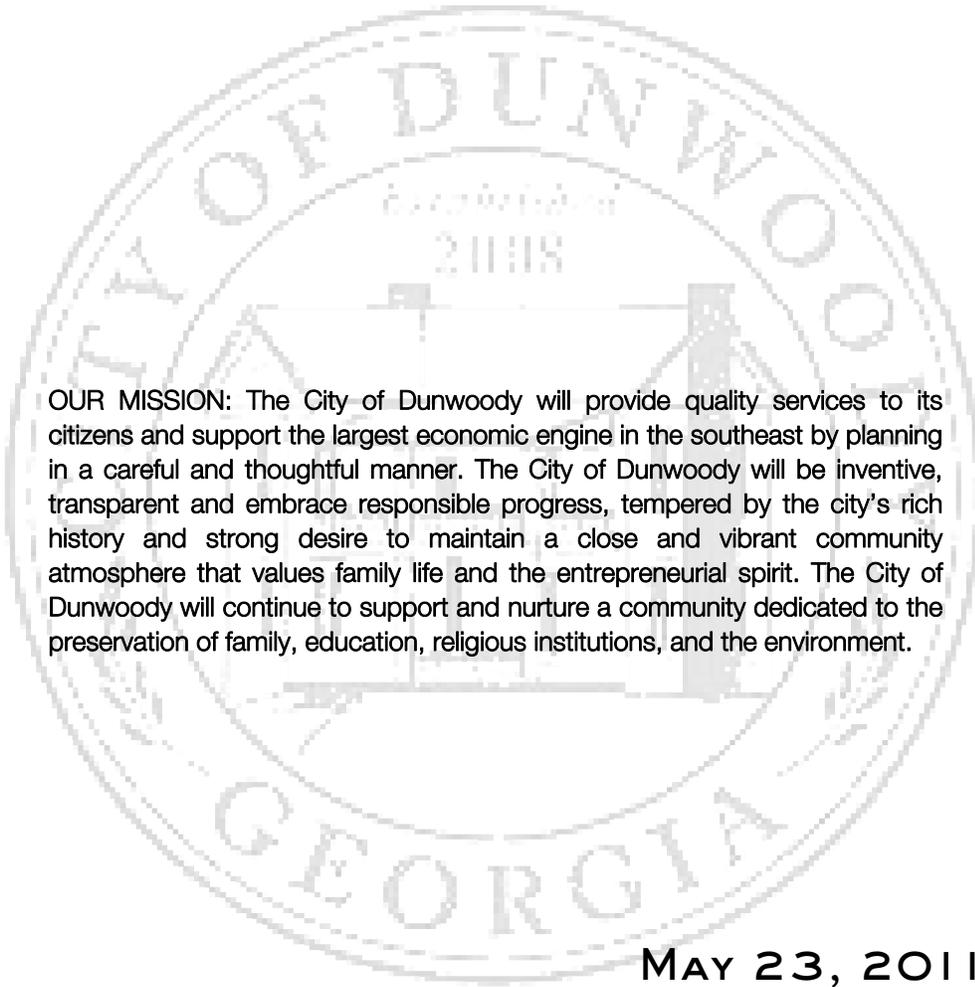
Resumes of Other Incumbent Staff and Back Office Staff

Letters of Recommendation

Awards Tendered to City of Dunwoody Under Current Consultant Contract

Relevant Project Profiles

Letter of Transmittal



OUR MISSION: The City of Dunwoody will provide quality services to its citizens and support the largest economic engine in the southeast by planning in a careful and thoughtful manner. The City of Dunwoody will be inventive, transparent and embrace responsible progress, tempered by the city's rich history and strong desire to maintain a close and vibrant community atmosphere that values family life and the entrepreneurial spirit. The City of Dunwoody will continue to support and nurture a community dedicated to the preservation of family, education, religious institutions, and the environment.

MAY 23, 2011

May 22, 2011

Mr. Christopher Pike
Director of Finance
City of Dunwoody
41 Perimeter Center East, Suite 250
Dunwoody, Georgia 30346

RE: Finance & Administrative Services, RFP No. 11-02

Dear Mr. Pike:

JAT Consulting Services, Inc. (JAT) is pleased to submit our qualifications to the City of Dunwoody for providing Finance and Administrative Services. JAT will serve as the prime consultant for this proposal, partnering with Calvin, Giordano & Associates, Inc. (CGA), as the subconsultant.

Our project team is known well by the City of Dunwoody. In providing start-up support and services to the City over the past three years, the JAT/CGA team has helped the newly formed City successfully transition into a fully functional municipality. We are well prepared to move forward from the reactive nature of these formative years to a proactive position, anticipating future needs and continually improving and enhancing service to the citizens of Dunwoody. We possess the direct experience and specific skills necessary to serve the City's needs. Our team approach is to maximize the depth of personnel resources through cross training, enabling staff to function not only in their primary roles, but also in other service areas as needed.

We hope that you will share our Team's sense of pride in the many accomplishments of the City of Dunwoody that exemplify our commitment to public service. We could not do this job without the guidance and leadership of our Mayor, City Council, City Manager, Finance Director, other City Staff and our extremely dedicated JAT/CGA personnel who labor to sustain the economic vigor and community spirit that is driving our progress.

JAT acknowledges that this proposal is valid for at least one hundred and eighty days (180) days subsequent to the date of proposal submission, and thereafter with any contract between the City of Dunwoody and JAT. The JAT contact person for this proposal is as follows:

Jo Ann Tuttle, President
1301 Shiloh Road, Suite 1430
Kennesaw, GA 30144
Tel 770.975.7359 Fax 770.975.1195
joanntuttle@jatconsulting.net

Thank you for the opportunity to respond to this Request for Proposal. JAT affirms compliance with all provisions of the RFP and accepts all terms and conditions of the RFP and its attachments.

Sincerely,
JAT CONSULTING SERVICES, INC.



Jo Ann Tuttle
President

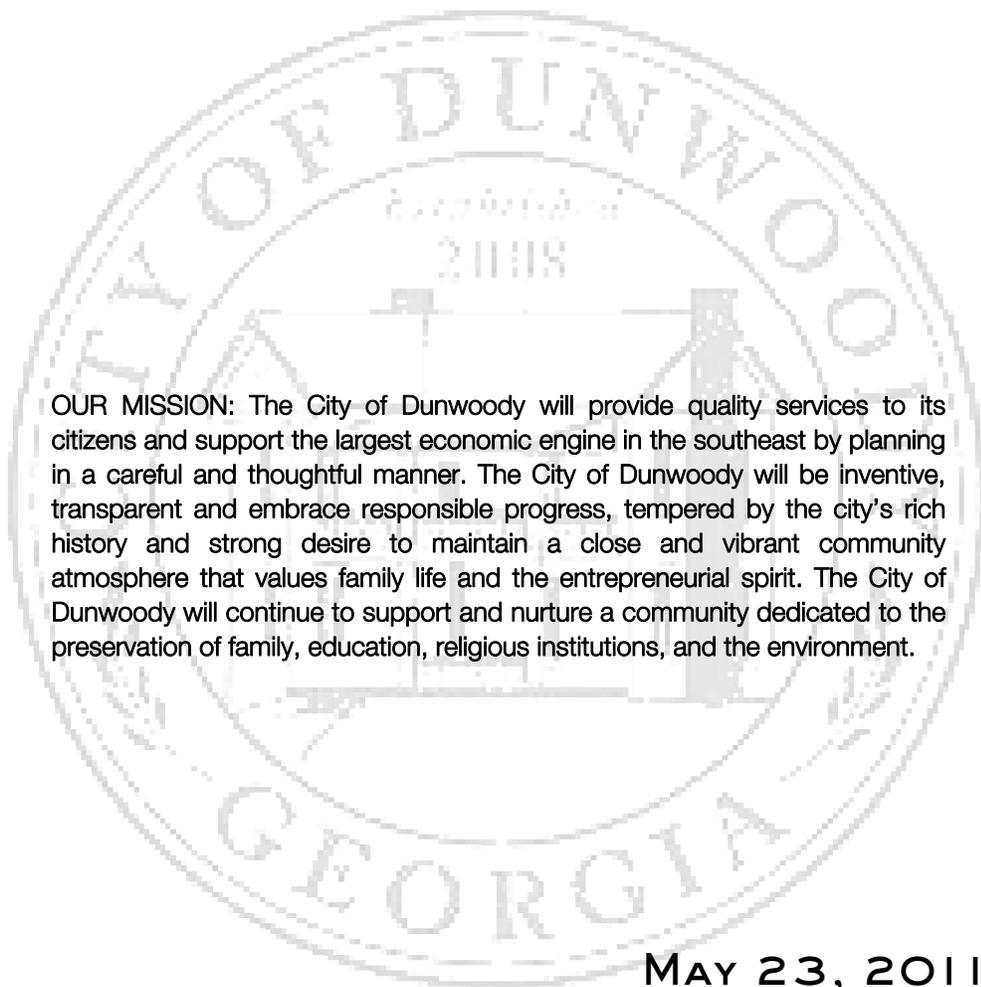
cc: Dennis Giordano



RFP 11-02

Section Contents

- PRIME CONSULTANT
 - > JAT Consulting Services, Inc.
- SUBCONSULTANT
 - > Calvin Giordano & Associates, Inc.



OUR MISSION: The City of Dunwoody will provide quality services to its citizens and support the largest economic engine in the southeast by planning in a careful and thoughtful manner. The City of Dunwoody will be inventive, transparent and embrace responsible progress, tempered by the city's rich history and strong desire to maintain a close and vibrant community atmosphere that values family life and the entrepreneurial spirit. The City of Dunwoody will continue to support and nurture a community dedicated to the preservation of family, education, religious institutions, and the environment.

MAY 23, 2011

3.3.1.2 SECTION II - CORPORATE BACKGROUND & QUALIFICATIONS

Founded in 1994, **JAT Consulting Services, Inc. (JAT)** answers the need for high quality, professional assistance that increases efficiency, productivity, and cost-effectiveness. JAT serves clients throughout the United States and is particularly well known in the Southeast. Our clients range in size from as small as four employees to as large as 2,000. JAT has been recognized by the Cobb County, Georgia, Chamber of Commerce as one of the Top 25 Small Businesses of the Year for successful growth, innovative services, and contribution to community projects.

JAT currently has a skilled professional team of 26 employees with over 75 years of combined experience with public agencies, PM/CM consultants, engineering and architectural firms, and contractors. Our wide-ranging technical expertise includes accounting, financial analysis, office engineering, administrative services, grant administration, and contract and project management. JAT professionals are able to integrate seamlessly into a client's workplace. We emphasize smooth, efficient procedures and processes that incorporate cross-training and a fully integrated team.

JAT offers a complete spectrum of infrastructure operational services for municipalities. JAT recognizes the diversity of management styles and structures within organizations and tailors all services to answer specific operational needs. Our personnel operate as extended staff with a dedication and professional commitment to the municipality and its citizens. We have provided significant finance and administrative services to the cities of Atlanta, Dunwoody, and Sandy Springs, as well as to Fulton and Cobb counties.

JAT staff played an integral role in getting the City of Dunwoody up and running in the exceptionally short time frame of a few weeks. JAT created the City's communication/reception to efficiently direct calls to proper departments and serve all Dunwoody citizens. With our turn-key expertise and assistance, the City has minimized its operating and overhead costs while providing a high level of service to their citizens. JAT currently is responsible for the City's accounting, purchasing, and revenue collection operations. JAT also provides administrative assistance, including receptionist services and support for all City Council operations. JAT also has provided essential financial services to the newly incorporated City of Sandy Springs, including startup, operations, and management of all finance, budget, and purchasing activities.

Additionally, JAT has served as Financial Program Consultant to Hartsfield-Jackson Atlanta International Airports \$6.7 billion Capital Improvement Plan for over ten years starting in year 2000. This program includes construction of a new runway, an off-site rental car facility, a new international terminal, as well as renovation and expansion of the existing terminal complex. JAT staff serves as an extension to the City of Atlanta Department of Aviation.

"JAT's commitment to quality client service has been an integral part of the ASG Joint Venture Team's success and is a factor in the renewal of the contract by the City of Atlanta."

- Daniel A. Guill, P.E., ASG Joint Venture Board Member

At this time, JAT Consulting Services, Inc. does not have any pending litigation, nor have we had any litigation over the last 17 years.

3.3.1.2 SECTION II - CORPORATE BACKGROUND & QUALIFICATIONS

With over 30 years of experience in financial office management and process administration, Ms. Tuttle possesses wide-ranging technical expertise in accounting, financial analysis, and administrative operations. Ms. Tuttle knows the City of Dunwoody well. She provided management oversight for the newly incorporated City in finance and purchasing operations, including a lead role in start-up activities for the creation of the City's operational infrastructure and the development of policies, procedures, and operations. Ms. Tuttle has also served as Principal in Charge of operations and management of all finance, budget, and purchasing activities for newly incorporated City of Sandy Springs, as part of the privatization of services under CH2MHill. Notably innovative, Ms. Tuttle is particularly proficient in analyzing client needs and resource management. Jo Ann is an experienced trainer, highly skilled in providing effective sessions in finance, accounting and business operations.

Laura Cook has worked extensively within municipal and county government and has an in-depth knowledge of the City of Dunwoody's organizational structure. She was responsible for key initiatives that resulted in the newly formed City being the quickest start-up of a new municipality on record. She performed office manager duties for the City's temporary offices, municipal court, and permanent offices. Ms. Cook processed business license renewals for all existing businesses within the City and began revenue receipt. She served as Acting City Clerk and temporary Assistant Clerk of Courts to expedite clerical and financial operations. Ms. Cook's strong administrative skills extend to a wide range of functions, including invoice compliance processing, billing, change orders, pay requests, pay estimates, revenue collection and court services. Laura possesses extensive expertise in bid processing, contract administration, contract compliance, and financial and job status report preparation.

We are pleased to include Calvin, Giordano & Associates (GCA), as a subconsultant to JAT, in our submittal. CGA brings added value to the City with more than twenty years of municipal service experience. A synopsis of their corporate curriculum vitae is provided on the following page.

As a team, we offer the exclusive benefit of continuity by the ability to maintain engagement of the incumbent staff, at the discretion of the City, and proceeding with "business as usual." There would not be transition issues which are certain to occur with the implementation of a consultant and staff that do not have knowledge of the policies and procedures in place, nor the culture of the City departments.

JAT and CGA have dedicated back office personnel that will support the finance and administration staff positioned at the city premises. Jo Ann Tuttle and Laura Cook of JAT will ensure quality control of all process, procedures, performance, and reporting for administrative assistance, receptionist, accounting, budgeting, and purchasing services. George Keller and Roma Rowland of CGA will ensure quality control of all process, procedures, performance, and reporting for revenue control, human resources, budgeting and risk management services as well as providing support efforts as needed.

3.3.1.2 SECTION II - CORPORATE BACKGROUND & QUALIFICATIONS

Calvin, Giordano & Associates, Inc. (CGA) is a multi-disciplinary firm that has been conducting business in Florida and Georgia for more than seventy-six (76) years. In 1937, the company started as a small, two-person surveying firm. By the mid-1970's, the services expanded to include engineering. Today, with over two hundred (200) employees, CGA provides a broad range of services, *including:*

- *Public Administration / Management*
- *Finance and Administration Services*
- *Traffic Engineering*
- *Construction Management Services*
- *Building Code Services*
- *Utility and Maintenance Services*
- *Landscape Architecture*
- *Planning and Zoning*
- *Governmental Services / Code Enforcement*
- *Construction Engineering Services*
- *Geographic Information Systems (GIS)*
- *Environmental Services / Indoor air quality*

CGA has provided professional consulting services to various jurisdictions throughout Florida and Georgia including the counties of Orange, Palm Beach, Martin, Osceola, Polk, and Fulton. We have also supported municipal jurisdictions such as Atlanta, Dunwoody, Sandy Springs, College Park, Roswell, Hallandale Beach, Hollywood, Lauderhill, Miami Springs, Miramar, North Lauderdale, North Miami, North Miami Beach, Pembroke Pines, Riviera Beach, Sunny Isles Beach and Weston many of which have been repeat clients for more than twenty (20) years.

The assembled team has more than 30 years of experience working in municipal and county government, as well as representing private sector clients in municipalities and counties throughout the state of Florida and Georgia. CGA will call upon this array of knowledge to fulfill the Finance and Administrative needs of City.

Our pioneering efforts have been showcased in such prestigious journals as Public Administration Review, Public Management (publication of the International City Managers Association), and HR News (publication of the International Public Management Association for Human Resources). Our long term relationship with numerous governmental entities demonstrates that we provide quality service and exceptional solutions time and time again. CGA understands the organizational structure and delicate balance between the citizens, electorate, elected officials, administration, staff, labor unions, and contractors involved in operating a jurisdiction because that is our business.

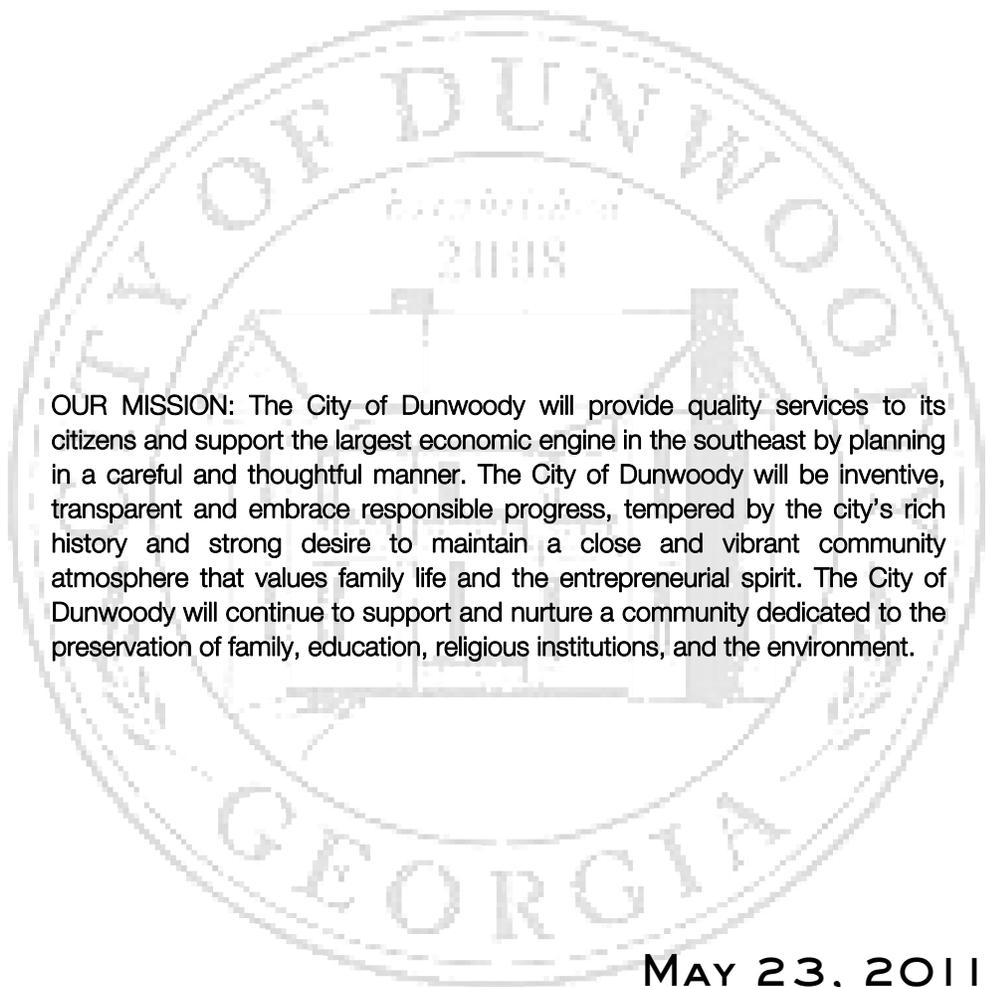
CGA's corporate resources of over 200 professionals are based in five offices in Florida and Georgia. CGA is proud to recognize the recent opening of its local Dunwoody office at 4151 Ashford Dunwoody Road, Suite 120, Ashford Perimeter Center. CGA's back office support spans over a dozen varied professional disciplines, with heavy concentration in local government public administration. The company president and several staff members are former City Managers/Asst. City Managers spanning the last three decades. During this same timeframe, CGA has become a leader in the provision of contract government services; both for new start up cities, and existing jurisdictions modifying service delivery. The depth of resources needed to support unexpected service needs exists with CGA and has been demonstrated on numerous occasions with the City of Dunwoody.

RFP 11-02

Section Contents

2.3 FINANCE AND ADMINISTRATIVE SERVICES

- 2.3.1 General Requirements
- 2.3.2 Administrative Assistance and Reception
- 2.3.3 Administrative Assistance to City Clerk
- 2.3.4 Accounting
- 2.3.5 Budgeting Services
- 2.3.6 Revenue Control
- 2.3.7 Purchasing Services
- 2.3.8 Human Resources
- 2.3.9 Risk Management



OUR MISSION: The City of Dunwoody will provide quality services to its citizens and support the largest economic engine in the southeast by planning in a careful and thoughtful manner. The City of Dunwoody will be inventive, transparent and embrace responsible progress, tempered by the city’s rich history and strong desire to maintain a close and vibrant community atmosphere that values family life and the entrepreneurial spirit. The City of Dunwoody will continue to support and nurture a community dedicated to the preservation of family, education, religious institutions, and the environment.

MAY 23, 2011

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

As the incumbent consultant for the City of Dunwoody, the JAT Team has an excellent grasp of the scope of services required. Our Team was in place at the forefront of the City's beginnings. Our accounting staff was responsible for putting processes and procedures in place to set up and run the Finance and Administration Department prior to the hiring of the City's Finance Director. We developed monthly financial statements and procured financing for the City's startup funding needs in the form of operating leases. We tracked cash flows to ensure that the City remained solvent. We set up online banking and credit card processing, accounts payable and payroll processes, cash handling and collections processes. We received the Government Finance Officers Association's (GFOA) Certificate of Achievement for Excellence in Financial Reporting awards for both our 2009 and 2010 CAFRs. We received the GFOA Distinguished Budget Presentation Award for our 2010 budget document.

Through expert service and innovative methods, JAT ensures the smoothest operation of critical business functions. Using the best practices of the industry, JAT tailors systems and procedures to explicitly answer your needs. We have the resources and expertise to help local governments operate at a lower cost while providing a high level of service to their citizens.

We understand the services delivery, work activities and deliverables. Our current culture is a seamless, transparent integration of our staff with the City staff. We have established great working relationships with our clients.

We provide employees that are proficient with the software utilized by the Finance and Administrative Department. We provide employees with the appropriate experience, training and expertise to effectively and efficiently fulfill the needs of the City. Our Accounting Manager is a Certified Public Accountant (CPA) with 20 years experience in state and local government. Our Staff Accountant has a degree in accounting with over 20 years experience in local government. We provide employees with professional development opportunities which keep their skill sets current and provide opportunities to network with industry peers.

(Select good people, feed them well, keep them happy and make sure they are trained.)

As a new City, Dunwoody has the advantage of being able to embrace new technology and new ideas. Without having a vast amount of institutional history, we have the flexibility to change processes and procedures quickly to take advantage of efficiencies that may be gained implementing new technologies or processes. From the start, our processes have evolved and continue to evolve into more efficient, more effective routines. Both the city and consulting staff embrace new ideas and welcome suggestions, new ideas or improvements to our current processes.

Networking with industry peers, professional development and other means expose us to ideas and innovations being used in our sister governments. We recognize that even a small change to a procedure can result in greater efficiencies. Our consultants use their experience and expertise to research and evaluate every aspect of new technologies or new technical requirements. We work closely with City staff on a day to day basis.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

For improvements requiring city funding and approval, a written recommendation memo will be submitted after sufficient research and evaluation have been completed. Once the improvement has been approved through the appropriate channels, a detailed implementation plan will be developed encompassing stakeholder and customer communications, infrastructure preparation, data conversion, system roll out, training, change management, business process reengineering, help desk procedures, change request procedures, and problem resolution procedures.

Organizations need good management-staff relations in order to function at a high level. Our consultants strive toward maintaining excellent working relationships with City staff and other onsite consultants at every staffing level.

At the same time, our consultants are cognizant of the stipulations concerning communications with the Mayor, City Council, Director of Finance and media services only through the City Manager or designee, unless otherwise authorized.

As the incumbent, the award of this contract will result in few transition issues for the Accounting section at the beginning of the contract period. Our primary focus for the transition period will be on developing key performance indicators as stipulated in the general requirements and augmenting the services currently provided, such as the preparation of a Popular Annual Financial Report.

For the ending transition period, our firm will work with City staff to develop a Business Continuity Plan (BCP) to prepare the Finance and Accounting Department for any transitional issues related to the change in consultant contracts. While a business continuity plan is typically considered a tool for staying in business in the event of a disaster, its usefulness can be extended beyond just that.

Though complex, a BCP manual is a critical tool used to outline a secondary work site, technical requirements and readiness, regulatory reporting requirements, work recovery measures, the means to reestablish physical records, the means to establish a new supply chain, or the means to establish new production centers. A BCP, crisis management, and disaster recovery planning are integral and necessary components for an organization's overall risk management.

At its simplest, the Business Continuity Plan identifies core business processes, defines roles and assigns responsibilities, and prioritizes functionality within the entity. It evaluates operational risks and provides mitigation strategies based on impact analysis. It also establishes procedures for succession of management and/or employees, which makes it an ideal tool to use during the transition period. The Business Continuity Plan will provide the essential framework for transitioning from the current set of consultants to a new team in the event the contract is not awarded to the JAT Team.

Our employees comply with the established policies of the Sustainability Commission, such as the No-Idling Policy, Lights Off-Power Down Policy and the City Purchasing Policy. In addition, our employees are encouraged to utilize public transportation such as MARTA and GRTA or carpool whenever possible. At present, 20% of our team either carpool or use public transportation on a regular basis.

2.3.1 GENERAL REQUIREMENTS

Contractors responding to the Finance and Administrative scope of work shall perform the following services:

2.3.1.1 Identify and perform Finance and Administrative assistance where the firm reasonably anticipates needs, which are not specifically set forth below.

Our Team is sincerely committed to our professional responsibilities and performance in providing all aspects of Finance and Administration. Each individual staff member understands the essential functions and high priority of our service to the City. We are instilled with motivation and pride to look forward, plan ahead, prevent problems, and approach the City's business in a proactive style at all times identifying and performing the responsibilities not specifically outlined below but are a necessary function in providing Finance and Administration services.

2.3.1.2 Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.

JAT Consulting Services is a local firm with an office located in Cobb County and all JAT employees are located within the Metropolitan Statistical Area. Our team Project Manager for the City of Dunwoody is Laura Cook and is available in person or by telephone on a twenty-four (24) hour basis, seven (7) days a week. Jo Ann Tuttle, President of JAT Consulting Services will also be made available to the City of Dunwoody. The identification of a secondary contact is provided so that constant coverage will be maintained in the event that the first contact is unavailable.

2.3.1.3 Provide supervision of Contractor(s) providing Finance and Administrative Services to ensure that all contractual requirements are performed effectively and efficiently. The City Finance Director will provide day-to-day operational supervision for department staff.

The Project Manager will be responsible for the supervision of the Contract staff providing Finance and Administrative Services ensuring all contractual obligations and requirements are performed effectively and efficiently. The Project Manager understands that the City Finance Director will provide the day-to-day operational supervision for the department staff. As the internal structure of the City continues to evolve our team will be diligent in the evaluation of existing policies and procedures ensuring that any inefficiencies or uneconomical practices are identified. Our team will document any issues, collaborate with all shareholders, and provide a recommendation to include a comprehensive work plan to the Finance Director.

2.3.1.4 Provide additional staffing resources on an as needed basis to support the City, such as during financial audits.

Our team's close relationship with the City staff provides knowledge and experience to procure additional staffing resources as needed to support the City during such times that workload is increased by seasonal or specific events.

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2.3.1.5 Provide employees that are proficient with the software utilized by the Finance and Administrative Department. This, at a minimum, includes the Microsoft Office Suite.

Our proposed staff is knowledgeable in all software as well as equipment currently utilized by the City of Dunwoody. The accounting staff utilizes the Tyler modules on a daily basis for multiple accounting functions. The Assistant to the City Clerk utilizes the Sire modules for the production of agendas, meeting minutes, records management, open records requests and she is knowledgeable in the operation of the audio visual equipment in the City Council Chambers. The Receptionist and all Administrative Assistants are fully capable of operating the main switchboard in the front receiving area. All our staff are proficient in Microsoft Office Suite.

2.3.1.6 Provide services under the direction of the City Finance Director or designee. The Finance Director is a City employee.

Our team will provide services under the direction of the City Finance Director or designee. These services will include but is not limited to the production of monthly financials statements, accounts payable and payroll processing, accounts receivable, cash handling and collections process, budget preparation and monitoring, and processing business licenses and excise taxes. As well as the Human Resources and Assistant to the City Clerk functions.

2.3.1.7 Adhere to all established internal controls and procedures.

The City of Dunwoody has implemented a system of internal controls in accordance with GAAP, GASB pronouncements and industry best practices surrounding cash, payroll, revenues, and expenditures and Human Resources to safeguard the assets of the City. Our staff is knowledgeable and has played an integral part in the establishment of the current procedures and internal controls and they will continue to maintain a strict adherence to these controls.

2.3.1.8 Perform roles related to facility management including, but not limited to, small repairs at City Hall, maintenance of building equipment such as door locks and key assignments and coordination with property management.

The Administrative Assistant will perform roles related to facility management including, but not limited to, small repairs at City Hall, maintenance of building equipment such as door locks and key assignments and coordination with the property management. Our approach to this task will be systematic in that a record log will be maintained to include dates and status of each item so that any necessary follow-up can be made. A relationship with the property managers will be established along with all contact information.

2.3.1.9 As it relates to Finance and General Administrative Services functions, track, maintain and report on key performance indicators established by the City in consultation with the Contractor in a timely manner.

The Project Manager will be responsible for monitoring the established performance metrics for each of the service functions related to the Finance and General Administrative services. She will work closely with each staff member utilizing a performance metrics matrix to record the progress of each respective service line (deliverable). Open and constant communication with the individual staff members will be crucial to ensuring

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

all key performance indicators reflect a high level of excellence. Our staff members will be made aware of the performance metrics and how they relate to their roles and responsibilities. Reports will be compiled and provided to the Finance Director in a timely manner.

2.3.2 ADMINISTRATIVE ASSISTANCE AND RECEPTION

Our administrative assistants have provided the City of Dunwoody with administrative support since the incorporation of the City in 2008. During this time the administrative staff has contributed to the establishment and development of procedures as well as the culture that is now in place. With the City's growing internal infrastructure our administrative staff will continue to evolve to meet the ever changing needs of the City. Our approach to the administrative functions is to assign primary roles with secondary and shared responsibilities. All administrative assistants will have the skills and expertise to function within their respective role and will be trained to support or provide coverage for many of the other administrative responsibilities. This cross training approach is beneficial in providing the needed assistance caused by a seasonal flux of operations such as Business License renewal. The administrative staff will regularly assist each other with training opportunities and develop a step-by-step guide for their responsible tasks to be utilized by the other administrative assistants when performing secondary responsibilities.

JAT shall provide the following services:

2.3.2.1 Provide dedicated clerical and administrative support for the office of the City Manager, as well as clerical and administrative support for elected officials and the City Finance Director.

Clerical and administrative support for the City Manager, elected officials, and City Finance Director will be provided by a dedicated administrative assistant to include but not limited to preparation of correspondence, expense reports, travel arrangements, and special task assignments. A proactive approach will be taken with all tasks in order to provide the highest level of assistance. This will include a clear understanding of the assignment and schedule, collaboration with other staff members, compilation of research, and the preparation of draft responses for review.

2.3.2.2 Receive and screen visitors and telephone calls at the reception station to be staffed by the firm at all times during the City's business hours (currently 8am – 5pm except for holidays), providing first-tier responses to customer inquiries.

A dedicated receptionist will be assigned to fulfill the responsibilities of receiving and screening visitors and telephone calls during the City's business hours of Monday through Friday from 8:00 am to 5:00 pm. Daily breaks and lunch relief for this position will be provided by the other onsite administrative staff on a rotating schedule. At times of illness or vacation, additional experienced staffing resources will be made available to provide coverage for the receptionist position. This will allow the other administrative assistants to provide uninterrupted services to their respective primary roles and responsibilities.

2.3.2.3 Ascertain the need of visitors and callers, and direct the person to the proper department or person within the municipality to meet his/her needs.

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The receptionist will possess the skills and understanding of the City's departmental roles and responsibilities in order to discern the nature of a phone call or visit and direct the citizen or business to the appropriate department or individual in a courtesy, timely and accurate manner.

2.3.2.4 Collect and sign for all incoming and outgoing mail or express packages and maintain a log of packages, monetary receipts, carrier, sender, and recipient.

The receptionist will collect and sign for all incoming and outgoing mail during the course of the business day. Incoming mail will be sorted and delivered to the appropriate recipients before the close of the business day. Designated packages and mail will be recorded in a daily log in order to provide any needed monitoring of accounts receivable funds for proper internal controls.

2.3.2.5 Maintain and post calendars and agendas for the City Clerk, City Manager, Mayor and City Council as well as other City boards, commissions and teams.

Administrative staff will be responsible for the maintenance and posting of calendars and agendas for the City Clerk, City Manager, and City Council as well as other various City boards and commissions. This information will be maintained by the administrative staff relative to their respective assignments. Also relative calendars, agenda, and meeting minutes will be posted on the City website as directed by the City staff and all City procedures will be followed in posting this information.

2.3.2.6 Coordinate travel arrangements as required under the City's travel policy for the City Manager, Mayor, City Council, and other staff as necessary.

Administrative staff will be responsible for the coordination of travel arrangements for the City Manager, Mayor, City Council, and other staff as necessary. Administrative staff will make sure that the City travel policy is followed and all travelers are informed of the documentation needed for the submission of expense reports to the accounting department.

2.3.2.7 Provide dedicated administrative support and services to the City Manager to provide relief from the management of administrative details. Screen visitors and callers to minimize unproductive and/or unnecessary interruptions.

A dedicated administrative assistant will be assigned to the City Manager in order to provide all needed administrative support to assist with all of his day-to-day clerical needs. This administrative assistant will have the necessary understanding of the City Manager's role and responsibilities in order to screen all visitors and callers minimizing any unproductive or unnecessary interruptions. The administrative assistant will coordinate with the City Manager on a daily basis to keep abreast of the critical issues that will need his immediate attention. In conjunction with maintaining the City Manager's calendar, the administrative assistant will be able to locate and forward or notify him of important calls and/or visitors that need his immediate attention.

2.3.2.8 Compose correspondences and respond to general inquires on behalf of the City Manager.

A dedicated administrative assistant will work with the City Manager in composing correspondence in order to respond to general inquires. The administrative assistant will take a proactive role in developing draft

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

responses and providing any relative resource information in order to assist the City Manager with a formal response. This would also include collaboration with other departments and any internal or external research.

2.3.2.9 Type, proofread, edit and format meeting transcriptions and other formal correspondence.

All administrative assistants will be made available to work with any City staff to provide clerical needs related to the production of written correspondence to include preparation of drafts, meeting minutes, newsletters, publications, and any other form of correspondence requested. All administrative staff are knowledgeable in MS Office Suite.

2.3.2.10 Attend all City Council meetings and hearings and other meetings, as directed by the City Manager or designee.

Any member of our team, on-site or back office support, will be made available to attend all City Council meetings, hearings, or any other meetings as directed by the City Manager or designee. Our staff is fully aware of the need to maintain a flexible schedule in order to be in attendance as requested. Our staff will be well prepared for any Council Meeting as needed by any of their respective Department Heads in order to provide support for specific agenda items. Furthermore, the Assistant to the City Clerk will arrange her working schedule as directed by the City Clerk to attend required meetings and produce any meeting minutes.

2.3.2.11 Respond to all inquiries as directed.

The administrative assistants will be able to provide responses to inquiries as directed. All responses will be researched, drafted, proofed and presented to the respective City Staff member if needed. The administrative assistants will be able to respond directly to those inquiries relative to their primary roles.

2.3.2.12 Provide and maintain access to data to other City contract providers as necessary.

It is understood that the City operates as a public private partnership with private firms providing a majority of the services for the City. Our administrative assistants have the experience and ability to work within a complex matrix of consultants providing the necessary information or assistance as needed. Our team understands that all individuals working within the City are a team and play an integral part in providing the residents and businesses of the City of Dunwoody with a high level of customer service and will provide any needed data in a timely manner.

2.3.2.13 Identify and perform other administrative assistance and reception where the firm reasonably anticipates needs, which are not specifically set forth above.

The administrative assistants are experienced and will be able to provide other administrative assistance and reception such as; scheduling of the City Council Chambers for the use by citizens, utilization within other departments as needed to complete a task, providing support to organize City sponsored activities, as well as any assistance needed by the Municipal Court.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

2.3.3 ADMINISTRATIVE ASSISTANCE TO THE CITY CLERK

The administrative assistant proposed for this position is currently in her second year of providing clerical and administrative support to the Dunwoody City Clerk. Her knowledge and experience clearly define her ability to perform the required tasks and her attention to detail and instructions is reflected in her excellent quality of work. She is already familiar with the established policy and procedures as well as all applicable software and equipment necessary to perform duties of the City Clerk. As part of the administrative staff her secondary responsibilities include providing the relief for the receptionist and assisting with Business License and Municipal Court tasks.

2.3.3.1 Provide dedicated, full-time, on-site clerical and administrative support for the office of the City Clerk.

Our team will provide a dedicated full-time administrative assistant to provide on-site clerical and administrative support to the office of the City Clerk. This individual has the experience and skill set to provide all the needed assistance to the City Clerk as well as act on her behalf during her absence.

2.3.3.2 Maintain and administer the City's system of archiving documents, records, and contracts for all City departments at the direction of the City Clerk, protecting the integrity of all public records in accordance as set forth in the Official Code of Georgia Annotated (OCGA).

The administrative assistant will follow all provisions to securely maintain and administer the City's system of archiving documents, records, and contracts for all City departments protecting the integrity of all public records in accordance with OCGA. Current experience with the records management plan for the City of Dunwoody and the Sire document management software will enable the administrative assistant to accurately and effectively file and retrieve documents electronically and in hard form.

2.3.3.3 Maintain and administer the City's document imaging system and records retention management.

The administrative assistant will maintain and administer the City's document imaging system and records retention management by utilizing the Sire modules currently in place. The administrative assistant has the skills and experience to scan and file all records accurately and efficiently with this software and is familiar with the file structure and the processes already in place.

2.3.3.4 Format, print, route and store ordinances, and resolutions for the City Clerk.

The administrative assistant will format, print, route, and store ordinances, and resolution for the City Clerk as directed. The administrative assistant has the ability and experience to correctly and accurately develop, format, and route vital documents for the City Clerk as directed. Understanding that these documents will become legislation once presented and passed by the City Council, our administrative assistant will approach this task with extreme attention to detail. Validating all information and obtaining all required reviews in a timely manner will be a priority in order to meet any required deadlines. Once ordinances and resolutions are passed by the City Council these documents will be scanned and filed utilizing the appropriate Sire module and the hard copies will be deposited in the vital records room.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

2.3.3.5 Respond appropriately to open records requests on behalf of the City as directed by the City Clerk.

The administrative assistant understands the Open Records Act as well as Georgia's Sunshine Laws and has experience in responding to open records requests as directed by the City Clerk. Familiarity with the established City of Dunwoody procedures and an understanding of the review process enables a quick and accurate response to requests while maintaining all applicable rules and regulations for disclosure and redactions.

2.3.3.6 Duplicate and distribute materials for City meetings.

It will be the responsibility of the administrative assistant to duplicate and distribute materials for the City Council Meetings as well as various other meetings such as the Design Review Advisory Committee and Community Council. The administrative assistant is familiar with the current Sire software modules utilized to produce the needed materials.

2.3.3.7 Organize and store City contracts as directed by the City Clerk.

The administrative assistant will be responsible for the organization and storage of the executed City contracts. Familiar with all the regulations and procedures associated with the filing of vital records, the administrative assistant will be able to accurately and efficiently file as well as retrieve all City Contracts.

2.3.3.8 Post public notices as directed.

The administrative assistant will be responsible for posting public notices for various City meetings at specified locations prior to start of the meeting. It is also understood that the Legal Organ for the City of Dunwoody will need to be notified of the City Council Meetings as well as any mandated publications of announcements for specific meetings or hearings.

2.3.9 Ensure compliance with all open records and open meeting laws as set forth in the OCGA and assist the City Clerk during meetings by taking attendance and recording motions and votes. The dedicated staff for the City Clerk is expected to attend all City Council meetings.

The administrative assistant will assist the City Clerk at all City Council meetings ensuring compliance with all open records and open meeting laws as set forth in the OCGA. The administrative assistant will be responsible for the distribution of agenda materials to the Mayor and City Council, provide copies of the agenda and comment cards for the public, prepare audio and visual equipment, and manually recording meeting minutes to include the attendance and motions and votes of the City Council.

2.3.3.10 Perform City Clerk's responsibilities upon the City Clerk's absence.

It is understood that the administrative assistant will be called upon during the absence of the City Clerk to perform the responsibilities of the City Clerk. The administrative assistant has the experience and ability to provide all the necessary coverage to include the preparation and distribution of City Council agenda, participating in the Council meetings, and recording the meeting minutes utilizing the Sire software module.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

As well as responding to open records requests with the assistance of the City Attorney and attending Departmental meetings to summarizing City Council decisions from the previous Council meeting as well as discuss the agenda items for the next Council meeting.

2.3.3.11 Assist in the coordination of municipal and special elections, disclosure requirements, and qualifications, including, but not limited to, addressing polling station issues, preparation of ballot questions, or any other related issues arising from election matters.

The administrative assistant will assist in the coordination of municipal and special elections, disclosure requirements, and qualifications including but not limited to addressing polling station issues, preparation of ballot questions, or any other related issues arising from election matters. Current knowledge and strict adherence to the City of Dunwoody Charter and Chapter 2 of Title 21 OCGA, Georgia Election Code along with the direction of the City Clerk will serve as a guide for the administrative assistant so that all applicable rules, laws, and regulations are maintained during an election.

2.3.4 ACCOUNTING

The Consultant shall provide the following services:

2.3.4.1 Provide a full-time, on-site Accounting Manager, approved by the City, with full responsibility to manage all Accounting staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manager without written approval of the City, which approval will not be unreasonably withheld.

Our current Accounting Manager is a Certified Public Accountant (CPA) with twenty (20) years of experience in state and local government. This individual will manage all Accounting staff to ensure that the performance of all services and responsibilities are being met. JAT's Project Manager will meet with the Accounting Manager on a regular basis.

2.3.4.2 Maintain all financial records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB), best practices and advisories of the Governmental Finance Officers Association (GFOA) and the City's accounting manual.

The City of Dunwoody has implemented a system of internal controls in accordance with GAAP, GASB pronouncements and industry best practices surrounding cash, payroll, revenues and expenditures and information technology to safeguard the assets of the City. Employees are under the direction and supervision of the City employees and City Council, and adhere to the policies and procedures set forth and approved by the City Council.

2.3.4.3 Produce and deliver to the City Finance Director in timely manner any and all financial information and reports as requested by the City Finance Director.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

Financial reports are produced on a monthly basis by the Accounting Manager in accordance with the requirements of the City Charter and the City Finance Director. Revenues and expenditures are reported on a modified accrual basis. The reports include budget comparisons as well as prior year comparisons. The reports are reviewed by the Finance Director and then presented to Council once per month. The Accounting Manager provides ad hoc reports to the City Finance Director and other department heads upon request.

2.3.4.4 Assist in developing and implementing the policies and procedures established by the City Finance Director for the withdrawal/transfer and disbursement of City funds, promotion of internal controls and reporting of financial information.

Good internal control procedures are of necessity linked closely with good accounting control and accounting procedures. Self-determination of accountability is a cardinal violation of the principles of internal control; therefore, any adequate system of internal control should provide that no individual keep the entire record of a transaction. The City of Dunwoody has implemented policies and procedures and a system of internal controls in accordance with GAAP, GASB pronouncements and industry best practices surrounding cash, payroll, revenues and expenditures and information technology to safeguard the assets of the City. We will continue to update and improve these policies and procedures on a regular basis.

2.3.4.5 Process all invoices presented with proper approval for payment; process only invoices presented with proper approval.

Cash Disbursements are made exclusively by the finance department. Disbursements are made based on appropriate documentation. Check Requests are required for non-repetitive payments and for purchases not requiring a purchase order.

2.3.4.6 Promptly identify and pay all City bills and obligations, including payroll, in accordance with Georgia law and sound business practices.

The City has Accounts Payable policy and procedures that ensure that expenditures are reported and paid in the appropriate period and in accordance with Georgia law and sound business practices. Payroll is processed by ADP based on reports sent in from the City. Employees are paid bi-weekly; however, the Mayor and City Council are paid monthly. Payroll tax returns and W-2s are prepared by ADP. The Staff Accountant has primary responsibility for processing the payroll.

2.3.4.7 Properly code and record all financial transactions of the City under the direction of the City Finance Director.

We will ensure that all financial transactions of the City have been properly coded and recorded under the direction of the City Finance Director.

2.3.4.8 Prepare and review journal entries, direct pays and wire transfers.

At the present time, journal entries are made on a regular basis to post the payroll based on the reports from ADP. A standard journal entry template form is used. Most other manual journal entries are to correct miss-postings that have occurred. We will strive to minimize the manual journal entries. These entries are usually

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made by the Accounting Manager. Once the data entry is complete, the edit list is run and is checked for accuracy by the Staff Accountant. After this is verified, the entry is posted to the general ledger by the Finance Director. The only interbank transfers are made between the Court Services, Hotel Motel and Concentration accounts. The Accounting Manager (JAT) and the Staff Accountant (JAT) can authorize these types of transfers that go between bank accounts. They cannot authorize any transfers of money outside the bank. Only the City Manager (City) and Finance Director (City) are authorized to transfer money outside the bank.

2.3.4.9 Maintain capital asset records.

The City has various assets, mainly infrastructures, which were donated from DeKalb County as part of the split into a new City. The City also owns all of the parks within the city limits. We will continue to maintain these records in the Tyler Incode Fixed Assets module by the accounting staff.

2.3.4.10 Maintain accounting subsidiary ledgers and supporting schedules to support account balances in the general ledger.

Subsidiary records and control accounts are necessary to properly account for assets and liabilities and to analyze revenues and expenditures. All subsidiary ledgers and supporting schedules will be verified monthly with the account balances in the general ledger to confirm accuracy.

2.3.4.11 Maintain cash and investments in accordance with approved investment policies and applicable laws.

The City currently maintains the following bank accounts: Concentration, Disbursement (ZBA), Payroll (ZBA), Bonding Escrow, HOST Account, Court Fund, Hotel/Motel, State Seized Restricted, State Seized Unrestricted and Federal Seized Funds. All of these accounts are maintained at Sun Trust Bank. All of the fund accounts are treated in accordance with approved investment policies and applicable laws.

2.3.4.12 Identify and maintain records and accounting for all grants and capital projects.

The City currently receives several grants from federal, state and local sources. The policy requires that all grants applications are reviewed by the accounting department and approved by the Council before being submitted to the grantor agency. It also requires any other grant correspondence such as reimbursement requests and extensions to be reviewed by the accounting department. The policy states that such reviews are to be handled by the Accounting Manager, with periodic assistance by the Finance Director. We have implemented project accounting to assist with the record keeping for capital projects, grants, certain expenditures by category and certain expenditures by department. The Accounting Manager has responsibility for maintaining the projects.

2.3.4.13 Prepare responses for surveys for other governmental agencies and authorities as directed by the City Finance Director.

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We will prepare responses to surveys for other government agencies and authorities as directed by the City Finance Director.

2.3.4.14 Assist the City Finance Director and City Clerk with contract administration and supervision of contracts and agreements.

Both our Accounting Manager and our Purchasing Manager possess demonstrated knowledge and expertise in contract administration and will continue to assist in the supervision of the various contracts and agreements.

2.3.4.15 Assist the City Finance Director with obtaining financing when necessary.

The Accounting Manager, with assistance from JAT's Project Manager, will gather documents and information for purposes of obtaining financing as necessary. Current staff was instrumental in providing assistance when the City obtained the note payable from BB&T through GMA to purchase the police vehicles and other types of public safety equipment at the beginning of the City start up.

2.3.4.16 Prepare monthly financial reports for the City Finance Director's review in order to distribute to City Council by the end of the following month.

Monthly financial reports will be completed and verified in a timely manner in order to allow for adequate review by the City Finance Director prior to distribution to the City Council by the end of the following month.

2.3.4.17 Identify and analyze financial trends and variances and report them to the City Finance Director.

We will identify and analyze financial trends and variances on a monthly basis and provide a written report to the City Finance Director.

2.3.4.18 Compile operating and financial data to assist with the preparation of the annual budget.

Our Team will assist in the gathering of financial data and reports that are necessary for the preparation of the annual budget. Actual cost reports are provided to each department that has budget estimates and actual budget expenditures for their use in budget preparation. Also, we are available to work with each department on an individual basis as needed.

2.3.4.19 Prepare all required annual reports including the City's Comprehensive Annual Finance Report (CAFR) to be delivered to the Department of Audits within the requirements and deadlines established in OCGA.

The CAFR is a detailed and complete financial presentation prepared in accordance with Generally Accepted Accounting Principles (GAAP) and audited by the County's independent external auditors. Our team will continue to maintain an adequate accounting system which will provide all data necessary for the timely preparation of financial statements and reports. We will be responsible for reconciliation, verification and completion of all annual reports including the City's Comprehensive Annual Finance Report. We will also

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ensure that the work efforts meet the standards of transparency and reliability of public-sector financial reports as well as the requirements and deadlines as established in the OCGA. Our “Managing for Results” and “Operational Accountability” approach will allow us to continue to assist in improving the City’s overall management and performance while striving to be customer focused, results oriented and innovative in delivering service and strategies.

2.3.4.20 Prepare a Popular Annual Financial Report (PAFR) under the requirements and guidelines published by GFOA and internal deadline requirements.

The Popular Annual Financial Report (PAFR) can play an important role in making financial information accessible to everyday citizens and other interested parties who may be challenged by more detailed traditional financial reports. The report should provide an analysis of the financial position of the City, where the revenues are derived that are used to operate the City, in what manner those same dollars are spent, and how the local economy impacts Dunwoody’s overall financial status. Our team realizes the importance of a strong relationship between the City Government and the community, and the goal is to clearly communicate the results of the financial operations of the City in a reader friendly financial publication.

Our team will provide assistance to the City in running an effective and efficient government which the citizens can trust. Through the hard work and dedication of Dunwoody staff, we continue moving forward in pursuit of improving the quality of life for the citizens and in sustaining a streamlined organization. Together with the City, our team adheres to the highest standards of accounting principles to ensure full financial disclosure, accountability, and legal compliance. Evidence of this is the fact that the City’s Finance & Administration Department has been awarded the following: GFOA’s Distinguished Budget Presentation Award for FY 2010, NPI’s 15th Annual Achievement of Excellence in Procurement Award for 2010, 2010 Hermes Gold Creative Award for both the 2010 City Budget Document and the City of Dunwoody Website, 2011 Platinum Hermes Award for the 2009 Comprehensive Annual Financial Report (digital version). We are honored that we were able assist the Finance Department in preparation of the reports and documentation for these outstanding achievements. Our team will continuously support the promotion of the City and will provide assistance as needed during preparation of the PAFR so that it may be used as a tool for increasing public confidence in City government and elected officials through straightforward, user-friendly information.

2.3.4.21 Coordinate and cooperate with external auditors and provide requested information and reports for year-end and interim reporting.

The City of Dunwoody undergoes an annual audit after each fiscal year ends in December. In preparation for this audit, the Accounting Manager and Staff Accountant prepare reconciliations of all balance sheet accounts, accrue the appropriate revenues and expenditures and collect and organize the documentation requested by the auditors. We also prepare responses to questionnaires and any additional questions posed by the auditors.

2.3.4.22 Cooperate and assist grant coordinators as needed in fulfilling all obligations that accompany grants from various funding sources.

As the City is receiving several grants from federal, state and local sources, our Accounting Manager with assistance from our Purchasing Manager will work with the grant coordinators to make sure that all

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

necessary documentation is complete before it goes out to the funding sources. JAT's Project Manager will also review and approve the final documents as necessary.

2.3.4.23 Document all accounting procedures and processes as well as perform tests and walk-throughs to ensure sound accounting procedures and processes.

Our Team will continue to update and document all accounting procedures and processes and perform tests on a regular basis to ensure that all parts of the process are being adhered to.

2.3.4.24 Identify and develop a staff "Super User" of the City's financial accounting system to train and instruct City staff on the proper use of the software and processes.

JAT's Project Manager, with the assistance from specific staff will serve as the "Super User" of the City's financial accounting system to train and instruct City staff on the proper use of the software and processes.

2.3.4.25 Maintain a tickler file of all reports and deadlines completed by the City regularly.

A tickler file will be maintained and monitored by the Accounting Manager on a daily basis for all reports and deadlines to ensure that all due dates and requests are being met.

2.3.4.26 Identify and perform other accounting responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

Our team shall perform such additional duties and functions as may be prescribed or required by the city council or the city manager. We will assist with compliance requirements of federal financial assistance programs as applicable. We will continually strive to improve our methods by applying the latest "Best Practices". It is our intent to present with full disclosure the financial position and results of operations of the funds and account groups in conformity with GAAP and GASB.

2.3.5 BUDGETING SERVICES

Our staff will provide the necessary budget support to the City including but not limited to: financial management, accounting, procurement, revenues, and expenditures, collections, forecasting, and reporting. It is clearly understood that Georgia law (e.g., O.C.G. G A. 36-81-2 et seq.) describes budget requirements for local governments within the state. Annual operating budgets are to balance available annual resources (revenues, fund balances) with annual expenditures. Current resources are to be utilized to pay for current expenses, not obligating future revenue sources for current expenditures. One time fund sources are to be utilized for one time expenditures. Borrowing and incurring debt is to be carefully managed and maintained within all GFOA standards. Multi-year capital improvement programs will be identified, developed, and funded appropriately in their management and implementation.

The timely and accurate provision of data to the City Manager, Finance Director, and ultimately the City Council, with respect to financial management, forecasting, expenditures, and reporting throughout the annual cycle of the City will be conducted as a high priority by our team. Year end reporting, the preparation

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of annual financial reports, and support for annual audits will all be conducted in accordance with the City's Financial Management Program, under the direction of the City manager or designee.

2.3.5.1 Comply with all requirements of the City Charter specifying the requirements of budgeting for the City, including, but not limited to, Sections 5.02, 5.03 and 5.04.

Our team will comply with the specific requirements outlined in the City Charter and follow the adopted procedures and requirements for the preparation and execution of the annual operating and capital budget, including requirements as to the scope, content, and form of such budgets and programs. Mandated schedules and deadlines will be met for budget submission to Council as well as advertised notification of the special public hearings. Our team worked in conjunction with City Staff and other departments to successfully complete the yearly budget submissions, for which the City received the Government Finance Officer Associations (GFOA) Distinguished Budget Presentation Award for the fiscal years beginning January 1, 2010 and January 1, 2011.

2.3.5.2 Comply with all requirements of the budget policy as approved or amended from time to time by the Mayor and City Council and recommend amendments to the policy as needed and identified.

Having provided budget services for the past three years, our staff is knowledgeable of the City's current adopted budget policy as well as all procedures utilized in the process and will continue to maintain compliance with all established policies. As the City proceeds through the process of budget preparation our staff will continually evaluate, identify areas of improvement and make recommendations of specific aspects that could provide greater accuracy and efficiency in the development of the annual budgets.

2.3.5.3 Assist the City Finance Director and City Manager as directed with budget preparation and preparation of reports and schedules.

Our staff will assist the City Finance Director and City Manager as directed with the budget preparation and preparation of reports and schedules. Our proactive approach to providing assistance will entail a clear understanding of the deadlines as well as the assembly of all relative material prior to the onset of the budget process. A timeline and forecast will be developed identifying the individual departments detailing historical information including actual YTD expenditures and revenues that will be used to produce the Performance Budget. The timeline will identify scheduled meetings with the individual department heads to identify upcoming projects, anticipated needs, and anticipated expenditures for the coming year. Our staff will work closely with each department to answer questions and provide guidance as well as any historical information needed to develop their performance budget. Support will also be provided to help each department to articulate future goals and current accomplishments.

2.3.5.4 Monitor City expenditures and prepare analytical reviews as directed.

Our financial analyst is experienced and knowledgeable with the Tyler modules utilized to capture the City's expenditures. This knowledge enables him to monitor expenditures and prepare analytical reviews and reports as directed in a timely manner.

2.3.5.5 Meet with department heads when directed and review preliminary budgets prior to

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developing the final City budget.

Our staff will meet with all department heads when directed and review preliminary budgets prior to the development of the final City budget. Our approach will be to collaborate with individual departments to identifying a workable schedule to meet the required deadlines and provided the assistance and guidance to each department so they can identify their current needs and develop their detailed performance budget.

2.3.5.6 Assist departments throughout the year in managing budgetary thresholds. Prepare, with assistance from Marketing and Public Relations, an attractive and professional annual budget book for submission to GFOA's award program. The document shall include all required and suggested components indicated by GFOA.

Our staff will assist the departments throughout the year to manage their budgets by maintaining current and accurate information within the Tyler System. This will allow for the immediate dissemination of information relative to maintaining the budget thresholds. Our staff also works with Marketing and Public Relations to accurately document each of the departmental goals, performance measures, previous year's accomplishments, and any other data or materials needed for the development of the professional annual budget book which will be submitted to GFOA's award program. Our experienced team has contributed to the City's achievement of the GFOA's Distinguished Budget Presentation Award for the fiscal year beginning January 2010 and 2011.

2.3.5.7 Review, maintain, and update the 5-year Capital Improvement Program budget.

Our team will review, maintain, and update the 5-year Capital Improvement Program Budget by utilizing the request form developed by our current staff. This request form is used to capture the relevant departmental data that will be used to compile all required information in one central location.

2.3.5.8 Prepare ongoing cash flow analysis, financial reports, planning models and trend analysis to assist in short, and long term financial planning as directed by the City Finance Director.

Our current staff experience with the Tyler System, as well as their knowledge of the excise taxes, franchise fees, and license and permits, will allow our team to prepare ongoing cash flow analysis, financial reports, planning models and trend analysis that will assist the sort and long term financial planning as directed by the City Finance Director. We also understand that collection of 911 fees (ChatCom) is anticipated.

2.3.5.9 Serve as a liaison with all City departments on budget preparation and administration.

Our financial analyst will serve as the liaison with all City departments throughout the entire budget process keeping up to date on all schedules as well as the deliverables needed from each department for the compilation of the budget. Assistance will also be provided to each of the departments in order to maintain and monitor established and approved budgets.

2.3.5.10 Provide materials, schedules, and other documentation for all budget meetings, hearings and public meetings.

Our financial analyst is familiar with the materials, schedules and other documentation required for all budget

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meetings, hearing, and public meetings. All required documentation detailing historical information as well as project management schedules will be collected, compiled and presented to the appropriate City staff prior to scheduled meetings. Our financial analyst will also maintain a record of discussions and directives during these meetings and hearings for use in the continued development of the budget.

2.3.5.11 Identify and perform other budget responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

Our Team is sincerely committed to our professional responsibilities and performance in the conduct of Budgeting Services. Each individual staff member understands the essential functions and high priority of our service to the City. We are instilled with motivation and pride to look forward, plan ahead, prevent problems, and approach the City's business in a proactive style at all times identifying and performing the responsibilities not specifically outlined above but are a necessary function in providing Budgeting Services.

2.3.6 REVENUE CONTROL

The JAT Team understands the critical nature of identifying, collecting, and depositing, in a timely manner all City revenues; an essential resource for viability and operations. Financial management responsibilities have been a core service of our Team members for the past two decades. Revenue Control is viewed as an ongoing process, which requires ongoing review, internal and quality control in terms of: service functions, written policies and procedures, controls, assignment of resources, intergovernmental relations, and customer service.

The organization and approach to performing all service functions required under Revenue Control will be provided primarily by two full time dedicated on site positions. The Financial Analyst position (Russell Mitchell) and the Administrative Assistant position (Karine Roy) are the two primary positions providing the service functions, working under the direct supervision of the Finance Director. Both current incumbents in the positions are recommended for continued service. Cross training of the three other Administrative Assistant positions will also be provided for secondary service provision, absences, peak times, special projects, etc. Additional back office support/staffing will be provided as necessary when service volumes, responsibilities, or timelines require it. Our Team has consistently provided this additional resource assignment when needed or requested by the City during the past three year service period.

Direct interaction with the Municipal Courts staff, Police Department, and Accounting staff, especially the Accounting Manager, will be essential roles performed by the staff assigned to Revenue Control. Establishing close working relationships with other City staff involved in the payment for services, processes, or billings will be a priority for the Team staff in the payment, collection and deposit of revenues. Our Team is now in its third year of successfully conducting the City's Revenue Collections services resulting in projections having been reached or exceeded, and a balanced budget achieved and implemented.

The consultant shall provide the following services:

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2.3.6.1 Maintain and improve, where possible, the City’s processes and procedures that identify record and secure all City revenues.

Our team will maintain and improve, where possible, the City’s processes and procedures that identify record and secure all City revenues. Written policy and procedures are the foundation for internal controls and our team understands that all operations must follow the defined process during the execution of all activities. We also understand that as the City evolves it will be necessary to periodically review the effectiveness and efficiency of the processes and make recommendations. Written recommendations will be developed identifying what is already in place, justification for change, recommended changes, benefit of the changes, and an implementation plan. This continuous improvement will serve to protect the integrity of the City’s revenues, improve services to the businesses and residents, increase efficiency and reduce operating expenses.

2.3.6.2 Maintain all revenue control records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards, and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB) and best practices and advisories of the Governmental Finance Officers Association (GFOA).

The Financial Analyst and Administrative Assistant positions dedicated to the primary responsibilities for Revenue Collection are current and knowledgeable, and will remain current with all guidelines, best practices and legal requirements. The on the job training which has been developed over the past three years, working under the direction of the Finance Director, on site, has facilitated a great deal of valuable and “on point” knowledge. Specific GFOA, GAAP, and GASB requirements are researched and monitored by JAT/CGA Team members as part of our ongoing professional training, development, certifications, and information gathering. Intergovernmental communication, exchange of information, professional associations, and training where appropriate and necessary to remain current and knowledgeable moving forward, will be supported and provided.

2.3.6.3 Produce and deliver to the City Finance Director in a timely manner any and or all revenue control information and reports as requested by the City Finance Director.

Our team will produce and deliver to the City Finance Director in a timely manner any and or all revenue control information and reports as requested. The proposed staff has extensive experience utilizing Tyler Incode operating software and is proficient with the functions and data collection (cash collection, business licenses, general ledger) of the system that are needed to provide tracking, trends, and accurate information for the requested reports. Our staff will make sure that they have a clear understanding of the requested reports, the defined information to be presented and the format, and due date of each report.

2.3.6.4 Bill and collect business occupation taxes and review the calculation of fees and charges for accuracy.

Our team will bill and collect business occupation taxes and review the calculation of fees and charges for accuracy. Our staff has a clear understanding of the various revenue sources, the applicable requirements and criteria, and the City ordinances. Our team is experienced with the NAICS codes and their relation to

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the different business types as it relates to the assignment of the tax classifications. Classification assignment is a critical function in making sure that the appropriate taxes are assessed to each business. This validation process will significantly reduce the number of under licensed business allowing the accurate collection of all fees due to the City.

2.3.6.5 Cooperate with contractors auditing City revenue sources to provide reports and supporting documents necessary for efficient revenue audit programs. Develop and implement programs to identify businesses and improve compliance with the collection of occupation taxes.

Our staff will cooperate with contractors auditing City revenue sources providing reports and supporting documents necessary for efficient audit programs. Our extensive experience working with Tyler Incode will enable us to provide all requested information in a relevant and timely manner. Our team will provide the audit contractors with any needed internal and back office support necessary in maintaining an efficient revenue program.

Our staff will develop and implement programs to identify businesses and improve compliance with the collection of occupation taxes. A written work plan outlining our method to identifying new businesses will be developed and submitted to the Finance Director for approval. This work plan will include a schedule, detailed approach, collaboration efforts, and include a report format.

2.3.6.6 Ensure no revenue is lost due to missing a deadline.

Our team understands the impacts associated with the mandated deadlines for the collection of the various revenues. Our approach entails the ability to keep our staff up to date and educated on all aspects related to the various revenue streams as well as their specific and individual requirements and deadlines. Calendars will be maintained with all specific dates to include any needed lead time. All policies and procedures will be followed, ensuring that revenue collections are maximized, verified, and suffer no negative impacts due to timing and deadlines. During seasonal times that create a flux increasing the workload additional assistance will be provided to meet all the required deadlines further ensuring that the City does not lose any revenue.

2.3.6.7 Coordinate with local, state, and federal agencies charged with collection and disbursement of taxes, assessments, fees, charges and other impositions to ensure full and timely collection of all monies due to the City.

Our staff understands the importance of collection and disbursement of taxes, assessments, fees charges and other impositions to ensure timely collection of all monies due to the City. Our approach entails the ability to keep our staff up to date and educated on all aspects related to the various revenue streams as well as their specific and individual requirements and deadlines. Our staff will maintain working relationships with the appropriate local, state and federal entities to coordinate the collection and receipt of all taxes, assessments, fees, charges and other impositions. In addition, all policies and procedures will be followed, ensuring that revenue collections are maximized, verified, and suffer no negative impacts due to timing and deadlines.

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2.3.6.8 Process applications, issue designated licenses and permits and calculate related fees and charges appropriately.

Our staff will process applications, issue designated licenses and permits and calculate related fees and charges appropriately. Our team is experienced with the NAICS codes and their relation to the different business types as it relates to the assignment of the tax classifications. Classification assignment is a critical function in making sure that the appropriate taxes are assessed to each business. In addition, our team is experienced with the city's established fee schedules for all licenses and permits. All policies and procedures will be followed, ensuring that revenue collections are maximized, verified, and suffer no negative impacts due to calculating charges and fees inappropriately.

2.3.6.9 Collect and record revenue payments from customers for various City revenue sources while ensuring the customer's account is properly credited.

Our staff will collect and record revenue payments from customers for various City revenue sources while ensuring the customer's account is properly credited. Our team is experienced with the types of revenue payments for various City revenue sources and understands the importance of collecting and recording them accurately. All policies and procedures will be followed, ensuring that revenue collections are maximized, verified, and suffer no negative impacts due to incorrectly recording payments or improperly crediting customers' accounts.

2.3.6.10 Greet public and answer routine questions associated with collection of taxes, fees, assessments or other charges during established business hours.

The Dunwoody residents and commercial customers come into contact with the Finance and Administration department for a number of services. However, the revenue department has the majority of the face to face interactions with these residents and businesses on a daily basis. Therefore, our staff will continuously maintain a level of courtesy and professionalism during each transaction either on the phone or in person. This is very important especially when addressing any issues or complaints with a resident or business. Our staff will make sure to provide detailed explanations in a relevant and courtesy manner working diligently to resolve the situation. Our team is committed to providing periodic internal training for all staff members on customer services and public contact throughout the life of this contract.

2.3.6.11 Collect excise taxes from commercial sources and prepare reports for management review.

Our team will collect excise taxes from commercial sources and prepare reports for management review. Our staff poses a clear understanding of the various excise taxes and the applicable requirements relevant to processing the different revenue transactions. Utilization of the integrated accounting system will be a necessary component in the appropriate collection, verification, security and deposit functions performed. Reports of current data will be prepared and provided as requested, with no less frequency than monthly updates to the Finance Director for City Council and Manager review.

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2.3.6.12 Maintain and update the City's database of businesses within the City's financial reporting system.

Our team will maintain and update the City's database of businesses within the City's financial reporting system. Our team is experienced with the Tyler Incode software used to maintain the City's database of businesses. Our team understands the importance of maintaining the business database and its impact on the City's revenue budget as a whole. All established policies and procedures will be followed to ensure that the data is accurate and updated in a timely manner.

2.3.6.13 Coordinate collection of all City-collected fees received by other departments.

Our team will coordinate collection of all City-collected fees received by other departments. Cashier positions are currently operated in the Police Department, Municipal Court and Revenue. Our team understands the importance of maintaining adequate internal control over cash collections. All policies and procedures will be followed to ensure the safety and timely processing of City collected fees.

2.3.6.14 Reconcile cash receipts collected daily and prepare daily deposits for the bank.

Our team will reconcile cash receipts collected daily and prepare daily deposits for the bank. Cash receipts will be collected from the three departments each business day. These receipts will be batched, verified and deposited in a timely manner. Our team will maintain adequate separation of duties to ensure the safety and timely deposit and processing of all City collected fees. All established policies and procedures will be followed to comply with auditing requirements as well as GAAP.

2.3.6.15 Identify record and report relevant accounting performance measurements.

Our team will identify, record, and report relevant accounting performance measurements. Our team understands the importance of performance measurements as a tool to measure efficiency and effectiveness. We understand that the performance measurements should measure meaningful objectives. Reports of performance measurements will be developed and provided as requested as well as on a monthly, quarterly or annual basis to the Finance Director for City Council and Manager review.

2.3.6.16 Document all revenue control procedures and processes as well as perform tests and walk-throughs to ensure sound revenue control procedures and processes.

Our team will document all revenue control procedures and processes as well as perform tests and walk-throughs to ensure sound revenue control procedures and processes are adequate. Our team understands the importance of documenting processes and procedures and will continually look for avenues of improvement by performing periodic tests and walkthroughs. Alternative practices will be identified, explored, and tested. Recommendations will be made to the Finance Director outlining the improvement recommended. New methods will be incorporated into practice, documented in the policies and procedures.

2.3.6.17 Identify and develop a staff "Super User" of the City's revenue control processes to train and instruct City staff on the proper use of the software and processes.

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The incumbent Financial Analyst is the designated “Super User” and will serve as the primary leader and instructor of all related functions. He will be responsible for training City staff on the proper use of the software and processes critical to the success of the City’s revenue program. City staff will also be kept up to date on any changes to the system or procedures and training will be provided if applicable. The Administrative Assistant will serve as the back-up, as well as the accounting staff.

2.3.6.18 Review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standard changes.

Our team will review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standard changes. Our team is aware that processes are constantly evolving to better meet the needs of the City. As a new entity, the City has the flexibility to make critical changes quickly based on the needs of the situation. Our team will review its processes periodically to ensure that these changes are fully documented and that the documented processes and procedures facilitate the controls, accuracy and efficiency of the revenue control operation.

2.3.6.19 Identify and perform other revenue control responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

Our Team is sincerely committed to our professional responsibilities and performance in the conduct of revenue controls. Each individual staff member understands the essential functions and high priority of our service to the City. We are instilled with motivation and pride to look forward, plan ahead, prevent problems, and approach the City’s business in a proactive style at all times identifying and performing the responsibilities not specifically outlined above but are a necessary function of Revenue Control.

2.3.7 PURCHASING SERVICES

JAT will provide Purchasing Services to the City by utilizing a staff member as the Purchasing Manager. This staff member will spend the time needed as the City Purchasing Manager and conduct other duties such as Risk Management and Grants Administration as needed by the City. The Purchasing Manager will be available to City staff during regular business hours and after hours as needed.

The Purchasing Manager will operate seamlessly with the City staff and to outside observers as if an employee of the City of Dunwoody. This seamlessness also applies to all communication with City staff and others.

The Purchasing Manager will make a continuous effort to improve the efficiency of the City purchasing process and to implement cost savings procedures for the City.

As the incumbent service provider we anticipate little to no transition issues to the new contract term.

The Consultant shall provide the following services:

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2.3.7.1 Comply with all requirements of the City Charter specifying the requirements of procurement of the City, including, but not limited to, Sections 5.05 and 5.06.

Our Team will continue to follow current City Ordinances, Purchasing Policy, and Purchasing Procedures that have been developed in accordance with the City Charter. The Purchasing Manager will work to continuously improve the City's purchasing process and procedures while keeping the controlling documents up to date.

We have developed procedures that require all formal contracts entered into by the City to be signed by the City Attorney indicating review (as set forth in Section 5.05 of the Charter)

2.3.7.2 Comply with all requirements of the Purchasing Policy as approved or amended from time to time by the Mayor and City Council as well as recommend amendments to the policy as needed and identified.

We will continue to comply with all requirements of the Purchasing Policy and work with City staff to insure the Policy is up to date and remains relevant to the efficient operation of the City. This work will include but is not limited to periodic reviews of the Purchasing Policy against actual daily operations and trends in public procurement "Best Practices".

2.3.7.3 Manage and maintain the requisition and purchasing process in compliance with applicable laws and the adopted purchasing policy.

Our Team will continue to manage and maintain the requisition and purchasing process in compliance with applicable laws and the adopted purchasing policy. The Purchasing Manager will work to ensure that the purchasing policy is up to date relevant to all applicable laws. We will continue to communicate with the City Attorney regarding changes in laws effecting purchasing on a timely basis.

2.3.7.4 Monitor departmental expenditures against available budget for purchases.

We will work with City staff to obtain access to departmental budgets in order to monitor them against expenditures on a real-time basis. The Purchasing Manager will ensure that user departments have appropriately budgeted for purchases conducted through the City's centralized purchasing process. This will include formal and informal solicitations.

2.3.7.5 Maintain all purchasing records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB) and best practices and advisories of the Governmental Finance Officers Association (GFOA) and/or the National Institute of Governmental Purchasing (NGIP.)

We will continue to maintain all purchasing records in accordance with referenced criteria. This will include maintaining as much of a paperless environment as possible in order to support the City's sustainability goals.

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2.3.7.6 Produce and deliver to the City Finance Director in timely manner any and all purchasing information and reports as requested by the City Finance Director.

We will produce and deliver any and all purchasing information and reports as requested by the City Finance Director on a weekly or as needed basis. This includes but is not limited to the monthly Formal Solicitations Report currently produced.

2.3.7.7 Identify and take advantage of all available discounts through purchases or competitive contracts with other governments for City purchases.

We will continue to identify and take advantage of all available discounts through purchases or competitive contracts with other governments. One example of this is the repair work being done on certain City facilities under the EECBG grant. The contractors were identified as the most qualified and they agreed to provide the services to the City at the prices they had contracted for with a much larger local government.

2.3.7.8 Prepare and maintain contracts and contract files, while also coordinating with the City Clerk for properly maintenance of City contracts.

We will continue to prepare and maintain contracts and contract files. In an effort to reduce paperwork, duplication procedures have been established that call for only two hard copies of formal contracts. One copy is given to the vendor and the other is given to the City Clerk. This provides for one central location for all City contracts and eliminates the risk of multiple copies 'floating' around.

2.3.7.9 Manage and maintain vendor information and registration within the City's financial reporting system.

We will continue to manage and maintain vendor information and registration in the City's Tyler InCode financial reporting system. This effort will include attempts to enhance the usage of the InCode system to better accommodate Purchasing needs.

2.3.7.10 Evaluate vendor performance, addressing vendor performance issues and removing vendors from eligible list when issues are not resolved.

Our continued practice of monitoring and managing the vendor performance will be done on a regular basis. Work will include continuous monitoring of vendor relations to determine if and when the need may arise for a formal vendor complaint procedure.

2.3.7.11 Manage and maintain the City's procurement.

JAT will ensure that the Purchasing Manager is fully trained and up to date in the latest governmental procurement procedures. This will allow the Purchasing Manager to manage and maintain the City's procurement in a manner consistent with industry "Best Practices".

2.3.7.12 Prepare solicitations and oversee the competitive procurement process for projects funded through the City.

We will continue to work with City staff and user departments in the preparation of solicitations and overseeing the competitive procurement process. Procedures have been developed and implemented that

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make this process convenient and user friendly for all staff.

2.3.7.13 Coordinate, as needed, with the City Attorney on issues that may arise during the procurement process.

We will continue to coordinate with the City Attorney on issues that may arise during the procurement process through e-mail and direct communication.

2.3.7.14 Prepare, manage, and oversee competitive procurement processes, including coordination with other City departments.

We will work with all City staff and user departments in preparing solicitations and overseeing the competitive procurement process. Procedures have been developed and implemented that make this process convenient and user friendly for staff. The Purchasing Manager works with user departments to help develop specifications for formal solicitations to include Purchasing Procedures developed to assist user departments in developing specifications.

2.3.7.15 Reconcile encumbrances to the general ledger as requested by accounting.

Our Purchasing Manager will coordinate with the Accounting Manager to reconcile encumbrances to the general ledger on a weekly or monthly basis.

2.3.7.16 Maintain inventory of all furniture, fixtures, supplies, and equipment that do not qualify as capital assets.

We will develop and maintain an inventory of all furniture, fixtures, supplies, and equipment that do not qualify as capital assets. This will be accomplished by identifying and tagging all inventory items with bar codes and scanning them into an inventory database. The Mobile Asset – Asset Tracking Solution with WPA1000 will be used to tag and maintain the inventory.

2.3.7.17 Document all purchasing procedures and processes as well as perform tests and walk-throughs to ensure sound purchasing procedures and processes.

We will continue to update and enhance already established purchasing procedures and processes. The Purchasing Manager will work with City staff and user departments to ensure that the established purchasing procedures and processes continue to provide for an efficient procurement process.

2.3.7.18 Identify and perform other purchasing responsibilities where the Contractor reasonably anticipates needs, which are not specifically set forth above.

Our Team will continue to provide exemplary purchasing services to the City in any manner necessary. Additionally we will continue to be proactive in the administration of the City's Procurement Card Program. We have worked to increase the amount of expenditures through the program. The expenditures through the program have grown over 330% in the last 17 months (\$9,000 in November 2009 as compared with \$33,500 in April 2011). This effort reduces the administrative costs associated with processing of checks and also allows for the vendors to be paid in a more efficient and timely manner.

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Other examples of some of the enhanced services that we have provided include:

- Established a 'supply cabinet' that provides convenient access to office supplies for all staff.
- Our Purchasing Manager was a key component in the award to the City of Dunwoody of the 2010 Achievement of Excellence in Procurement by the National Purchasing Institute in just the City's second (2nd) year of existence. Dunwoody is one(1) of only eight(8) government agencies in Georgia and one(1) of only fifty-six(56) cities in the United States to receive the award.
- Our Purchasing Manager was also a key component in the UPPCC Agency Certification Award.
- Development of extensive outreach to the Dunwoody business community to include the Purchasing Manager conducting a breakout session at the Dunwoody Chamber of Commerce's 2011 Business Expo on the topic "How to Do Business With the City."

2.3.8 HUMAN RESOURCES

Our team is proud to have had the experience of creating the Human Resources Department for the City of Dunwoody at its inception. In the first six months as a City, at a record and rapid pace, critical decisions and administration of key human resources elements were made such as: assisting in the hiring of key City staff positions; selecting employee benefits, including health insurance and retirement options; and, creating policies and procedures, including the employee handbook. Since then, we have further refined and polished current practices and adopted additional responsibilities guided by and at the request of the City.

Currently, we have direct responsibility for the entire operation of human resources for the City of Dunwoody and provide human resources management as a core service of our business. We understand the unique needs of the City's 59 full time employees and 7 part-time elected employees. HR has established relationships with the employees of the City of Dunwoody, including those in key management roles. These relationships ensure a strong collaboration with the City staff whereas your human resources department is truly a part of the City. We will continue to provide a high quality service to the employees of Dunwoody and ensure that your human resources team will work with and respond to all the needs of the employees. Your human resources department will be a visible part of the City. We will have an open door policy and all employees are encouraged to seek us out as a resource for information.

We understand that communication regarding employee issues must be handled in a timely manner and we will respond to requests from the City Manager and City staff within 24 hours. The Human Resources Manager will check emails throughout the workday, at night and over the weekend and respond to requests within 24 hours.

Our team would be honored to be rewarded with the opportunity to continue working closely with the City of Dunwoody and managing one of its greatest assets, its employees.

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2.3.8.1 Assist the City Manager as directed with all processes to appoint, employ, and remove employees of the City as required by the City Charter in Section 3.04.

HR will assist with all processes to appoint, employ, and remove employees of the City by providing direct support to the City Manager. In appointing and employing of employees, HR will work closely with the City Manager and begin the process by meeting with the City Manager to accurately gauge the criteria that must be met to fill the vacancy. HR will appropriately advertise for the position, including but not limited to, the City website, GLGA marketplace and in collaboration with City staff will seek out any other relevant resources. HR will collect and screen resumes to determine top-tier candidates. HR will conduct interviews with top candidates, either by phone or in person, and present recommendations to the City Manager. HR will update the City Manager regarding the status of the recruitment process on a regular basis. In removing employees, HR will work closely with the City Manager to complete all steps of the termination process. HR will document all steps of the process and will be present during the separation meeting if requested.

2.3.8.2 Provide a full-time, on-site Human Resources Manager, approved by the City, with full responsibility to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manager without written approval of the City, which approval will not be unreasonably withheld.

We will provide a full-time, on-site Human Resources Manager who is dedicated to the City of Dunwoody. Nicole Stojka, the incumbent Human Resources Manager, has been on-site with the City since January 2009 and has received the City of Dunwoody Extra Effort Award for her service and dedication to the City in 2009 and again in 2010. Ms. Stojka has been recognized for providing great customer service and performing at a superior level in all aspects of her position. Ms. Stojka will continue to serve the City as the on-site Human Resources Manager, work in the City Hall office and follow the office schedule for City Hall staff. She will be the human resources contact point for all City employees, council members, and the general public. All functions of HR herein and listed below will be performed on-site unless otherwise noted. In the absence of the HR Manager or as additional support as needed, we will provide the as-needed services. We will manage from the back office or on-site as requested by the City or as appropriate.

2.3.8.3 Design, implement, manage and maintain the position classification and pay plans as required by the City Manager in City Charter Section 3.14.

To design classification and pay plans for the City, HR will work with the services of an outside consultant, as selected and determined by City staff, who specializes in the creation of classification and pay plans. HR will then implement, manage and maintain the plans, reviewing them at least annually. HR will prepare, maintain and update the allocation and position charts.

2.3.8.4 Ensure proper function of recruiting, payroll, benefits and other City-specific and general law provided by human resources functions for City employees.

HR will be on-site and dedicated to ensure the proper function of recruiting, payroll, benefits and other City-specific and general law. HR will stay current with and monitor any changes in the law by regularly attending conferences, legal seminars, workshops, and webinars as well as reading human resources publications, bulletins and email communications. HR will communicate pertinent information to City staff, via email or in

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person as necessary.

2.3.8.5 Prepare all correspondence pertaining to recruitment and hiring of City employees.

HR will prepare all correspondence pertaining to recruitment and hiring of City employees to include letter and email formats. HR will maximize efficiency and create standard templates for City correspondence pertaining to the hiring of City employees and will update, maintain and modify these templates as needed.

2.3.8.6 Participate in interviews as requested and assist management in the hiring processes of City employees.

HR will participate in interviews as requested, and assist management in the entire hiring process. HR will be responsible for writing job ads, posting jobs on the City website and collaborate with City staff to determine other sourcing locations. HR will conduct job fairs as necessary, receive and screen applications and resumes, contact applicants for further consideration, conduct phone interviews, coordinate on-site interviews and facilitate panel interview process as needed. HR will perform reference checks, conduct background checks, extend offers of employment, negotiate with candidates, and coordinate with IT and Purchasing for set-up for new hires.

2.3.8.7 Assist new City employees in completing new hire paperwork and conducting orientation. Validate employee's ability to work in the US by completing I-9 form, eVerify, and verify identification provided.

HR will assist City employees in completing new hire paperwork and will conduct orientation, which will include a one-on-one meeting between the new employee and the Human Resources Manager. HR will validate all employees' ability to work in the US by verifying employee identification, completing I-9 forms and verifying the data through the use of eVerify. HR will also be responsible for the follow up of instances of non-verification notification by eVerify or Social Security Administration by notifying the employee with required documentation. HR will continue eVerify training as required.

2.3.8.8 Maintain, administer, and update the City's employee handbook and its provisions, emphasizing the responsibilities of the staff to be professional, patient, and responsive under all circumstances and other duties as well as the consequences of noncompliance.

HR will review the employee handbook on an annual basis to ensure that it remains legally compliant and that any changes to City policy are incorporated. HR will ensure that all employees are informed of employee handbook updates and will obtain signed acknowledgement forms from all employees each time a revised edition of the employee handbook is published. HR will utilize electronic forms of communication wherever possible when publishing policies and procedures to follow the "green" approach that the City has adopted. In addition to outlining the policies of the City, the employee handbook also will explain the consequences of noncompliance. HR will take responsibility for appropriately addressing issues of noncompliance with the employee handbook with each new City employee.

2.3.8.9 Develop and maintain all City employee communication materials including the employee handbook, newsletters, bulletin boards, etc.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

As referenced in 2.3.8.8, HR will write, maintain, administer and update the employee handbook. HR also will manage and maintain all City employee communication materials, including updates to the employee portal website, which is the source of communication for all City employees and features the employee handbook, City policies, employee recognition, and other City announcements. HR will be proactive in updating City employee communication materials. HR will continue to use the ADP portal in place of a written newsletter, unless otherwise instructed, in support of having a “green” human resources department. HR also will manage the bulletin boards in City Hall and the Police Department to ensure that all relevant communications are posted and that the materials posted are appropriate. If items are posted without HR knowledge, and are inappropriate, HR will take them down and talk with the person that has posted it.

2.3.8.10 Perform salary surveys at least annually to establish and validate appropriate salary levels for positions within the organization.

HR will perform annual salary surveys and report findings to the City Manager. Surveys will be conducted utilizing information collected from but not limited to sources such as the Georgia DCA Wage and Salary Survey, as well as data collected from other related municipalities. Additionally, surveys will be performed when creating new City positions or when questions are raised regarding compensation. In addition to performing job-specific salary surveys for Dunwoody, HR will participate in salary surveys conducted by other municipalities and entities throughout the year. HR will summarize and report findings of salary surveys to City staff as appropriate.

2.3.8.11 Create or update City employee job descriptions as the City adds, creates, deletes, or combines positions.

HR will review job descriptions at least annually and will collaborate with City staff to revise and update them as appropriate. HR will create new job descriptions as the City adds positions and will delete outdated job descriptions as necessary. HR will perform job analysis reviews as needed to ensure employees are classified correctly and will adjust job descriptions to add, create, delete or combine positions as required. As updates are made to job descriptions, HR will ensure that the revised versions are published to the appropriate members of City management and staff.

2.3.8.12 Manage the annual review process to ensure all City employees receive an annual performance review and merit increase if applicable. Create review documents and performance standards as required. Develop and implement programs to ensure that performance reviews are effective and provide management training on the review process.

HR will manage the entire annual review process. This process includes but is not limited to creating documents, performance standards, a timeline for completion, notifying staff of the timeline, collecting performance evaluation forms, and ensuring that merit increases as applicable are entered into payroll. HR will create and provide management training on the review process. HR will collaborate with City staff to create and update the City’s Performance Evaluations and Wage Reviews Policy, the Performance Evaluation and Goals Manual, and the Performance Evaluation and Goals forms. HR will review this process annually with City management and make appropriate revisions to the policy, process and forms each year. HR will review performance evaluation policies and forms annually and will revise and republish as needed.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

2.3.8.13 Ensure the City meets requirements of all employment related laws including, but not limited to, the Health Insurance Portability and Accountability Act (HIPAA), Genetic Information Nondiscrimination Act (GINA), OSHA and applicable stands for work place safety and Patient Protection and Affordable Care Act (PPACA).

HR will ensure that the City meets requirements of all employment related laws and that policies and procedures are revised and implemented as necessary to remain legally compliant. HR also will research and stay abreast of potential upcoming employment law changes and will prepare the City in advance as necessary. Both the on-site Human Resources Manager and the back office support Human Resources Director are members of Human Resources Associations, such as, the Society for Human Resources (SHRM), SHRM-Atlanta and the Georgia Local Government Personnel Association (GLGPA) which are sources that provide up to date information, publications and training.

2.3.8.14 Report, manages, and facilitates termination policies and procedures for City employees.

HR will manage all termination policies and procedures for City employees. HR will use a termination checklist to ensure that all necessary steps of the termination process are completed. HR will conduct exit interviews and will notify City management of relevant information learned through this process. HR will engage City staff at any point in this process at their request, or as circumstances warrant.

2.3.8.15 Manage the City employee grievance process, including EEOC complaints filed by employees, working with legal representation on all matters of employment litigation.

HR will manage the City grievance process, including EEOC complaints. HR will ensure that all preventative measures are taken to minimize the risk of EEOC charges against the City. We have experience in managing cases of EEOC charges, including assisting with gathering information and working with legal representation. In the case of employment litigation, HR will work cooperatively with legal representation as well as work closely with relevant City staff.

2.3.8.16 Maintain, administer, and update the City's employee benefit plans.

HR will maintain, administer and update all of the City's employee benefit plans, including medical, dental and vision insurances; life insurance, accidental death & dismemberment, and short-term and long-term disability; flexible spending plans; three distinct retirement plans; and, supplemental insurance. HR will manage the annual open enrollment process and create an employee benefits booklet and a rate sheet for each plan year. All employees will be informed of their benefits options, and HR will provide assistance as needed to ensure that they are enrolled in accordance with their wishes. HR also will coordinate and update plans as necessary to include required plan amendments for compliance purposes.

2.3.8.17 Coordinate, as needed, with the legal representation on issues that may arise with employees.

HR will assist and coordinate with legal representation on any issues that may arise with employees. HR will continue to utilize and maximize the free resources (as provided by GIRMA) of the law firm, Elarbee, Thompson, Sapp & Wilson, LLP for guidance on employee issues, forms and processes to ensure legal compliance.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

2.3.8.18 Maintain the City's wellness and health management program.

HR will assist with the bid process, vendor selection and design of the City wellness program and be responsible for day-to-day management of the program. HR will manage all employee communications regarding the wellness program, including wellness challenges and Health-Y Breaks. HR will continue to maintain and manage the program and maximize employee engagement by staying abreast of new wellness trends which includes but is not limited to reading pertinent human resources publications and attending seminars on wellness initiatives. In addition, HR will meet with the appropriate health coach to develop and implement new strategies and wellness challenges. HR also will pursue a grant for the City of Dunwoody in accordance with Section 10408 of the Patient Protection and Affordable Care Act in which small employers may receive grants for implementing wellness programs.

2.3.8.19 Develop and deliver an annual training program to address employee issues including, but not limited to, workplace harassment.

HR will meet with the Department Heads annually during the budget process to identify and develop a training program and annual budget for HR training for review and discussion. HR will deliver the program and determine the type, order, and delivery approach for the training program.

2.3.8.20 Manage all City HR and medical records including the Human Resource Information System.

HR will be responsible for keeping all HR and medical records and adhering to filing guidelines as required. HR will serve as the system administrator for the City's ADP HRIS and will maximize the capabilities of the ADP HRIS as well as SharePoint.

2.3.8.21 Respond to external requests for information on current or former employees in compliance with Georgia Open Records Act and in coordination with the City Clerk's office.

HR will be responsible for providing external requests for information, with specific information redacted as legally required. Responses will be provided in a timely manner and in cooperation with the City Clerk's office.

2.3.8.22 Coordinate, along with Marketing and Public Relations, Citywide employee training and other events.

HR will coordinate with Marketing and Public Relations on employee events such as the annual Holiday Awards Luncheon, the annual Employee Appreciation Lunch and Kickball Tournament. HR will provide total event planning for employee events which includes but is not limited to the coordination of food, venue, special items, and procurement of awards, trophies, certificates or any additional items as requested for employee recognition. HR also will develop and manage an annual training program and coordinate with Marketing and Public Relations as necessary.

2.3.8.23 Identify record and report relevant human resources performance measures.

HR will identify, record and report relevant human resources performance measures to the City Finance

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

Director including but not limited to hiring/recruiting statistics, workers' compensation/safety statistics and wellness data.

2.3.8.24 Document all human resource procedures and processes as well as perform tests and walk-throughs to ensure sound human resources processes procedures.

HR will create reference materials that document procedures and processes and will conduct HR self-audits to ensure compliance with processes. HR will also manage annual testing on City retirement plans as well as the annual Section 125 non-discrimination testing.

2.3.8.25 Identify and perform other needs human resources responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

HR will perform other human resources responsibilities as circumstances arise, with concurrence of City management. HR will act independently to monitor changes in law, policies and human resources best practices. HR will respond to requests from the City management and staff, as well as identify other human resources responsibilities, such as implementing and managing the annual Flu Vaccine Clinic.

2.3.9 RISK MANAGEMENT

Our team will provide total risk management services with a combination approach of management which will include the on-site staff from Purchasing and Human Resources and the utilization of an outside advisory consultant as necessary. This approach will offer the City a blend of resources and expertise to minimize risk and maximize City insurances.

2.3.9.1 Design, implement, manage, document, and maintain a citywide risk management program.

Our risk management team will create and be responsible for a comprehensive risk management program. We will review existing City risk management programs and procedures, review claims history and current City insurances and will make recommendations for improvements as needed. Once complete, a procedures manual will be created and implemented to document the program. We will be responsible for the corrective actions, implementations and any additional follow-up recommendations as the result of any safety audits.

2.3.9.2 Design, implement, manage, document, and maintain an organized and scheduled safety-training program to assist departments on risk management program processes and risk-reduction procedures.

Our risk management team will ensure that the City will uphold its Safety Policy by creating and communicating a City safety-training program. We will design, implement, manage and maintain a formal safety program for the City to include but not limited to, a Safety & Accident Reporting Policy as well as Risk Management & Loss Prevention Policy. Policies will be documented and communicated to all staff and will identify the procedures, the role of City staff, and the role of employees. Policies will be created that identify first-aid procedures, testing, accident reporting, accident reporting routing, accident investigation, and follow-up procedures. Safety meetings will be conducted to review claims and suggest prevention methods.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

We will also work with GIRMA to maximize and take advantage of the on-site safety training that is available through the City policy. We will utilize the expertise of BWT Risk Advisors to review the City risk management program, processes and procedures as needed to ensure its effectiveness.

2.3.9.3 Design, implement, manage, document, and maintain a risk management claims review process.

We will design, implement, document and maintain a risk management claims review process. We will also review current processes and meet with Department Heads as necessary to create the most efficient and effective process for the City. The risk management claims review process will include but is not limited to, logging in claims as reported, identifying departments involved, details regarding the investigation of claims identifying timeframes to be met and open and closed status reports.

2.3.9.4 Recommend and advise the City's Finance Director of the appropriate amounts and types of insurance.

We will review amounts and types of insurance for the City and will advise and recommend changes as needed. We will meet with Department Heads annual to ensure amounts and types of coverage are accurate. We will document current amounts and types of insurance including renewal dates and update as needed.

2.3.9.5 Assist in the procurement off all necessary insurance.

Our risk management team will assist in procuring necessary insurance for the City. We will complete the data collection and applications required during the renewal process on behalf of the City as well as collect and prepare the information as requested for annual insurance audits.

2.3.9.6 Process and assist in the investigation of insurance claims, coordinating with legal representation as needed.

Our risk management team will utilize the risk management claim review process to process insurance claims. We will work with respective departments and conduct investigations to ensure that information is accurate and we will respond within a timely manner. We will coordinate with the City Attorney and/or any additional legal representation regarding claims investigations.

2.3.9.7 Review insurance policies and coverage amounts of contractors and make recommendations for changes.

We will assess current policies and coverage amounts of contractors and after review make recommendations for changes. All current City insurance policies will be accounted for and a record will be created to document renewal deadlines, the addition and deletion and modification of policies.

2.3.9.8 Document all risk management procedures and processes as well as perform tests and walk-throughs to ensure sound risk management procedures and processes.

3.3.1.3 SECTION III - RESPONSE TO SCOPE OF WORK

Our risk management team will be responsible for the creation and documentation of risk management procedures and will perform tests as appropriate to ensure sound processes. We also will work with safety auditors as needed in walk-throughs and will be responsible for implementing follow-up recommendations.

2.3.9.9 Identify record and report performance measurements relevant to risk management.

Our risk management team will identify, record and report measurements such as safety/accident statistics and driving/property accident statistics as requested by City staff.

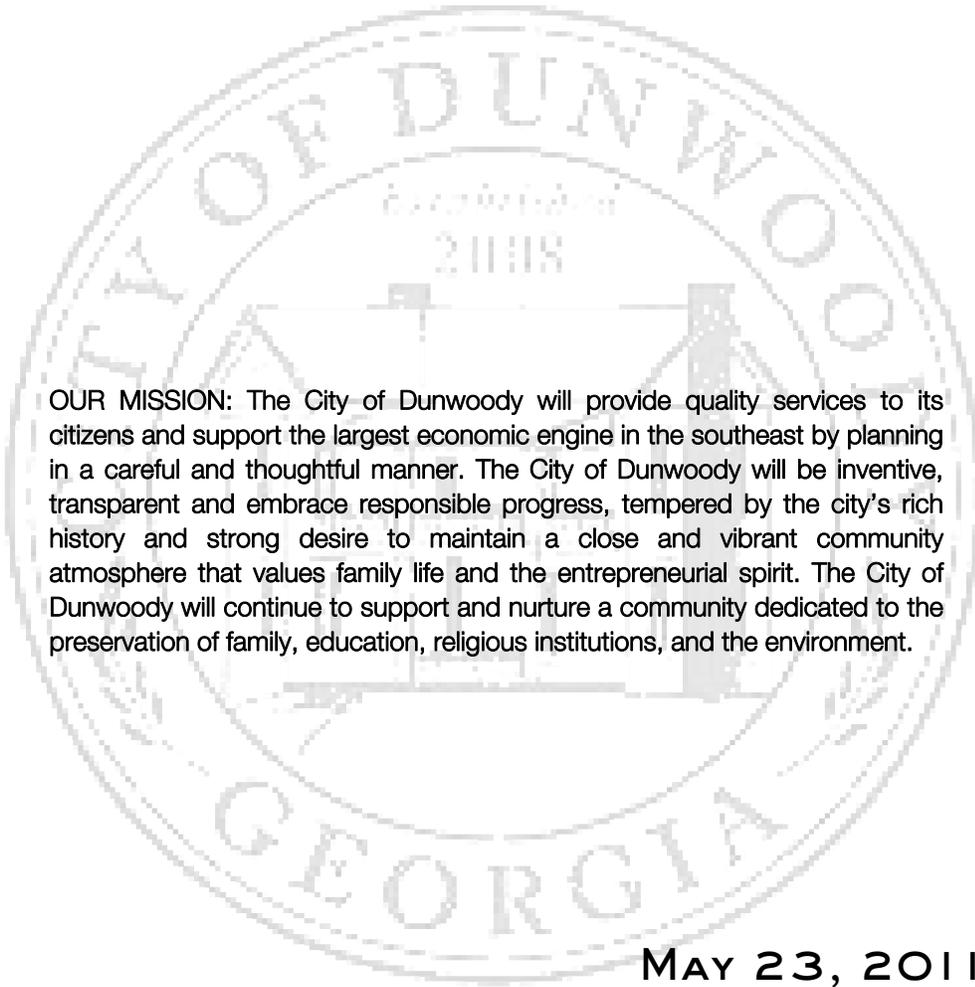
2.3.9.10 Identify and perform other risk management responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

Our risk management team will identify and respond to risk management needs above and beyond what is listed. We will stay abreast of new risk management trends and best practices by participating in webinars and seminars on risk management initiatives and reading other related publications. We will also seek out ways in which to earn the City additional premium credits such as the Drug Free Workplace Worker's Compensation premium credit.

RFP 11-02

Section Contents

- Laura Cook
- Lisa C. Ferguson
- James R. Hampton
- Nicole A. Stojka
- Russell Mitchell
- F&A Team Organizational Chart



OUR MISSION: The City of Dunwoody will provide quality services to its citizens and support the largest economic engine in the southeast by planning in a careful and thoughtful manner. The City of Dunwoody will be inventive, transparent and embrace responsible progress, tempered by the city's rich history and strong desire to maintain a close and vibrant community atmosphere that values family life and the entrepreneurial spirit. The City of Dunwoody will continue to support and nurture a community dedicated to the preservation of family, education, religious institutions, and the environment.

3.3.1.4 SECTION IV - PROPOSED PERSONNEL

Our Team's staffing methodology includes multi-tasking of responsibilities among all members of the staff as well as providing back office support during times that current staff are away or need additional assistance on special projects. We also maintain relationships with staffing vendors should we need to support the workloads for a more extended time within the department.

Since its inception in 1994, JAT has been increasing efficiency and productivity for office and project operations. With proven expertise in financial management, accounting, budgeting, and office administrative operations, JAT's highly trained staff played an integral role in the successful establishment of both the City of Dunwoody and the City of Sandy Springs.

JAT and CGA's turn-key expertise helped the City of Dunwoody to be up and running in only a few weeks. Our Team assisted in the development of all departmental operations and the identification of software for record keeping. We created the City's communication/reception to efficiently direct calls to proper departments and serve all Dunwoody citizens.

Our Team has been providing a wide spectrum of services to the City of Dunwoody within the Finance and Administration Department. We are responsible for the City's accounting, purchasing and revenue collection operations. We also assist with annual budgeting and budgeting maintenance, detailed financial forecasts and analyses, and determining/procuring all necessary insurance. Our staff provides support for all City Council operations (the Mayor and six City Council members), including coordination of City Council meetings and recording/administration of meeting minutes and resolutions. The City of Dunwoody has received several distinctive awards during our tenure at the City:

- **2010 Distinguished Budget Presentation Award**
Government Finance Officers Association of the United States and Canada (GFOA)
For meeting nationally recognized guidelines for effective budget presentation
- **Achievement of Excellence in Procurement Award**
National Purchasing Institute (NPI)
In recognition of innovation, professionalism, e-procurement, productivity, and leadership in procurement functions
- **2009 Certificate of Achievement for Excellence in Financial Reporting (CAFR)**
Government Finance Officers Association of the United States and Canada (GFOA)
In recognition of achievement of the highest standards of comprehensive annual financial reports in government accounting and financial reporting.
- **Agency Certification Award**
Universal Public Purchasing Certification Council (UPPCC)
In recognition of commitment to professionalism in public purchasing

3.3.1.4 SECTION IV - PROPOSED PERSONNEL

It is important to understand that within the process of providing professional services there will be opportunities for our staff to develop and expand their expert knowledge. Our team considers training and continuing education to be critical and vital to the delivery of services to meet and exceed the needs of the City. Our staff will remain active in continuing education by attending conferences and meetings, participating in webinars, and reading related resource publications. Below is an abbreviated list of the various training sessions, webinars, memberships, and seminars our incumbent staff attended on behalf of the City of Dunwoody. Our team will continue to promote the growth of the individual staff members in the coming years.

Administrative Assistant

- Administrative Assistant Conference
- Indispensable Assistant Seminar
- University of Phoenix - Tuition Reimbursement (Marketing Classes)
- International City/County Management Association (ICMA) Membership
- ICMA Seminar
- University of Georgia - GCCMA Conference

Accounting

- Southeastern Accounting Show (SEAS)
- Georgia Government Finance Officers Association (GFOA)
- GFOA CAFR Preparation

Revenue

- Carl Vinson Institute - University of Georgia- Local Government Budgeting

Purchasing

- National Institute of Governmental Purchasing (NIGP) Membership
- NIGP Webinar – Leadership in Environmental Design: What is Means to the Procurement Professional
- USDA Graduate School Webinar – Ethics Compliance and Enforcement
- The Georgia Governmental Purchasing Conference & Products Expo

Human Resources

- Georgia Local Government Personnel Association (GLGPA) Spring Conference
- Fisher & Phillips – Lets Us Introduce You to GINA
- SHRM-Atlanta – Beyond the Feedback: Maximizing the Benefits of the 360 Degree Feedback Process
- SHRM- Atlanta – Strategic Talent Planning – Going Beyond the High-Potential Employee
- SHRM- Atlanta – Emotional Intelligence: The Critical Underpinning of Leadership Success
- ADP – ADP Reporting Basics Part 1
- SHRM-Atlanta – New Non-Discrimination Rules – What You Need to Know
- SHRM-Atlanta – Conducting Background Checks on Job Applicants
- ADP – HR & Benefits – Performance Management
- Fisher & Phillips – Crisis Management for Employers

3.3.1.4 SECTION IV - PROPOSED PERSONNEL

We propose to keep our current personnel in their positions at the City of Dunwoody. However, have no problem at all in making changes in staff as may be requested by the City. Our administrative assistant and receptionist both have over 20 years of administrative experience in a variety of office environments. With a high level of expertise in administrative operations and communications, they are adept at taking on tasks beyond their specific responsibilities and providing support as needed in changing work environments. Other staff members who are providing accounting and budgeting services have over 15 years of experience. They are skilled in all aspects of accounting and budget management and particularly proficient in practices, internal controls, standards, and compliance. Our staff member currently serving as Purchasing Manager is highly skilled in internal auditing, procurement processes and contract administration. Additionally, he has a comprehensive knowledge of regulations, ordinances, and controls that enables him to provide expert management of procurement and auditing activities.

Resumes follow for the listed key personnel:

Laura Cook	Project Manager
Lisa Ferguson, CPA	Accounting Manager
James R. Hampton	Purchasing/Risk Manager
Nicole Stojka	Human Resources Manager
Russell Mitchell	Financial Analyst

We believe that our clients deserve informed, professional, and experienced staff at all department levels. Our approach is to explore the specific needs of the client and “hand-pick” employees to fill these needs. JAT and CGA employees join our firms for a career, not just a job. Included among our professionals are former finance directors, city managers, county administrators, business managers, controllers, accountants, and systems managers. We provide leaders with the tools to not only perform the work requirements of their position, but also to offer innovative perspectives and cross-team support. At the beginning of each year, we develop a list of appropriate conferences or training that we offer to the staff to make sure that they are up-to-date in their respective positions.

Our organizational chart follows the key personnel resumes, depicting how we intend to staff the department.

LAURA COOK MUNICIPAL SERVICES

EDUCATION
DeKalb Community College

COMPUTER SKILLS
Microsoft Office
Expedition
MARS/G

Laura Cook has over twenty years of administrative and program management experience working with architectural and engineering firms and within municipal and county governments. Ms. Cook brings an in-depth knowledge of governmental office structures to municipal service projects. She is highly proficient in managing administrative personnel and processes. Her administrative skills encompass a wide range of accounting functions, including invoice compliance processing, billing, change orders, pay requests, and pay estimates. Ms. Cook possesses extensive expertise in bid processing, contract administration, contract compliance, and financial and job status report preparation.

ASSISTANT PROJECT MANAGER JAT Consulting Services, Inc. City of Dunwoody, GA Privatized Services

Currently oversees JAT personnel who are serving as City's Accounting Manager, Director of Purchasing, Assistant to Court Clerk, Receptionist, and Staff Accountant. Responsible for key initiatives that resulted in newly formed City of Dunwoody being quickest new municipality start-up on record. Performed office manager duties for city's temporary offices, municipal court, and permanent offices. Coordinated relocation and set up of permanent offices. Processed all business license renewals and began revenue receipt. Served as Acting City Clerk and temporary Assistant to Clerk of Courts, expediting clerical and financial operations.

PROJECT MANAGER JAT Consulting Services, Inc. Jacobs Project Management Company Cobb County, Georgia

Assisted with development and implementation of a time tracking process. Responsible for providing ongoing assessments and recommendations of current processes in order to develop written Standard Operating Procedures. Duties include the preparation of prime invoice to client, consolidating/validating time and expenses, compilation of invoices, reporting costs, and EBO reporting.

CONTRACT ADMINISTRATOR JAT Consulting Services, Inc. Atlanta Services Group Joint Venture City of Atlanta Department of Watershed Management

Responsible for invoice preparation for all joint venture firms and subconsultants. Duties include consolidating/validating time and expenses, compilation of invoices, project cost tracking, and check production/disbursement. Provides monthly project summary reports for all payments issued to joint venture firms and sub-consultants. In charge of EBO tracking and reports.

PROGRAM CONSULTANT

JAT Consulting Services, Inc.
Montgomery Watson/Khafra Joint Venture
Clean Water Atlanta Small Business Development Program

Provides support services to Small Business Development Program in helping small, minority, and female businesses compete successfully for work on Atlanta's Wastewater System Improvement Program. Assists in outreach and assessments of eligible firms and provides individual guidance to participants in operations management.

CLIENT SUPPORT

ACCOUNTING

CONTRACT ADMINISTRATOR

JAT Consulting Services, Inc.

Provides ongoing accounting and financial management support and key monthly accounting services to various JAT clients. Prepares financial statements and produces project financial analyses. Monthly accounting services include review of contracts; invoice preparation and reconciliation; accounts payable and receivable support; payroll administration; expense tracking; and bank statement and general ledger reconciliation.

CONTRACT ADMINISTRATOR

JAT Consulting Services, Inc.
International Aviation Consultants, LLC
Hartsfield-Jackson Atlanta International Airport Development Program

Responsible for contract compliance and documentation of consultant and contractor invoices for \$6.7 billion capital improvement project, Monitored invoice routing, ensuring that project, administrative, and program managers met intermediate established invoice processing schedules. Tracked and validated invoices/fund ability in Development Program MIS and City of Atlanta MARS/G financial system. Reconciled City of Atlanta MARS/G financial system purchase order line balances with Invoice Audit and Compliance project balances. Also served as contract administration liaison to City of Atlanta's Department of Aviation.

LISA C. FERGUSON

EDUCATION

B.B.A. Accounting
Georgia Southwestern College

Carl Vinson Institute
Governmental Accounting

Georgia Technology Authority
Project Management Foundation
Project Planning, Scheduling, & Control
Identifying & Managing Risks
Recovering Failing Projects

CERTIFICATIONS

Certified Public Accountant

A+ Certified Technician

Microsoft Certified Software Engineer
- Windows NT 4.0 & 2000

AFFILIATIONS

Georgia CIO Council

Georgia Information Security Officers

Georgia Business Continuity
Professionals

Project Management Institute

With 15 years of experience in the government sector, Lisa Ferguson is a highly skilled, senior level executive in accounting management. She possesses significant accounting skills in data analysis, financial reporting, and cash and budget management. Ms. Ferguson's extensive IT capabilities encompass development, implementation and integration of web applications with back-end systems, contingency planning, network security and client-server architecture. She is adept at applying her technological and financial expertise to improving accounting practices, internal controls and documentation procedures.

Ms. Ferguson has excellent analytical skills, with a particular focus on innovation, problem solving and streamlining processes. She is proficient at assessing and developing business procedures. Her attention to deadlines and details provides essential professionalism to the completion of tasks and management of projects.

ACCOUNTING MANAGER

JAT Consulting Services, Inc.

City of Dunwoody, GA Privatized Services

Responsible for building start-up Finance Department by establishing policies and procedures using industry best practices. Maintains accounting records according to GAAP. Makes decisions concerning accounting practices and citywide procedures; implements payroll, benefits, and retirement systems; directs and oversees all finance operations, accounting, treasury, and fixed assets. Supervises, directs, and evaluates assigned staff. Prepares performance-based budget. Manages receipts/disbursements activities for the retirement fund. Manages financial reports, information returns, and other requisition requests for applicable local, state, and federal agencies and organizations. Performs investment activities for the city; maintains banking relationships; prepares comprehensive financial reports; develops long-range forecasts for financial planning and multi-year strategic plans.

CHIEF ACCOUNTANT

CH2MHill OMI Inc.

City of Sandy Springs Privatized Services

Collaborated with the Assistant City Manager to produce monthly financial reports and served as advisor regarding fiscal operations. Responsible for research and resolution of accounting issues and research for special projects. Managed budgets for all capital projects, receipts/disbursements activities for the retirement fund, and financial reports. Oversaw all information returns and other requisition requests for applicable local, state, and federal agencies and organizations. Performed investment activities for the city, maintains banking relationships, and prepares comprehensive financial reports. Developed long-range forecasts for financial planning and multi-year strategic plans.

ACCOUNTING MANAGER

JAT Consulting Services, Inc.

City of Sandy Springs Privatized Services

Accounting Manager for newly incorporated City of Sandy Springs as part of innovative privatization of services under CH2MHill. Built start-up Finance Department by establishing policies and procedures using industry best practices. Integral in decision-making for city-wide accounting practices and procedures. Implemented Sungard HTE Finance Plus and Sungard HTE Naviline software, as well as payroll, benefit, and retirement systems. Directed and oversaw all finance operations for accounting, treasury, and fixed assets, and Parks, Police, Revenue, and Community Development accounting staff. Prepared performance-based budget. Managed financial reports and requisition requests for applicable local, state, and federal agencies and organizations. Performed investment activities for the city and maintained banking relationships. Served as advisor to the Finance Director regarding fiscal operations. Developed long-range forecasts for financial planning and multi-year strategic plans.

TECHNOLOGY OFFICER

Office of Treasury and Fiscal Services

State of Georgia

Established IT policies and procedures, defined hardware and software requirements, and built an IT infrastructure. Responsible for managing application and development projects, as well as evaluating technologies. Provided training and application support for accounting, investment and other applications. Prepared GO bonds budget. Implemented IMS-2000 and TMS accounting and investment management systems, including the development of accounting processes, procedures, and reports.

ACCOUNTING MANAGER

Office of Treasury and Fiscal Services

State of Georgia

Responsible for a variety of accounting functions, including reporting of revenue collections data and other financial results; maintaining accounts payable ledgers for allotments; balancing daily cash and cash journals; balancing and distributing statements to allotment holders; preparation of revenue/expense, accounts payable and general ledger entries for mainframe software. Performed monthly/year-end closing processes. Instrumental in computerization of treasury operations. Streamlined accounting operations by automating tasks and eliminating redundant tasks. Designed statewide bank registry and analyzed data, resulting in four accepted recommendations and significant financial savings for the state.

JAMES R. HAMPTON

EDUCATION

M.B.A.
Georgia State University

B.A. Journalism
University of Georgia

College of DuPage
Associate of Arts

CERTIFICATIONS

Certified Internal Auditor,
Institute of Internal Auditors

Certified Government Financial
Manager, Association of
Government Accountants

Certified Professional Public
Buyer, National Institute of
Governmental Purchasing

AFFILIATIONS

Association of Government
Accountants

National Institute of
Governmental Purchasing

With over 12 years of experience, James Hampton is highly skilled in internal auditing and procurement processes. His strong analytical expertise is a reflection of his in-depth understanding of purchasing and financial operations. Mr. Hampton has a comprehensive knowledge of regulations, ordinances, and controls that enables him to provide expert management of procurement and auditing activities. He is adept at evaluating contracts, requisitions, and processes. An excellent communicator and facilitator, Mr. Hampton is not only proficient in conducting operational and compliance reviews, but also in serving as an effective liaison between various city departments and outside vendors/consultants.

PURCHASING MANAGER

JAT Consulting Services, Inc.
City of Dunwoody, Georgia Privatized Services

Develops and executes all city purchasing procedures and policies. Implements award-winning best practices: in 2010, the Finance Department earned the National Purchasing Institute's Achievement of Excellence in Procurement Award. Responsible for procurement of RFPs, RFIs, bids, and LOIs, and procurement card, risk, property/fixed, and contract management. Counsels City Manager on legality, ethics, and methods of procurement in the city's best interest. Manages department budgets and surplus inventory and assets. Performs procurement analyses and provides budget allocation assistance. Processes requisitions and purchase orders, maintains documentation of vehicle registrations, and assists with fleet management.

PURCHASING ASSOCIATE

County Purchasing Division
Gwinnet County, GA

Responsible for facilitation and monitoring of the procurement process, including review and analysis of requisitions, determining method of procurement, and review of bid proposals. Served as a liaison to departments to ensure compliance with county purchasing ordinances. Administered award processes, including review of recommendations, coordination with suppliers, and monitoring compliance with bid specifications. Developed and administered purchase orders and price agreements, and ensured compliance with controls and ordinances.

SENIOR AUDITOR

County Office of Internal Audit
Gwinnet County, GA

Responsible for conducting operational and compliance reviews, and special projects as requested by management. Conducted interviews, performed research, analyzed data, prepared reports, and made recommendations. As member of the Gwinnett County Vendor Performance Committee, reviewed complaints and recommended corrective actions. Served as coordinator for the Gwinnett County Internship Program.

JAMES R. HAMPTON
PAGE 2

PRINCIPAL AUDITOR, HEALTH AUDITS DIVISION
PRINCIPAL MANAGEMENT ANALYST, PERFORMANCE AUDIT
Operations Division
Georgia Department of Audits and Accounts
Atlanta, GA

Responsible for conducting program audits to address purpose, need, effectiveness and efficiency, compliance with applicable laws, regulations, and policies. Analyzed and assessed processes to streamline operations and reduce management risk. Assessed contracts and contractor performance and deliverables. Promoted accountability through identifying benchmarks and best practices, assessing performance measures, and assisting in development or revision of output and outcome measures and reporting systems. Reviewed proposed legislation to determine the fiscal impact. Supervised project/audit teams.



NICOLE A. STOJKA
Manager, Human Resources

SUMMARY OF QUALIFICATIONS

CALVIN, GIORDANO & ASSOCIATES, INC., January 2009 to Present

Human Resources Manager, March 2010 to Present

Human Resources Generalist, January 2009 to March 2010

- Manage all human resources responsibilities for the City of Dunwoody
- Create, administer and update employee benefits plans and conduct annual open enrollment
- Implement, manage and maintain the compensation plan
- Responsible for full lifecycle recruitment of management and non-management positions
- Implement and manage the wellness program
- Write and publish the Employee Handbook
- Create and manage the annual employee performance appraisal process
- Provide counsel on employee relations situations and manage the progressive discipline process, including termination of employment
- Conduct new hire orientation and benefits education meetings
- Create, communicate and administer policies
- Develop and publish all employee communication materials
- Create and manage the City's employee events
- Serve as Project Manager for implementation of ADP's HR and Benefits Solution (HRB)

MACY'S SYSTEMS AND TECHNOLOGY

Human Resources Manager II, April 2001 to December 2003

Human Resources Manager, May 2000 to April 2001

Human Resources Specialist, October 1999 to May 2000

- Managed human resources responsibilities for 400-800 employees
- Supervised Human Resources Generalist, College Recruiter, and Human Resources administrative staff
- Responsible for performance management, including providing coaching to management, holding regular career planning meetings with employees, conducting annual and mid-year performance Review Boards, and performing employee disciplinary counseling's
- Created and implemented key human resources initiatives, such as automated annual and mid-year performance review processes, an online employee handbook with electronic signature capture, and a company-wide succession planning process
- Managed full lifecycle recruitment process for the executive training program

EDUCATION

Bachelor of Arts in
Psychology; Emory
University, May 1995

**PROFESSIONAL
ASSOCIATIONS**

Member of Georgia
Local Government
Personnel Association
(GLGPA) and SHRM-
Atlanta

Nicole A. Stojka, page 2

- Interviewed all management candidates, executive training program candidates, and succession planning promotional candidates
- Approved all job offers
- Created, communicated and administered policies
- Taught professional development training classes
- Managed multiple reductions in force and an outsourcing to a telecommunications company
- Administered leave policies, including FMLA
- Co-chaired company safety teams
- Led new-hire orientation, conducted exit interviews, and achieved a 100% winning track record in representing the company at unemployment hearings

INDEPENDENT CONTRACTOR

Human Resources/Recruiting

- Recruited, interviewed, administered profile testing, and checked references for information technology, marketing, and administrative positions
- Created and updated an employee handbook and benefits summary
- Mediated and resolved personnel issues
- Created and implemented company policies and procedures
- Wrote job descriptions
- Performed compensation analyses
- Processed payroll
- Maintained personnel, medical, and I-9 files



RUSSELL MITCHELL

Financial Analyst

SUMMARY OF QUALIFICATIONS

Recent M.B.A. honors graduate of Columbus State University program-extremely driven to launch professional career in the financial services industry. Mr. Mitchell has outstanding interpersonal, communication and relationship-building skills. He is analytically focused with an ability to identify a concept or problem, draw appropriate conclusions, and make insightful recommendations that improve processes and/or positively impact the bottom line.

PROJECT EXPERIENCE

Tax Site Coordinator, Tax Season 2007 to 2009, Columbus, GA. Began volunteering in late 2007 as an income tax preparer while concurrently managing a full-time student status. Responsible for administering all functions related to filing income tax returns. This position required an advanced knowledge of tax laws. Identified and analyzed tax effects on tax returns and recommended adjustments to best suit the individual and remain compliant with tax laws. Accountable for maintaining consumer confidentiality and proper tax preparation. Due to accomplishments and commitment with the organization, excelled to become a site coordinator the following tax season. This position's objectives included managing and training 15 volunteers, reviewing all tax returns to ensure compliance with tax law, resolving escalation issues, ensuring positive customer experience, and providing counseling on tax and financial responsibilities.

Chattahoochee Valley is a non-profit organization and sponsors a program that assists low/moderate income individuals with the preparation of income tax returns free of charge.

- Assisted in bringing over \$1.2 million in tax returns back into the community, which saved families over \$150,000 in fees.
- Obtained an advanced level of tax knowledge and certification through the IRS.
- Donated the second highest amount of volunteer hours in the organization.
- Recognized for the ability to provide excellent customer experience and professionalism.

Commercial Teller, 2007, Columbus Bank & Trust, Columbus, GA. As a commercial teller, processed customer financial transactions, performed cash handling in an accurate and secure manner, and balanced cash drawer and teller transactions within established guidelines. Success in this position required the ability to meet sales and referral goals by identifying and selling products and services beneficial to the customer's needs. Strong interpersonal skills were essential to build relationships with customers.

- Contributed to Bank's growth by exceeding progressively challenging monthly sales goals throughout tenure.
- Professionally handled sensitive commercial deposits of \$150,000 or more in daily transactions.

EDUCATION

Masters of Business Administration, Columbus State University, Columbus, GA, 2009

Award: Best Consumer Product Idea (Marketing 2009), Magna Cum Laude, Class of 2009

BA in Finance, Columbus State University, Columbus, GA, 2007

Russell Mitchell, Page 2

- Maintained a current knowledge of existing and new products by actively participating in numerous training programs.

Excelled in cross-selling and up-selling products and services to existing customers in addition to acquiring new customers.

Landscape Designer/Project Manager 2002 to 2006, RJM DESIGNS, Fayetteville, GA. From 2002 through 2006 worked as a landscape designer and project manager for a self-run small business. This opportunity was established to assist in paying for college expenses while enrolled as a full time student. The business provided landscape counseling, design, and maintenance services. Projects centered on providing exceptional results that appeal to the wants of the client and within time and budget constraints. Excellent customer service and management of time and employees was vital to success in this position.

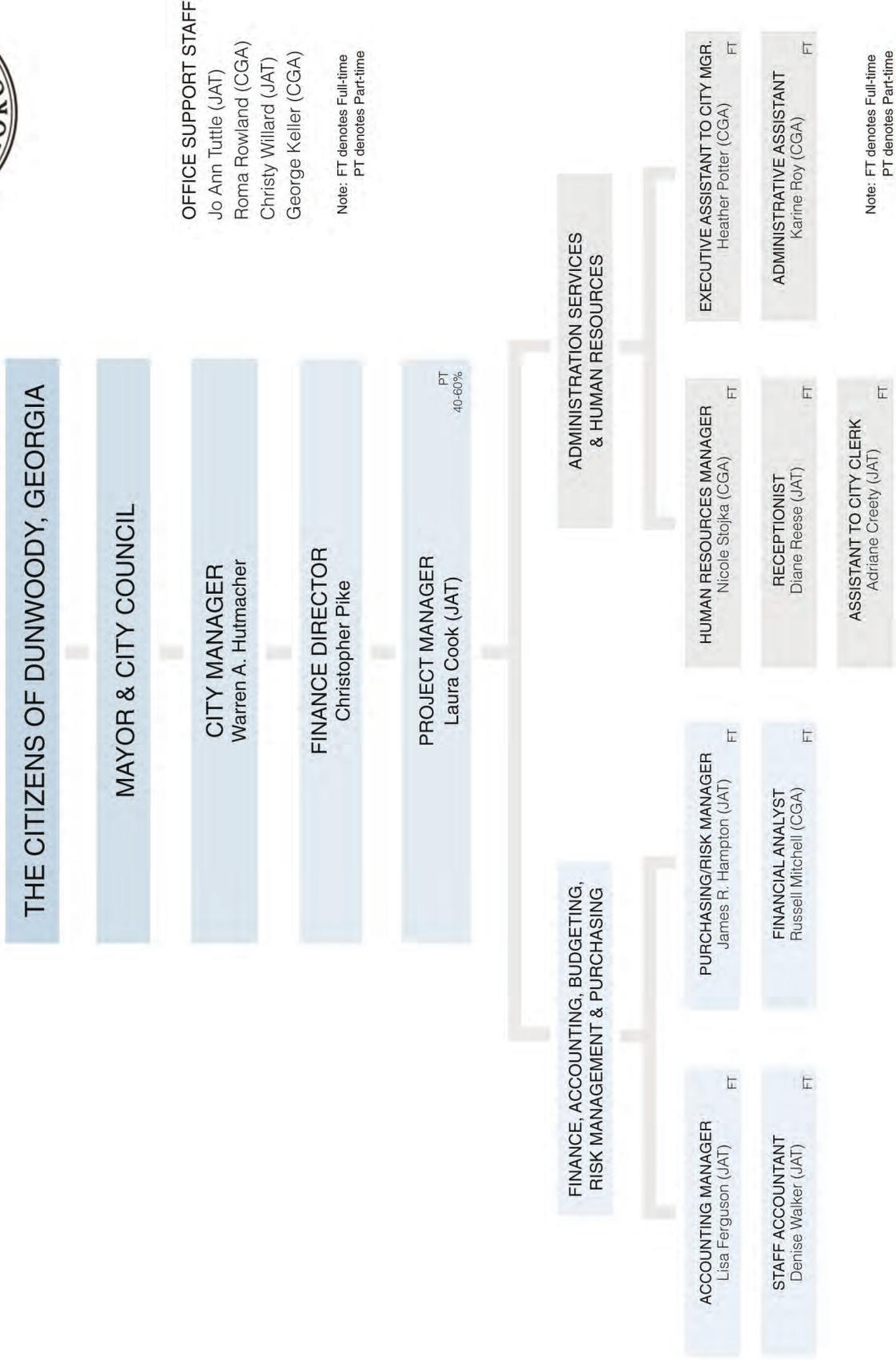
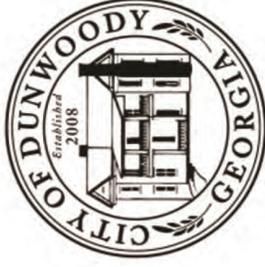
- Grew business from a clientele consisting of closely networked friends and family to over 15 repeat customers.
- Managed various projects up to \$10,000 in assets.
- Supervised laborers to assure quality results.

Sales Manager 1997 to 2002, Andy's Nursery, Fayetteville, GA. Entering the workforce at the start of 1997 as a salesman at Andy's Nursery II and excelled to a sales manager position. The position required advanced knowledge of the nursery's products and services. Responsibilities included meeting targeted sales quotas, opening customer credit accounts, maintaining inventory, and tracking and recording sales and company expenses.

- Consistently exceeded sales quotas and achieved positive customer satisfaction surveys.
- Accurately and efficiently managed company expenses and inventory levels.

ORGANIZATIONAL CHART

FINANCE & ADMINISTRATION TEAM
 PRIME CONSULTANT: JAT CONSULTING SERVICES, INC.
 SUBCONSULTANT: CALVIN, GIORDANO & ASSOCIATES, INC.



OFFICE SUPPORT STAFF
 Jo Ann Tuttle (JAT)
 Roma Rowland (CGA)
 Christy Willard (JAT)
 George Keller (CGA)

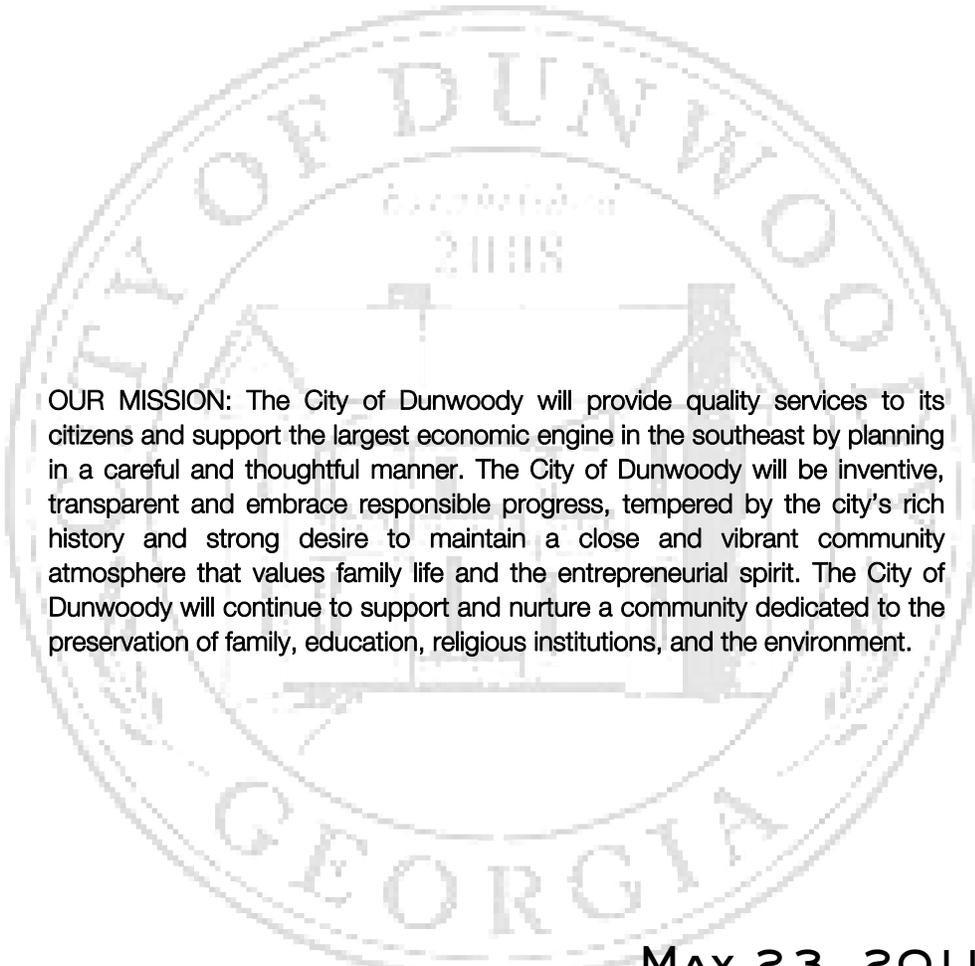
Note: FT denotes Full-time
 PT denotes Part-time

Note: FT denotes Full-time
 PT denotes Part-time

RFP 11-02

Section Contents

- Representative Tom Taylor
 - > City of Dunwoody, GA
- David Pino
 - > International Aviation Consultants, LLC
- James L. Drinkard
 - > City of Atlanta Department of Aviation
- Dan Guill
 - > Atlanta Services Group, LLC
- John Flint
 - > City of Weston, FL
- Martin J. Gayeski
 - > City of Pembroke Pines, FL

The seal of the City of Dunwoody, Georgia, is a circular emblem. It features a central shield with a scale of justice and a sword. Above the shield, the text "CITY OF DUNWOODY" is written in a semi-circle. Below the shield, the word "GEORGIA" is written in a semi-circle. In the center of the seal, the year "2008" is visible, along with the word "Incorporated" above it.

OUR MISSION: The City of Dunwoody will provide quality services to its citizens and support the largest economic engine in the southeast by planning in a careful and thoughtful manner. The City of Dunwoody will be inventive, transparent and embrace responsible progress, tempered by the city's rich history and strong desire to maintain a close and vibrant community atmosphere that values family life and the entrepreneurial spirit. The City of Dunwoody will continue to support and nurture a community dedicated to the preservation of family, education, religious institutions, and the environment.

MAY 23, 2011

Project: *Finance and Administrative Services, City of Dunwoody, GA*
Client: City of Dunwoody, GA
Contact: Representative Tom Taylor
Tel: (404) 656-0152
Email: tom.taylor@house.ga.gov
Duration: 2008 - Present

Description

The City of Dunwoody in DeKalb County, Georgia (Atlanta Metro Area) extended Requests for Proposals to provide the majority of the newly incorporated City's operating services. Dunwoody, a 12.1 square mile community of approximately 44,000 residents, was incorporated in late 2008. CGA/JAT provides the new city with a wide variety of administrative and financial services, including accounting, purchasing, budget forecasting, risk management and reporting. CGA is also administering information technology, web site design and management, public relations, customer service, records management, human resources, and administrative support for the City.

Project: *Financial Program Consultant: Hartsfield-Jackson Atlanta International Airport Expansion Program Management*
Client/Location: Hartsfield-Jackson Atlanta International Airport, Atlanta GA
Client Contact: David Pino, Project Director (Hartsfield-Jackson International Airport)
Tel: (404) 530-5685
Contract Owner: City of Atlanta, Department of Aviation
Owner Contact: James L Drinkard, PE, Assistant General Manager, Planning & Development
Tel: (404) 530-5611
Email: david.pino@atlanta-airport.com
Duration: 1999 - Present, Anticipated Completion in 2015

Description

As part of its master plan, Hartsfield-Jackson Atlanta International Airport has initiated a \$6.7 billion capital improvement plan, the Hartsfield-Jackson Development Program (HJDP). As Financial Program Consultant for the Program Manager (IAC) of HJDP, JAT Consulting Services, Inc. is responsible for financial services for the expansion, including creation and implementation of a new capital invoice processing system with fully auditable financial information. As a result of these efforts, all appropriated and funded invoices are paid within 20 business days.

Project: *Financial Program Consultant: City of Atlanta Department of Watershed Management; On-call Architectural and Engineering services*
Client/Location: City of Atlanta, Atlanta, Georgia
Contact: Dan Guill, Project Manager (Jacobs Project Management Co.)
Tel: (678) 333-0218
Email: Dan.Guill@jacobs.com
Duration: 2007 - Present, Anticipated Completion in 2015

Description

Atlanta Services Group, LLC (ASG) provides technical, professional and other services as part of its On-Call Architectural/Engineering contract with the City of Atlanta, Department of Watershed Management, for various city projects on an as needed basis.

As Contract Administrator and JV Accountant to the ASG team, JAT Consulting Services, Inc. assisted with development and implementation of a time tracking process and is responsible for providing ongoing assessments and recommendations of current processes in order to develop written Standard Operating Procedures. Duties also include the preparation of prime invoice to client, consolidating/validating time and expenses, compilation of invoices, reporting costs, and EBO reporting as well as project cost tracking, check production and disbursement and monthly project summary reports for all payments issued to Joint Venture firms and sub-consultants. JAT also provides Project Administration support to various project engineers, project inspectors, and project managers.

Project: *General Services: City of Weston*
Client/Location: City of Weston, FL
Contact: John Flint, City Manager
Tel: (954) 385-2000
Email: jflint@westonfl.org
Duration: 1996 - Present

Description

CGA has been a full service provider for the City of Weston since its incorporation in 1996, and prior when the area was composed of Community Development Districts. CGA has worked closely as a full service partner with the in house city staff and elected officials to help develop Weston into one of the premier models of contract government services in the nation. CGA is a full service provider, delivering almost all city services with the exception of police and fire. This specifically includes: Contract Administration, Administrative Support Services, Grants Administration, Community Development, Building Code Administration, Design Services, Information Technology, Project Management, and Human Resources support.

Project: *General Services: City of Pembroke Pines*
Client/Location: Pembroke Pines, FL
Contact: Martin J. Gayeski, Assistant City Manager
Tel: (954) 437-1111
Email: mgayeski@ppines.com
Duration: 2009 - Present

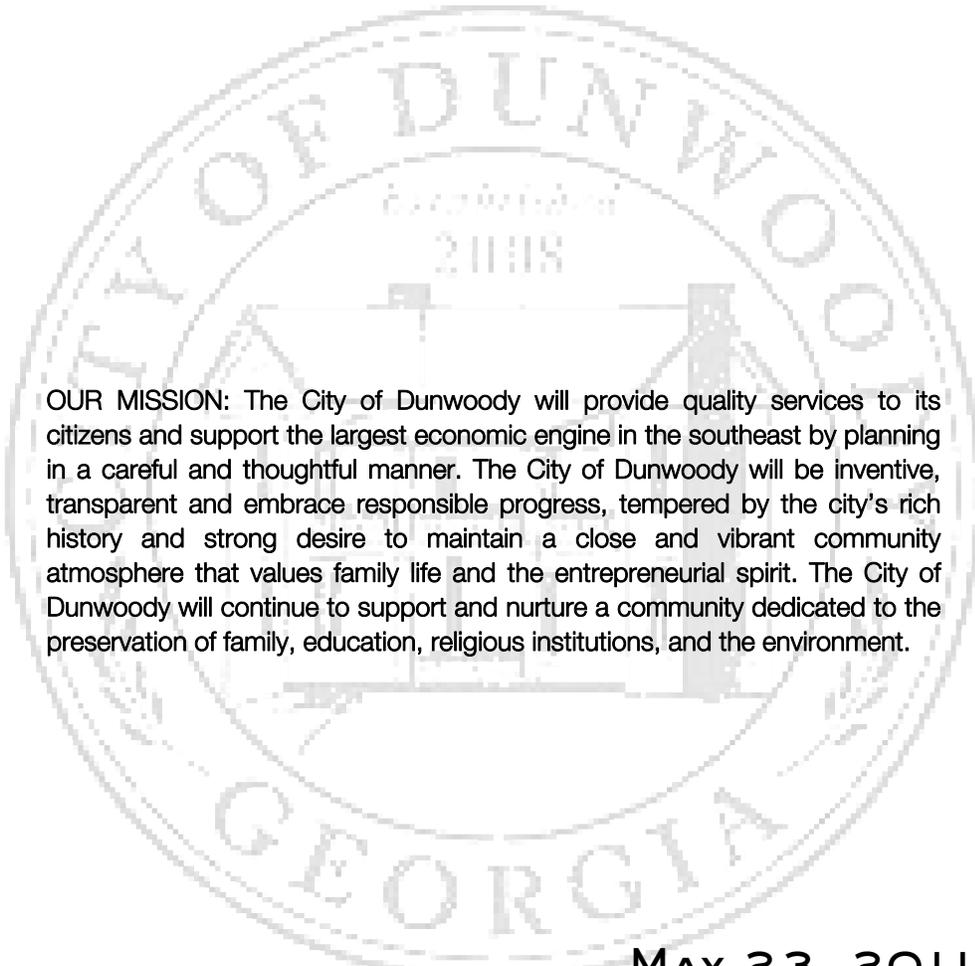
Description

With the expansion of their wastewater treatment plant, the City is relocating its' Public Services Campus further east to a defunct golf course site purchased by the City. Calvin Giordano & Associates, Inc. (CGA) is providing engineering and landscape architecture services to the City for a proposed facility which consists of the construction of a two-story administrative office building, and three other buildings that function as City garages for maintenance and for storage. The complex will have 85,000 square feet under roof, including a City fueling station, and will be designed to GBC LEED "silver" standards.

RFP 11-02

Section Contents

- Executed Proposal Form
- Acknowledgement of Addenda to RFP



OUR MISSION: The City of Dunwoody will provide quality services to its citizens and support the largest economic engine in the southeast by planning in a careful and thoughtful manner. The City of Dunwoody will be inventive, transparent and embrace responsible progress, tempered by the city's rich history and strong desire to maintain a close and vibrant community atmosphere that values family life and the entrepreneurial spirit. The City of Dunwoody will continue to support and nurture a community dedicated to the preservation of family, education, religious institutions, and the environment.

MAY 23, 2011

**PROPOSAL FORM CITY
OF DUNWOODY, GA
RFP 11-02 MUNICIPAL GOVERNMENT SERVICES PROCUREMENT**

The undersigned, as Bidder, hereby declares that this Proposal is in all respects fair and submitted in good faith without collusion or fraud. Bidder represents and warrants to the City that: (i) except as may be disclosed in writing to the City with its Proposal, no officer, employee or agent of the City has any interest, either directly or indirectly, in the business of the Bidder, and that no such person shall have any such interest at any time during the term of the Contract should it be awarded the Contract; and (ii) no gift, gratuity, promise, favor or anything else of value has been given or will be given to any employee or official of the City in connection with the submission of this Proposal or the City's evaluation or consideration thereof.

The Bidder further represents that it has examined or investigated the site conditions if necessary, and informed itself fully in regard to all conditions pertaining to the place where the work is to be done; that it has examined the Contract Documents and has read all Addendum(s) furnished by the City prior to the opening of the Proposals, as acknowledged below, and that it has otherwise fully informed itself regarding the nature, extent, scope and details of the services to be furnished under the Contract.

The Bidder agrees, if this Proposal is accepted, to enter into the written Contract with the City in the form of Contract attached (properly completed in accordance with said Proposal Documents), and the Contract Documents for RFP 11-02 Municipal Government Services Procurement, at the City of Dunwoody, and to furnish the prescribed evidence of a valid business license, insurance, and all other documents required by these Contract Documents. The Bidder further agrees to commence work and to perform the work specified herein within the time limits set forth in the Contract Documents, which time limits Bidder acknowledges are reasonable.

The undersigned further agrees that, in the case of failure or refusal on its part to execute the said contract, provide evidence of specified insurance, a copy of a valid business or occupational license and all other documents required by these Contract Documents within ten (10) business days after being provided with Notice of Intent to Award the contract (or such earlier time as may be stated elsewhere in these Proposal Documents), the Proposal award may be offered by the City to the next ranked Bidder, or the city may re-advertise for Proposals, and in either case the City shall have the right to recover from the Bidder the City's costs and damages including, without limitation, attorney's fees, to the same extent that the City could recover its costs and expenses from the Bidder under section 10 of the Instructions to Bidder if the Bidder withdrew or attempted to withdraw its Proposal.

The Bidder further agrees, if it fails to complete the scope of work according to the provisions within the scheduled time or any authorized extension thereof, that the City may deduct damages from the Contract price otherwise payable to the Bidder.

Acknowledgement is hereby made of the following Addendum(s) received since issuance of the Contract Documents (identified by number)

Addendum No.	Date	Addendum No.	Date	Addendum No.	Date
One (1)	5/10/11	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

It shall be the responsibility of each Bidder to visit the City Purchasing Department's website to determine if the City issued addendum(s) and, if so, to obtain such addendum(s). Failure to acknowledge an addendum above shall not relieve the Bidder from its obligation to comply with the provisions of the addendum(s) not acknowledged above.

Work, excluding transitional requirements, is to commence on or about January 1, 2012.

The City of Dunwoody requires pricing to remain firm for the duration of the term of the contract. Failure to hold firm pricing for the term of the contract will be sufficient cause for the City to declare bid non-responsive.

Company Name: JAT Consulting Services, Inc.

Termination for Cause: The City may terminate this agreement for cause upon ten days prior written notice to the Consultant of the Consultant's default in the performance of any term of this agreement. Such termination shall be without prejudice to any of the City's rights or remedies by law.

Termination for Convenience: The City may terminate this agreement for its convenience at any time upon 30 days written notice to the Consultant. In the event of the City's termination of this agreement for convenience, the Consultant will be paid for those services actually performed. Partially completed performance of the agreement will be compensated based upon a signed statement of completion to be submitted by the Consultant, which shall itemize each element of performance.

Termination for fund appropriation: The City may unilaterally terminate this Agreement due to a lack of funding at any time by written notice to the Consultant. In the event of the City's termination of this Agreement for fund appropriation, the Consultant will be paid for those services actually performed. Partially completed performance of the Agreement will be compensated based upon a signed statement of completion to be submitted by the Service Provider, which shall itemize each element of performance.

The Contractor agrees to provide all work to complete the project described in this document for the amount listed in the Cost Proposal (submitted in a separate package).

Legal Business Name JAT Consulting Services, Inc.

Federal Tax ID 58-2119556

Address 1301 Shiloh Road NW, Suite 1430, Kennesaw, Georgia 30144

Does your company currently have a location within the City of Dunwoody?

Yes No

Will your company accept the City's procurement card for payments from the City of Dunwoody?

Yes No

Representative Signature 

Printed Name Jo Ann Tuttle, President

Telephone Number 770.975.7359

Fax Number 770.975.1195

Email Address joanntuttle@jatconsulting.net

RFP 11-02

Section Contents

- Team Awards
 - > GFOA Distinguished Budget Presentation (2010)
 - > NPI's Achievement of Excellence in Procurement (2010)
 - > UPPCC Agency Certification Award

- Back Office Resumes
 - > Jo Ann Tuttle
 - > Christy Willard
 - > George Keller
 - > Roma Rowland
- Incumbent Staff Resumes
 - > Denise Walker
 - > Adriane Creety
 - > Diane Reese
- Project Profiles
 - > Hartsfield-Jackson Development Program
 - > City of Sandy Springs, GA
 - > Atlanta Services Group
 - > Clean Water Atlanta
 - > Atlanta Services Group
 - > City of Weston, FL
 - > City of Pembroke Pines, FL
 - > City of West Park, FL
- Letters of Recommendation
 - > City of Atlanta Department of Aviation
 - > Jacobs/JJG
 - > Clean Water Atlanta
 - > City of Weston, FL

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EDUCATION

B.A. Business Administration
University of South Carolina

Advanced Studies
Federal Procurement,
Contract & Project Management

AFFILIATIONS

Airport Minority Advisory Council
Consulting Engineering of Georgia
Financial Managers Group
Women's Transportation Seminar
(WTS)

RECOGNITION

City of Atlanta
FBE Phoenix Trailblazer Award
Recognized by Mayor of Atlanta for
significant contribution to
Diversity Program success
Women Flying High Program
City of Atlanta
Department of Aviation

JO ANN TUTTLE

PRESIDENT

As Founder and President of JAT Consulting Services, Inc. Jo Ann Tuttle is a recognized business leader in the fields of financial, program, and contract management. With over 30 years of experience, Jo Ann possesses wide-ranging technical expertise in financial analysis, accounting, office operations, and grant administration. Prior to launching JAT, Jo Ann directed corporate and field office management activities at Howard Needles Tammen & Bergendoff (HNTB) Corporation. She has worked extensively with architectural and engineering firms and in the transportation industry.

Notably innovative in her business perspective, Jo Ann approaches projects with dedication to smooth, cost-effective procedures and processes. She is particularly proficient in analyzing client needs and project requirements. Jo Ann is an experienced trainer, highly skilled in providing effective sessions in finance, accounting and business operations.

PRINCIPAL IN CHARGE

JAT Consulting Services, Inc.
City of Dunwoody, GA

Privatized Municipal Services

Provides management oversight for newly incorporated City of Dunwoody, primarily in finance and purchasing operations. Served lead role in start-up activities for creation of City's operational infrastructure. Worked with City Council and City Manager in development of policies, procedures, and operations.

FINANCIAL PRINCIPAL IN CHARGE

JAT Consulting Services, Inc.
International Aviation Consultants, LLC
Hartsfield-Jackson Atlanta International Airport
Development Program

Responsible for financial functions of \$6.7 billion capital improvement project. Oversees financial management operations: consultant/contractor invoice processing and audit/contracts administration, including intergovernmental agreements. Beyond project scope, also serves in this capacity for Airport Facilities. Directed development of fully auditable capital invoice processing system and developed accounting policies and procedures for the limited partnership.

FINANCIAL PRINCIPAL IN CHARGE

JAT Consulting Services, Inc.
City of Sandy Springs, GA
Privatized Municipal Services

Responsible for operation and management of all finance, budget, and purchasing activities for newly incorporated City of Sandy Springs, as part of innovative privatization of services under CH2MHill. Supervision includes oversight of accounting, financial auditing, purchasing, travel reimbursement, records retention, debt and cash investment management, and collection processes.

JO ANN TUTTLE
PRESIDENT

FINANCIAL PRINCIPAL IN CHARGE

JAT Consulting Services, Inc.
PMT Consultants Joint Venture
Fulton County, GA Transportation Improvement Program

In charge of financial functions for PMT Consultants Joint Venture, which provided program and construction management services for the implementation of Fulton County's Transportation Improvement Program (TIP). Oversaw financial management operations of consultants and contractor invoice processing/auditing, contracts/compliance administration, and project cost allocations for \$87 million TIP budget. Served on public works steering committee and managed EBO Program.

ADMINISTRATIVE PROJECT MANAGER

JAT Consulting Services, Inc.
RMJ Joint Venture
Fulton County, GA Infrastructure Program

Managed financial services for joint venture that provided construction management services for Fulton County's \$1 billion Infrastructure Program. Supervised general project administration services for over fifty engineers from three firms: H. J. Russell & Company, Moreland Altobelli Associates, Inc. and JIG, Inc. Tracked funding and allocation costs, pay requests, documentation and data management, MIS, financial reports, and daily administrative responsibilities.

CHRISTY WILLARD MANAGER OF BUSINESS OPERATIONS

Christy Willard is highly skilled in providing a variety of essential client support services. Experienced in accounting, contract administration, human resources, and minority business certification, she assists clients with thoroughness and efficiency. Christy's consistent attention to deadlines and details provides the professionalism needed to complete tasks, both within a team environment and in individual initiatives. Her strong communication skills and professional responsiveness are an integral component of JAT's dedication to client satisfaction. Christy is adept in the administrative management services necessary for ensuring proper support to all JAT personnel and clients.

EDUCATION

North Metro Technical College
Accounting Degree (final year)

Kennesaw State University
Multiple courses in accounting &
Peachtree Accounting Software

COMPUTER SKILLS

Microsoft Office
Peachtree Premium Accounting
Quickbooks Pro
ADP PC Payroll for Windows
Expedition

CERTIFICATION

Notary Public, Bartow County, GA

ASSOCIATION MEMBERSHIP

Women's Transportation Seminar
(WTS) Atlanta - Former Treasurer

CONTRACT ADMINISTRATOR

JAT Consulting Services, Inc.
JP² Joint Venture
City of Atlanta Department of Watershed Management

Responsible for accuracy, documentation and contract compliance of consultant invoices for various task orders, including audit. Monitors invoice routing, ensuring that the project, administrative and program managers meet invoice processing schedules and contract specifications. Reconciles purchase order line balances with budgets for each Joint Venture firm and every subconsultant. Conducts both group and individual firm training sessions in invoice process management.

SMALL BUSINESS AND M/W/DBE CLIENT SUPPORT

JAT Consulting Services, Inc.

Provides ongoing management support and key monthly accounting services to various JAT clients. Management support includes assistance in accounting and finance, management of minority business certifications, and human resources. Monthly accounting services include review of contracts; invoice preparation and reconciliation; accounts payable and receivable support; payroll administration; expense tracking; bank statement and general ledger reconciliation. Prepares financial statements and produces project financial analyses. Assists with training sessions for the Clean Water Atlanta Small Business Development Program; provides one-on-one training to small businesses and DBEs as needed. Conducts group training sessions on topics pertaining to business operations and financial management through pro bono services to civic organizations that support and promote small businesses and DBEs.

CHRISTY WILLARD
MANAGER OF
BUSINESS OPERATIONS

MANAGER OF ADMINISTRATIVE SERVICES
JAT Consulting Services, Inc.

Supervises all office operations, including human resources, business development and marketing, document control and the firm's Minority Business Certifications. Responsible for payroll administration.

PUBLIC OUTREACH COORDINATOR

JAT Consulting Services, Inc.

Cobb Community Transit Development Plan, Cobb County, GA

Provided project support for stakeholder and Cobb Community Transit personnel surveys, including management of mass mailings. Served as liaison to the County, compiled survey responses, and developed response databases. Also responsible for coordination of public meeting logistics, including mass mailing of meeting notices and location preparations.

DENISE WALKER

EDUCATION

B.S. Accounting
University of Toledo

Associates Degree
Business Management
University of Toledo
Community Technical College

COMPUTER SKILLS

Microsoft Word, Excel
CIS
Lotus
JD Edwards Financial System
Ross - Reflection Financial System
SunGard-HTE
Great Plains

With 20 years of experience in the government sector, Denise Walker is highly skilled in all aspects of accounting services. Her depth of expertise in accounts payable and receivable, accompanied by close attention to deadlines and details, ensures accurate and efficient accounting procedures. Ms. Walker is adept at applying her comprehensive knowledge to improving accounting practices, internal controls, and documentation policies and processes.

STAFF ACCOUNTANT

JAT Consulting Services, Inc.
City of Dunwoody, Georgia

Responsible for accounts receivable and payable, payroll, and excise tax revenue collections administration. Duties also include business license review/troubleshooting and administration of personnel benefit payments. Maintains all financial records for City in compliance with applicable laws, guidelines, standards and best practices for municipal accounting. Produces and delivers requested financial information and reports to City Finance Director. Assists in developing and implementing the policies and procedures established by the City Finance Director. Processes all invoices presented with proper approval for payment. Identifies and pays all City bills and obligations, including payroll. Properly codes and records all City financial transactions. Prepares and reviews journal entries, direct pays, and wire transfers. Coordinates external audit. Maintains a follow-up file of all regularly completed City reports and deadlines.

ACCOUNTANT, ASSISTANT PURCHASING AGENT

City of Bloomington, MN

Responsible for General Ledger maintenance, bank reconciliation, fund accounting, journal entries, financial statements, and 1099 maintenance, forms, and reports. Performed accounts payable reconciliations and monitored department expenditures. Provided accounting support for travel, budgets, and capital assets. Assisted with Comprehensive Annual Financial Reports. Served as primary backup to Purchasing Agent on bid specifications/openings and issuance/closing of purchase orders.

FINANCIAL OFFICER

Financial Division of Accounts
Metropolitan Government of Nashville & Davidson County, TN

Responsible for general ledger maintenance, property tax and bank reconciliation, fund accounting, and journal entries. Assisted with Comprehensive Annual Financial Reports.

ALTERNATE ACCOUNTANT

City of Toledo, OH
Finance Division of Accounts

Responsibilities included General Ledger maintenance; bank, payroll and General Ledger reconciliation; journal entries; and fund accounting.

DENISE WALKER
PAGE 2

ACCOUNTS PAYABLE CONTROL CLERK

City of Toledo, OH
Finance Division of Accounts

Responsible for fund accounting, accounts receivable/accounts payable, General Ledger maintenance, and vendor reconciliation.

CASHIER

City of Toledo, OH
Department of Public Utilities

Responsibilities included accounts receivable, collection functions, and customer service.

DIANE S. REESE

EDUCATION

History & Literature
University of Virginia

COMPUTER SKILLS

Microsoft Word, Excel, Outlook,
PowerPoint
Lotus Notes and Calendar
WordPerfect

Ms. Reese has over 27 years of administrative experience assisting senior management. Through her organizational expertise, proficiency in time-management, and problem-solving capabilities, she provides an exceptional level of support essential to effective management operations. Ms. Reese possesses an innate ability to work efficiently within management structures and office protocols, ensuring the proper execution of all administrative tasks. With strong communication and interpersonal skills, she is adept at meeting coordination, report and correspondence preparation, calendar and travel management, and handling any sensitive or confidential issues.

RECEPTIONIST/ADMINISTRATIVE ASSISTANT

JAT Consulting Services, Inc.
City of Dunwoody, GA

As receptionist, responsible for receiving and screening visitors and telephone calls during the City's business hours, providing first-tier responses to inquiries and ensuring proper direction to meet visitor/caller needs. At City start-up, established front desk procedures and protocols and set up phone system for maximum efficiency. Administrative duties include mail distribution, ordering and maintaining office supplies, scheduling conference room, and tracking service ticket requests. Also provides administrative support to various City personnel as needed, including City Manager, Executive Assistant, Council, City Attorney, and Clerk of Courts.

EXECUTIVE ASSISTANT TO COO

LIAISON TO GOVERNING BOARD

Cherokee Town & Country Club
Atlanta, Georgia

Responsibilities included monthly board meetings arrangements; all board books preparatory work; assisting Board President and Secretary with agenda/committee reports, correspondence and notices; and taking/drafting monthly board meeting minutes. Duties also included board election preparation; preparation of eligible candidates report; and coordination/preparation of annual meeting.

EXECUTIVE ASSISTANT TO PRESIDENT/CEO

Impact Innovations Group, Inc.
Atlanta, Georgia

Provided administrative support that included heavy calendar and travel management, meeting coordination, screening telephone calls, reconciliation of corporate credit card statements, and processing of expense reports and medical claims. Interfaced on a daily basis with direct reports, company investors, legal counsel and Board of Directors, including preparations for various meetings, assembling of board documents, and coordination of Board and Executive Team dinners. Handled highly sensitive issues and documents.

EXECUTIVE ASSISTANT TO EXECUTIVE VICE PRESIDENT

AFC Enterprises, Inc.
Atlanta, Georgia

Responsibilities included calendar management, travel arrangements, meeting planning, correspondence, screening telephone calls, and managing executive's personal accounts with financial advisors and various boards of directors. Prepared expense accounts and reconciled corporate card statements, personal accounts, and bank statements. Prepared for quarterly AFC Board of Directors meetings, including assembling of board committee matters and coordination of dinners and travel arrangements. Supervised assistant administrative support.

EXECUTIVE ASSISTANT TO SENIOR PARTNER

Long Aldridge & Norman LLP
Atlanta, Georgia

Provided administrative support for Senior Partner/Chairman of Litigation Section of large full-service law firm. Responsible for calendar management, travel arrangements, correspondence, timekeeping, review of client billings, meeting coordination, and personal accounts management. Handled highly sensitive issues and documents.

SENIOR SECRETARY

IBM Corporation
Atlanta, Georgia

Provided administrative support for executive level management. Duties included calendar management, travel arrangements, correspondence, timekeeping, meeting coordination, and personal accounts management. Handled highly sensitive issues and documents.

EDUCATION

B.A. English and Music
Agnes Scott College
Decatur, Georgia

COMPUTER SKILLS

Microsoft Word, PowerPoint, Excel
Word Perfect
Timeslips

ADRIANE CREETY

Adriane Creety has twenty years of administrative and paralegal experience in high demand office environments. She is proficient in document production, processing, and control, as well as records retention management. With exceptional organizational and communication skills, Ms. Creety is adept at serving as a liaison between diverse groups and personnel. Detail oriented, adaptable, and skilled at multi-tasking, Ms. Creety is an asset in ensuring efficient administrative functions and providing support as needed in changing work staffs.

ASSISTANT TO THE CITY CLERK

City of Dunwoody, GA
JAT Consulting Services, Inc.

Provides full-time, on-site clerical and administrative support for the City Clerk's office. Maintains and administers the City's document archive and imaging systems and records retention management for all departments, in accordance with the Official Code of Georgia Annotated (OCGA). Formats, prints, routes, and stores ordinances and resolutions. Duties also include responding to open records requests, distribution of materials for City meetings, and posting of public notices. Ensures compliance with all open records and open meeting laws, as set forth in the OCGA, and takes attendance and records motions and votes during meetings. Performs City Clerk's responsibilities upon her absence. Maintains and posts calendars and agendas for the City Clerk, City Manager, Mayor and City Council, as well as other City boards, commissions, and teams. Drafts City Council Meeting minutes and summaries. Provides and maintains access to data by other City contract providers, as necessary. Periodically assists with filing at court and provides support for business license department. Identifies and performs additional administrative assistance and reception when needed. Trains temporary employees to use telephone system, greet visitors, and perform front desk duties.

PARALEGAL

Chamberlain, Hrdlicka, White, Williams & Martin
Atlanta, GA

Provided paralegal support for three firm partners, including drafting of commercial real estate documents, draft and analysis of agreements and due diligence materials, and draft of lease amendments and default letters. Duties also included communication and correspondence with clients, opposing counsel, title examiners, surveyors, and environmental engineers. Coordinated document filing with court clerks and composed transmittal letters to clients and Clerks of Court.

PARALEGAL

Kitchens Kelley Gaynes, P. C.
Atlanta, GA

Provided paralegal, secretarial, and administrative support for two firm partners and an associate attorney. Responsibilities included production of commercial lease documents, correspondence, and subpoenas. Duties also included communication and correspondence with clients and opposing counsel. Coordinated document filing with court clerks and composed transmittal letters and social correspondence to clients.

PARALEGAL

Coleman & Dempsey, L.L.P.

Atlanta, GA

Provided paralegal, secretarial, and administrative support for two firm partners and a counsel attorney. Responsibilities included production of commercial lease documents, interrogatories, motions, and briefs. Prepared and organized exhibits for court hearings and trials. Attended court hearings and trials. Duties also included legal research and communication/correspondence with clients and opposing counsel. Coordinated document filing with court clerks and composed transmittal letters and social correspondence to clients. Generated client billing and performed accounts payable/receivable transactions. Interviewed and trained new employees.

SECRETARY, CAREER PLANNING AND PLACEMENT

Agnes Scott College

Decatur, GA

Responsible for general office work, including word processing, desk-top publishing, filing, correspondence, answering phones, and scheduling appointments. Duties also included annual report editing, production of survey reports and marketing materials, and coordination of services for scholar program. Supervised two work/study students.

SECRETARY/RESEARCH ASSISTANT

Grubb & Ellis

Atlanta, GA

Provided administrative support to this commercial real estate services company. Responsibilities included word processing, desk-top publishing, presentation and proposal assistance, market research and trend analysis, and production of monthly property summaries.



GEORGE R. KELLER, JR.
Vice President, Governmental Services

SUMMARY OF QUALIFICATIONS

Mr. Keller is a Vice President with Calvin, Giordano & Associates, Inc. (CGA) and has been a member of its Management Team since 2005. As Director of Governmental Services he is responsible for managing a variety of public agency contracts, government relations, special projects, EOC representation, business development and internal CGA Quality Management. Prior to joining CGA, Mr. Keller also served as Regional District Manager for Severn Trent Services, engaged in the administration of special government districts in the state of Florida. Mr. Keller served for approximately twenty seven year in a variety of public administrator roles in local government, in the State of Florida.

AREAS OF EXPERIENCE

Administration

Mr. Keller was also a Member of Broward County's (\$2.5 billion plus budget/7,000 employees) Management Team, directing the Safety & Emergency Services Department (\$88 million budget/900 employees). Departmental operations included: Building Code Services, Zoning, Code Enforcement, Emergency Management, Telecommunications, Medical Examiner/Trauma Services, and Fire Rescue. He served as one of Broward County's Legislative Coordinators, EOC liaisons, and member of the County's E-Government Task Force. Additionally, he volunteered to serve in the creation of the Broward Emergency Support Team (BEST) providing professional field support to first responders. Mr. Keller has extensive Labor Relations experience representing the agency in arbitrations, mediations, negotiations, grievances and litigation.

Previously, Mr. Keller served as the City of Hollywood's Interim City Manager and Assistant City Manager. As a Member of the City of Hollywood senior management team, he was engaged in the overall operations of the municipality. As Director of the Department of Development Administration he managed all aspects of Land Use Planning, Real Estate Development, Building Construction, Engineering, Neighborhood Programs, and Capital Improvement Programs. He served as a member of the City's Emergency Response Team as well as the Post Disaster Recovery Department Director. As Assistant City Manager, Mr. Keller was responsible for: Growth Management, Economic Development, Annexation, Engineering, Public Works, Community Redevelopment Agency, and Neighborhood Improvement Programs. He served as representative and staff liaison to a variety of agencies, advisory boards and organizations at public meetings; and facilitated the implementation of quality development and growth of the tax base.

Mr. Keller administered the U.S. Department of Housing and Urban Development Community Development Program. Responsibilities included the management and evaluation of a multi-million dollar program engaging in neighborhood redevelopment and housing assistance. Specific projects included: public works/infrastructure, housing rehabilitation, new housing development and commercial revitalization. He coordinated directly with local, state and federal governments/agencies; private professional, technical and clerical staff. He also has extensive public relations involving the general public, intergovernmental coordination and the news media.

EDUCATION

Master of Arts, with
Teaching Certification

Urban
Geography/Urban and
Regional Planning
University of Florida,
Gainesville, Florida,
1978

Bachelor of Science,
Urban Geography, with
Honors
University of Florida,
Gainesville, Florida,
1976

Nova Southeastern
University Law School
Coursework, 1996

Florida Real Estate
License (Inactive)

Florida Real Estate
Appraisal Coursework

Professional
Development
Seminars/Continuing
Education

**PROFESSIONAL
MEMBERSHIPS**

American Planning
Association

**PROFESSIONAL
ASSOCIATIONS**

International
City/County Manager's
Association,
20 Year Service Award

Hollywood Housing
Authority, Board of
Commissioners,
1994-1997

Economic Development/Redevelopment

Mr. Keller managed the City of Hollywood's "City Business Center" created to promote economic and business development in the community by facilitating investment and building the tax base through all regulatory processes. He was a senior participant in the production of the City's Economic Development Strategic Plan, Urban Land Institute Downtown Plan and Visions 2000 Program. He served as Interim Director for both the Community Redevelopment Agency and Economic Development Advisory Board; and implemented electronic building plan review and permitting.

Mr. Keller developed local programs/ordinances engaged in downtown redevelopment, beach revitalization and neighborhood preservation. He participated in the production of RFP's and grant applications for consulting services and development projects. Mr. Keller was active in the preparation of economic development programming and annexation proposals to prospective owners.

Budget and Financial Management

Prepared, submitted and managed annual operating and multi-year capital budgets for large, diverse departmental/municipal responsibilities. Identified and developed new and increased revenue sources; while increasing efficiencies/containment through process improvement and applied technology. Administered creative competitive grant applications and procurement from local, state and federal sources. Supported an aggressive posture for public agencies to pursue traditional private sector entrepreneurial opportunities and roles to generate revenue. Prepared program based budgets involving cost estimation and allocation, personnel evaluation and project scheduling. Production of a comprehensive scheme for neighborhood redevelopment and commercial revitalization. Represented City Management as a member of the Negotiating Team "at the table" with a variety of bargaining units. Evaluated and developed organizational systems and personnel utilization for productivity increase, cost benefit analysis, and quality control.

Planning and Research

Mr. Keller has completed extensive research and projection of census data applied in developing funding proposals and targeting areas of benefit. Random sample surveying of populations to determine demographic bases, housing conditions and economic data. Development of statistical basis for multi-year plan of neighborhood redevelopment and housing assistance. Assessment of land use, development patterns, population trends, and services required.

Conducted site selection and property acquisition involved in the development of new housing and capital improvements. Developed and updated computerized mapping and data bases for various urban areas in Florida. Data bases are utilized in assimilating census information and increasing efficiency of service delivery systems.

HONORS

- Cooperative Feeding Program Board of Directors
- 1990 Price Waterhouse/South Florida Business Journal "Up and Comers" Award
- Meritorious Service Award, City of Hollywood, 1999
- Leadership Hollywood Program Graduate
- Education Civic Institute Graduate
- The Hollywood Historical Society, Inc. Lifetime Member
- Juvenile Diabetes Foundation, American Heart Association Fundraisers



ROMA ROWLAND, SPHR

Director of Human Resources

SUMMARY OF QUALIFICATIONS

Ms. Rowland holds a management position and is responsible for all human resource management and employee development for the firm. These duties comprise human resources planning, organization, development, implementation, coordination and direction. She has over 15 years of experience in human resources management and has held roles in various industries including government, technology, entertainment and retail. She began her career with the Department of the Army at the Armed Forces Recreation Center (AFRC) in Garmisch-Partenkirchen, Germany.

Ms. Rowland has proven expertise in start-up human resource departments; strategic planning, creating, revising and implementing corporate policies and procedures; employee benefits; employee relations; employment law; payroll; training; customer service; expense and turnover reduction; and staffing. She has a demonstrated ability completing complex human resource assignments under demanding conditions and time constraints.

Ms. Rowland is a Past President for the Human Resource Association of Broward County which represents over 1,000 human resource professionals in Broward County, Florida and has held Board of Director roles since 2003. She has been a voting Council member of the HR Florida State Council, the state affiliate of the Society for Human Resource Management representing over 14,000 members in the State of Florida.

PROJECT EXPERIENCE

Ms. Rowland currently services and meets the Human Resource Management needs for municipal clients to include the City of Weston, City of Pembroke Pines, and the City of Dunwoody, where she is the Director of Human Resources.

Calvin, Giordano & Associates, Fort Lauderdale FL, 2000-Present, Director of Human Resources

- Part of the senior leader group responsible for setting strategic goals, executing plans and achieving results.
- Works with President on change management initiatives and overall Human Resource Management strategies for entire organization, including, but not limited to, acquisitions.
- Partners with senior leadership on succession planning and talent development initiatives.
- Develops and deploys all compensation, benefits, and employee practices including ongoing improvements based upon leading industry research.
- Responsible for writing, revising and editing all policies and procedures company wide.
- Manages benefits administration; evaluates plan design; makes recommendations for cost savings while preserving benefit levels to ensure employee retention.
- Ensures compliance with federal, state, and local employment law.

EDUCATION

BS Speech
Communications,
University of
Washington

PROFESSIONAL REGISTRATION

Senior Professional in
Human Resources
(SPHR)

PROFESSIONAL ASSOCIATIONS

Georgia Local
Government Personnel
Association (GLGPA)
Human Resource
Associations of Broward
County (HRABC)
Society for Human
Resource Management
(SHRM)
HR Florida State Council

Roma Rowland, SPHR, page 2

- Responsible for the training and development of all staff, creates and implements all new organizational employee development programs.
- Responsible for all aspects entire process of recruitment for management and non-management positions.
- Manages the integration of new employees and employee programs resulting from acquisitions.
- Manages employee relations in all offices nationwide.
- Directs company-wide team building activities to include, employee events, newsletters, service awards program.
- Researches, responds, and manages claims against the company to include unemployment, workers compensation and EEOC.
- Creates, revises and edits all job descriptions for the organization.



CITY OF ATLANTA

KASIM REED
MAYOR

DEPARTMENT OF AVIATION
HARTSFIELD - JACKSON ATLANTA INTERNATIONAL AIRPORT
6000 N. TERMINAL PARKWAY
ATRIUM SUITE 4000
P.O. BOX 20509
ATLANTA, GEORGIA USA 30320
TEL: (404) 530-6600
FAX: (404) 530-6635

BENJAMIN R. DeCOSTA
AVIATION GENERAL MANAGER

March 8, 2010

To Whom It May Concern:

JAT Consulting Services, Inc. has been an integral part of the Hartsfield-Jackson Development Program (H-JDP) since the Program's inception in 1999. During that time, JAT designed, implemented, and continues to oversee the invoice compliance and payment process. To date, the JAT team has processed almost \$3 billion of invoices for the H-JDP, and refined the process such that currently almost 80% of invoices are paid within thirty (30) calendar days of receipt. Numerous audits, performed by the City and external firms, confirm that JAT has continually protected the H-JDP and the City with a solid internal control process and accurate financial review of each invoice. Confidence in JAT has led other DOA divisions to send invoices to the Program team for their oversight – Planning & Development, Properties and Legal to name a few. JAT's attention to the requirements of the City and its consultants and contractors in meeting payment requirements has saved the City of Atlanta and its consultants / contractors money and time.

JAT, as a certified DBE, is a vital part of the H-JDP, and also supports the City of Atlanta with its involvement in a variety of supplier diversity and small business development programs that provide technical assistance and training. JAT is an active participant in the Greater Atlanta Economic Alliance (GAEA), and received the "Small Business Award" in 2008.

JAT continues to perform in an exemplary manner and I appreciate the professionalism and dedication of the JAT employees. It is without qualification that I recommend JAT for consideration on any project.

Sincerely,

Benjamin R. DeCosta
Aviation General Manager

BRD/mlb



Jordan, Jones and Goulding, Inc.
6801 Governors Lake Pkwy • Building 200
Norcross, GA 30071 USA
T: 1.770.455.8555 • F: 1.770.455.7391

July 22, 2010

Subject: Reference for JAT Consulting Services, Inc.

To Whom It May Concern:

JAT Consulting Services, Inc. (JAT) has been an important business partner of ours for the past 13 years. From 1997 to 2003, JIG as a member of the RMJ Joint Venture provided construction management services to Fulton County on its \$650 million infrastructure program. JAT, as a subconsultant to the Joint Venture, managed and tracked all project funding, provided general administrative support to the project managers, assisted in documentation and data management, coordination of the Owner Controlled Insurance Program (OCIP) to include the subcontractor compliance with County requirements.

Both in 2004 and 2010, JIG as a member of the Atlanta Services Group Joint Venture (ASG) was awarded a six year A&E Services Contract with the City of Atlanta. JAT was an integral part of the ASG Team and assisted with the contract administration including invoice preparation, Joint Venture accounting, and EBO reporting to the City of Atlanta.

JAT's commitment to quality client service has been an integral part of the Team's success and a factor in the recent renewal of this contract by the City of Atlanta. Their dedication to the community of disadvantaged and small businesses is evidenced by the care that is taken in the efficiency of invoice processing and remittance distribution to these entities, whose success is greatly influenced by timely cash flow, while concurrently providing good stewardship for the departments of the City of Atlanta which this contract supports.

The responsiveness and professionalism of JAT's staff and adherence to sound and proven methodology support my unequivocal recommendation for consideration of inclusion on any project or team.

Sincerely,

JORDAN, JONES AND GOULDING, INC.

A handwritten signature in blue ink, appearing to read 'Dan Guill', written over a white background.

Daniel A. Guill, P.E.
RMJ and ASG Joint Venture Board Member



Department of Watershed Management
Program Management Team

July 27, 2010

Georgia Department of Transportation
Attn: Kip Marshall
Operational Purchasing
One Georgia Center
600 West Peachtree Street, NW
19th Floor
Atlanta, GA 30308

RE: JAT Consulting Services, Inc.

JAT Consulting Services, Inc. has been intimately involved in the City of Atlanta Department of Watershed Management, Clean Water Atlanta, Small Business Development Program (SBDP) since November 2006. They were highly instrumental in helping to lay the foundation for the SBDP training including, but not limited to, community outreach, conducting assessments, reviewing and evaluating questionnaires (applications), conducting training activities, performing in-depth office operations overviews, providing technical assistance as well as immense, invaluable follow-up.

JAT Consulting Services, Inc. thoroughly understands the challenges that Small Businesses face on a daily basis and have provided personal assistance to SBDP participants that have enabled many of these participants to take their business acumen to the next level. Most notably was JAT's involvement with one of the graduates of the 1st SBDP. With JAT's recommendation to expand their service line, not only are they now priming on City of Atlanta and other contracts, their revenue has increased since that time by over 600%. Another significant achievement of an SBDP Program Participant that JAT assisted resulted in that particular Small Business being awarded a contract with the City of Atlanta as a Prime Contractor; this was the first contract this Contractor ever won as a Prime.

As the Clean Water Atlanta Program Management Team begin to embark upon another round of SBDP training, JAT Consulting Services, Inc. will once again play a critical role in this endeavor, as they have done for the previous four SBDP training endeavors.

Sincerely,

A handwritten signature in black ink, appearing to read 'Kenneth Kvasnicka', written in a cursive style.

Kenneth Kvasnicka
Program Manager



Eric M. Hersh
Mayor

Daniel J. Stermer
Commissioner

Murray Chermak
Commissioner

Mercedes G. Henriksson
Commissioner

Angel Gomez
Commissioner

John R. Flint
City Manager

November 20, 2009

RE: Letter of Recommendation - Calvin, Giordano & Associates, Inc.

To Whom It May Concern:

The City of Weston has contracted with Calvin, Giordano & Associates, Inc. for professional consulting services since 1996. Since joining the City in 1997, I have been impressed by their professionalism and the depth of experience that their staff brings to our specific needs. Their staff has performed several projects for our City in response to indoor air quality concerns and assessments regarding moisture and mold issues.

In my experience with this firm, they have taken full responsibility for all aspects of the assessments, sampling and reporting related to the issue requiring their assistance. Deadlines have always been met and the quality of their work has consistently been excellent. They have distinguished themselves from other firms by their quality of customer service, diligence and punctuality.

I can say without hesitation that they have gone above and beyond the current industry standards, and would recommend Calvin, Giordano & Associates, Inc. to provide you with these services.

Sincerely,

The City of Weston

Denise Barrett
Director of Communications

The Nation's Premier Municipal CorporationSM



Government Finance Officers Association
 203 North LaSalle Street, Suite 2700
 Chicago, Illinois 60601-1210
 312.977.9700 fax: 312.977.4806

May 7, 2010

PRESS RELEASE

For Further Information Contact
 Stephen J. Gauthier (312) 977-9700

Chicago--The Government Finance Officers Association of the United States and Canada (GFOA) is pleased to announce that **City of Dunwoody, Georgia** has received the GFOA's Distinguished Budget Presentation Award for its budget.

The award represents a significant achievement by the entity. It reflects the commitment of the governing body and staff to meeting the highest principles of governmental budgeting. In order to receive the budget award, the entity had to satisfy nationally recognized guidelines for effective budget presentation. These guidelines are designed to assess how well an entity's budget serves as:

- a policy document
- a financial plan
- an operations guide
- a communications device

Budget documents must be rated "proficient" in all four categories, and the fourteen mandatory criteria within those categories, to receive the award.

When a Distinguished Budget Presentation Award is granted to an entity, a Certificate of Recognition for Budget Presentation is also presented to the individual or department designated as being primarily responsible for its having achieved the award. This has been presented to **Christopher Pike, CPA, Director of Finance**.

For budgets including fiscal period 2009, 1,214 entities received the Award. Award recipients have pioneered efforts to improve the quality of budgeting and provide an excellent example for other governments throughout North America.

The Government Finance Officers Association is a nonprofit professional association serving over 17,600 government finance professionals throughout North America. The GFOA's Distinguished Budget Presentation Awards Program is the only national awards program in governmental budgeting.



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished
Budget Presentation
Award*

PRESENTED TO

**City of Dunwoody
Georgia**

For the Fiscal Year Beginning

January 1, 2010

President

Executive Director

National Purchasing Institute



Achievement of Excellence in Procurement

July 20, 2010

Chris Pike, Finance Director
City of Dunwoody
41 Perimeter Center East
Dunwoody, GA 30346

Subject: Achievement of Excellence in Procurement Award

Dear Mr. Pike,

The Achievement of Excellence in Procurement award is designed to recognize organizational excellence in procurement. The award is achieved by those organizations that demonstrate excellence in procurement by obtaining a high score on a rating of standardized criteria. The program is designed to measure innovation, professionalism, e-procurement, productivity, and leadership attributes of the procurement function. The Achievement of Excellence in Procurement is sponsored by the National Purchasing Institute (NPI), the California Association of Public Purchasing Officers (CAPPO), the Florida Association of Public Purchasing Officers (FAPPO), the Institute of Supply Management (ISM), the National Institute of Governmental Purchasing (NIGP), the National Association of State Procurement Officials (NASPO), the National Association of Educational Procurement (NAEP), and the Texas Public Purchasing Association (TxPPA).

It is my pleasure to notify you that the Procurement Department of your agency has earned the 15th Annual Achievement of Excellence in Procurement Award for 2010. Moreover, the City of Dunwoody is 1 of only 8 government agencies in Georgia and 1 of only 56 cities in the United States to receive the award.

A beautiful trophy, which has developed into the AEP icon, will be presented to your entity at either the conference specified or mailed as indicated on the application.

Congratulations on the Achievement of Excellence in Procurement Award!

Sincerely,



Beth Fleming, C.P.M., CPPO
Chairperson
Achievement of Excellence in Procurement Award Committee

cc: ✓ Rich Hampton, CPPB, CGFM, Purchasing Manager
Achievement of Excellence in Procurement Award Committee

NATIONAL PURCHASING INSTITUTE, INC.
P.O. Box 370192, Las Vegas, NV 89137
Tel 702.989.8095 * Fax 702.967.0744 * Toll Free 866.877.7641
www.nipconnection.org



UPPCC
Universal Public Purchasing Certification Council

August 23, 2010

Mr. Rich Hampton, CPPB
Purchasing Manager
City of Dunwoody
41 Perimeter Center East
Suite 250
Dunwoody, GA 30346

Dear Rich:

On behalf of the Universal Public Purchasing Certification Council (UPPCC), it is my privilege and honor to publicly name the City of Dunwoody as a 2010 recipient of the UPPCC Agency Certification Award in the Small Agency category. Together with the National Association of State Procurement Officials (NASPO) and the National Institute of Governmental Purchasing, Inc. (NIGP), we applaud your efforts. Congratulations!

As you may know, this award was created to formally recognize an agency's commitment to the value of certification in the public sector. Your organization is a fine example of what is becoming a strong indicator of success within state and local governments. This accomplishment speaks volumes of your agency's commitment and dedication to the profession and the skills and expertise that you bring to the public procurement industry.

The enclosed framed certificate should be displayed with pride as such an achievement brings increased credibility and recognition to your entity – an accomplishment that should be highly regarded by your elected officials and the citizenry that you serve.

The UPPCC now offers an even greater distinction for agencies like yours committed to professionalism in public purchasing. The "Sterling Agency Award" recognizes agencies that not only achieve The UPPCC Agency Certification Award status, but maintain it for three consecutive years. The "UPPCC Sterling Agency Award" is automatically issued to an agency once they reach their third year of Agency Certification Award status. Don't forget that the UPPCC Agency Certification Award is an annual award that you must apply for each year. For more information, please visit our website at www.uppcc.org.

Again, my sincere congratulations to the City of Dunwoody and the entire Procurement Division team for a job well done.

Sincerely,



Norma Hall, FNIGP, CPPO, CPPB, CPM
Chairman, UPPCC Governing Board

JAT

PROJECT PROFILE

FINANCIAL PROGRAM CONSULTANT

HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT
DEVELOPMENT PROGRAM
INTERNATIONAL AVIATION CONSULTANTS, LLC
PROGRAM MANAGEMENT

OWNER'S REPRESENTATIVE
International Aviation Consultants, LLC

LOCATION
Hartsfield-Jackson Atlanta
International Airport

REFERENCE
David Pino
Project Director
Hartsfield-Jackson
Development Program
Hartsfield-Jackson Atlanta
International Airport
404.530.5685

JAT Consulting Services, Inc. is serving as a Financial Program Consultant to International Aviation Consultants, LLC. (IAC), the Program Manager for the Hartsfield-Jackson Development Program. IAC is a limited partnership consisting of five major firms: Parsons Infrastructure & Technology Group, Inc., URS, H.J. Russell & Company, Turner Associates, Architects & Planners, Inc., and Rosser International, Inc.

The Hartsfield-Jackson Development Program (HJDP) is a \$6.7 billion capital improvement plan that is part of the Hartsfield-Jackson Atlanta International Airport's master plan. The HJDP includes construction of a new runway, a new south terminal, and a new international terminal, as well as renovation and expansion of the existing terminal complex. JAT is responsible for financial services for the expansion.

JAT created and implemented a new capital invoice processing system with fully auditable financial information. This automated system processes, tracks, and reports invoices, providing the HJDP with an efficient method to implement Accounts Payable procedures and ensure contract compliance. As a result, all appropriated and funded invoices are paid within 20 business days. With current and historical data entry as part of the system, all program financial information is readily auditable. The invoice processing system has been so successful that it has been incorporated into much of the airport's other operations.

JAT staff performs a large amount of their work as an extension of the airport staff and all invoices are processed through JAT's Invoice Compliance Manager. In 2010, JAT processed invoices totaling over \$495 million, with an average of 75% paid within 30 days, a significant contrast to the 90 to 120 day turnaround average at the onset of the Development Program in 2000.

JAT also reviews change orders, task orders, work authorizations and miscellaneous modifications to ensure contract compliance before execution. Monthly reports include the HJDP Global Report and ad hoc reports, such as project cost reports by task order, work authorization, invoice tracking, and subconsultant payments.

JAT has assisted in the reviews of the intergovernmental agreements between the various agencies and the City of Atlanta for future development and expansion of the airport. JAT'S subconsultant on this project has developed a customized Oracle financial system to manage fixed assets, projects and grants, general ledger, purchasing, and accounts payable and receivable for the entire airport. They also review bond issues and Passenger Facility Charges.

JAT

PROJECT PROFILE

PRIVATIZED GOVERNMENT SERVICES CITY OF SANDY SPRINGS, GEORGIA

OWNER'S REPRESENTATIVE

Rick Hirsekorn, P.E.
Project Director
CH2M Hill

LOCATION

City of Sandy Springs
7840 Roswell Road, Building 500
Sandy Springs, GA 30350

COMPLETION DATE

2007

JAT Consulting Services, Inc. provided essential financial services to the newly incorporated City of Sandy Springs as part of the innovative privatization of most city operations. As a member of CH2M Hill's management team, JAT was responsible for start-up, operations, and management of all finance, budget, and purchasing activities.

JAT played a vital role in helping the city to be up and running. The firm assisted the city in the development of financial policies and procedures pursuant to Government Finance Officers Association of American (GFOA) standards and state law. This crucial effort included accounting, financial auditing, purchasing, travel reimbursement, records retention, debt management, cash investment management, capital asset management, budgetary controls, and cash receipting procedures. JAT set up a vendor registration system and developed the source selection method of procuring goods and services for the City Police Department. The firm also developed and administered the processes for collection of fees, charges, and miscellaneous revenues pertaining to utilities and private enterprises (i.e. business licenses, alcoholic beverage licenses, franchises, etc.). JAT created and implemented a fund accounting system in accordance with accounting standards and regulatory requirements, as well as budgets for all departmental operations.

JAT served as the liaison with local, state and federal agencies that collect and disburse revenues (taxes, assessments, fees, and other charges). The firm coordinated the capital needs of the city with the designated city representatives and provided analysis and recommendations based on criteria established by city officials. JAT also provided financial briefings at City Council meetings and assisted citizens, City Council members, and the City Manager as required on specific tasks.

JAT

PROJECT PROFILE

CONTRACT ADMINISTRATOR/JV ACCOUNTANT ATLANTA SERVICES GROUP (ASG) JOINT VENTURE CITY OF ATLANTA DEPT. OF WATERSHED MANAGEMENT ARCHITECTURAL AND ENGINEERING SERVICES

OWNER'S REPRESENTATIVE Atlanta Services Group, LLC

LOCATION
270 Peachtree Street, NW
Suite 1600
Atlanta, GA 30303

REFERENCE
Dan Guill
Project Director
Atlanta Services Group, LLC
678-333-0218

Atlanta Services Group, LLC (ASG) provides technical, professional and other services to the City of Atlanta, Department of Watershed Management on its multi-million dollar Wastewater System Improvement Program, under the Clean Water Atlanta Initiative. ASG's services include, but are not limited to: design of treatment facilities, conveyance systems as sewer design, storm-water control structures, customary sanitary, civil, mechanical, electrical, architectural, control instrumentation, engineering design services, structural engineering, easement and real estate acquisition services, contract administration, pre-qualification, and bidding, and construction inspection services.

As Contract Administrator and JV Accountant to the ASG team, JAT Consulting Services, Inc. is responsible for providing ongoing assessments and recommendations of current processes in order to develop written Standard Operating Procedures. Duties also include the preparation of prime invoice to client, consolidating/validating time and expenses, compilation of invoices, reporting costs, and EBO reporting as well as project cost tracking, check disbursement and monthly project summary reports for all payments issued to Joint Venture firms and sub-consultants.

JAT's responsibilities include:

- Verifying accuracy, documentation, and contract compliance of consultant invoices
- Ensuring that project, administrative and program managers meet invoice processing schedules and contract specifications
- Reconciling purchase order line balances with budgets for each Joint Venture firm and subconsultant
- Conducting both group and individual firm training sessions in invoice process management

As Project Administrator, JAT serves as liaison between project managers, the Department of Watershed Management, and the consultants and contractors. Provides administrative support to various project engineers, project inspectors, and project managers. Responsibilities include review and processing of change orders, submittals, requests for information, and design clarifications. Duties also include correspondence, reports, recordkeeping, accounting, and coordination of project meetings.

JAT

PROJECT PROFILE

SUPPORT SERVICES

CLEAN WATER ATLANTA

SMALL BUSINESS DEVELOPMENT PROGRAM

MONTGOMERY WATSON/KHAFRA JOINT VENTURE

PROGRAM MANAGEMENT SERVICES

OWNER'S REPRESENTATIVE

Montgomery Watson/KHAFRA

LOCATION

Clean Water Atlanta
Small Business Development
230 Peachtree Street, Suite 500
Atlanta, GA 30303

REFERENCE

Christopher Lewis
MWH Americas, Inc.
Clean Water Atlanta
Small Business Development
230 Peachtree Street, Suite 500
Atlanta, GA 30303
404.979.6999 x7315

Under contract to the MW/KHAFRA Joint Venture, JAT is providing program management support services to the Clean Water Atlanta Small Business Development Program in helping small, minority, and female businesses compete successfully for work on Wastewater System Improvement Program. JAT assisted in research, development, and implementation of a comprehensive training program, including a 10-week course curriculum covering contract administration, construction accounting and finance, estimating and bidding, conflict resolution, scheduling, and safety.

JAT determines participant eligibility, performs operations assessments of the eligible firms, and provides optional individual guidance in accounting and finance to class participants. JAT's Deputy Program Manager provides overall project management of firm assessments, including creation of guidelines and presentation of recommended participants to the program management team. The firm provides full administrative support for the Small Business Development Program, including ongoing assistance to small business professionals, coordination of weekly meetings and formal training programs, and documentation processing.

JAT's responsibilities also include:

- Assisting in the outreach support for promotion of "Women Flying High" program to increase FBE businesses on Department of Watershed projects
- Assisting in outreach efforts to inform minority firms of Small Business Development Program opportunities
- Providing eligible minority firms with opportunities to establish possible subcontracts or joint ventures with Prime contractors
- Developing and conducting program assessment survey
- Assisting in coordination of seminars and workshops provided by the City of Atlanta and Clean Water Atlanta
- Facilitation of a Construction Accounting & Finance Workshop

JAT conducted a survey of participants from 2007 to 2009. Respondents stated that the SBDP helped them to better operate and manage their businesses, increased their understanding of financial/accounting requirements for government contracting, and that they developed new relationships with other businesses.

"Clean Water knocked the ball out of the park with this program. The leaders of the SBDP have done a dynamic job in assisting the small businesses to take their firms to the next level."
[Participant Alicia Ivey, Phoenix Global Corporation]



PROJECT PROFILE

Governmental Services, City of Weston, Florida



CLIENT:

City of Weston
17200 Royal Palm Boulevard
Weston, FL 33326
Contract Number: N/A
Period of Performance:1996-Present

CONTACT:

John Flint
City Manager
Tel: (954) 385-2000
Contract Value: \$5M Annually
Status of Contract: Current

PROJECT DESCRIPTION

Calvin Giordano & Associates, Inc. (CGA) act as the City of Weston's' Building Department, Planning Department, Public Works Department, and the Engineering Department. Also included is consulting as the City's landscape architect. CGA performs all of the function of normal City departments including plan review, permit review, infrastructure & capital improvements design, development and permitting, construction administration, construction inspection, technical review committee, and acting as staff representatives at City Commission and Board Meetings.



PROJECT PROFILE

Governmental Services, City of Pembroke Pines, Florida

**CLIENT:**

City of Pembroke Pines, FL
10100 Pines Boulevard
Pembroke Pines, FL 33026
Contract Number: N/A

Period of Performance: 2009-2014

CONTACT:

Charles Dodge
City Manager
Tel: (954) 431-4884

Contract Value: Varies based on
collection of Permit Fees Est.:
\$3M Annually

Status of Contract: Current

PROJECT DESCRIPTION

The City of Pembroke Pines is the second largest city in Broward County and at one point was the fastest growing in the nation. The City maintained a sizable building and zoning department to accommodate the robust activity. Unfortunately, as economic conditions slowed, resulting in major decreases in building activity, the City was forced to evaluate options to cut costs and provide building and zoning services. The City came to the conclusion of contracting with a private service provider. In June, 2009 the Pembroke Pines City Commissioners voted to approve a five-year contract with Calvin, Giordano & Associates to administrate the City's Building and Zoning services.

In addition CGA provides utility and engineering consulting services to the City. As a part of these services CGA has been hired by the City to develop an Alternative Water Supply (AWS) to meet the Water Management and FDEP water resources criteria. This not only involves water resource development, but also includes WWTP expansion, Public Services Campus Relocation and program management, as well as wetland mitigation design and permitting.



PROJECT PROFILE

Governmental Services, City of West Park, Florida



CLIENT:

City of West Park
3150 S.W. 52ND Avenue
Pembroke Park, FL 33023
Contract Number: N/A
Period of Performance: 2006-Present

CONTACT:

Russell Bendford, City Manager
(at time of project)
Tel: (954) 260-1116
Contract Value: \$800,000 Annually
Status of Contract: Current

PROJECT DESCRIPTION

Calvin, Giordano & Associates has provided the City of West Park with community development, planning, engineering, zoning, building code services, geographic information systems, emergency management, design services, code enforcement, community services, website design and other miscellaneous services since the City's incorporation in 2005. Approximately two dozen professional staff members provide most of the municipal services, excluding police and fire/rescue. Code Enforcement activity dramatically improved property conditions and appearances since incorporating in 2005. All field code enforcement activities and special magistrate processes are supported by CGA's operating software "INKforce."

The CGA engineering and planning staff serves as technical reviewers for all planning and engineering applications submitted to the City. This includes site plan, variance, and zoning review as well as construction permit review. CGA serves as the City's Technical Review Committee (TRC) and also attends City Commission Meetings as City Staff representatives.

Dunwoody

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PROPOSAL TO CONTINUE PROVIDING
“SMART MANAGEMENT”
OF FINANCE AND ADMINISTRATIVE SERVICES

TO
Dunwoody *
* Smart people – Smart city

COST PROPOSAL
ELECTRONIC COPY - CD ENCLOSED



MUNICIPAL GOVERNMENT
SERVICES PROCUREMENT

RFP 11-02

MAY 23, 2011

JAT CONSULTING
SERVICES, INC.
■ ■ ■ Financial & Management Consultants

IN ASSOCIATION WITH

 Calvin, Giordano & Associates, Inc.
EXCEPTIONAL SOLUTIONS

Appendix E –Cost Table

Page I

Submitted by JAT Consulting Services, Inc.

Bidders can submit proposals for provision of municipal services in one, multiple or all service areas. There will be no additional points awarded to firms bidding on more than one service area. The City will evaluate the qualifications of the Contractors to provide the requested services in each service area separately. However, the City recognizes that there are potential economies of scale and cost saving opportunities related to having one contractor providing work in more than one service area. In that spirit, the City encourages proposing firms to respond to more than one service area, as long as the responding firm possesses the required experience in all selected service areas and has the capacity to properly staff and manage the delivery of high quality services for the City.

Pricing may be, but is not required to be, included for each potential combination of service areas in addition to the individual service areas. For example, Bidder submitting a proposal for Parks and Recreation as well as Public Works may include a schedule for Parks and Recreation, a schedule for Public Works, and a schedule if awarded for both service areas. With seven service areas, this creates a potential for an excessive number of alternative pricing options. Accordingly, the City asks each Bidder to consider limiting the number of alternative schedules to the three most likely or most desirable combination of services in addition to the schedule(s) for individual service(s). Contractors may provide additional options, but they are not expected or required.

Throughout the term of the contract, changes to the scope of work may cause the need to include additional staffing to the contract. The Contract may be amended to include additional staffing requirements when the scope changes. The amount of the amendment will be actual costs to the Contractor plus a multiplier for overhead and profits. The City will negotiate with the Contractor to establish a reasonable multiplier if the services are requested.

Please provide the proposed costs for all applicable service areas. If your organization is not proposing for a specific service area, please indicate so by marking N/A in the corresponding row.

Service Area	Price by Year and Service Area				
	2012 ¹	2013 ¹	2014 ¹	2015 ¹	Total 2012 – 2015
Public Works	N/A				
Finance and Administrative Services	\$1,500,138	\$1,545,142	\$1,591,496	\$1,639,242	\$6,276,018
Planning and Zoning	N/A				
Information Technology	N/A				
Building Permits and Inspections*	N/A				
Parks and Recreation	N/A				
Public Relations and Marketing	N/A				
Total					

*The City requests that all Bidders proposing for the Building Permits and Inspection services shall provide the City with an additional, alternative method of calculating the contract cost in lieu of the lump sum fee listed in the table above. (The City generated \$439,410 and \$559,356 for the first two fiscal periods of operation.) Please provide the proposed percentage of the building permits and inspection services revenue that the Bidder would invoice to recover the costs of service delivery for Building Permitting and Inspections: _____ N/A%

The city encourages Bidders proposing for the Building Permits and Inspection services to provide multiple methods of calculating contract costs. Alternate methods may include a percentage of fees collected and any hybrid approaches based partly on fixed fees, partly on percentage of fees and potentially caps on amounts invoiced if activity is above a specified threshold. You may provide a flat percentage above or attach an additional page to the cost proposal describing your pricing for a hybrid approach.

¹ City shall pay the Contractors in twelve payments for each month in accordance with the Contract's General Conditions (see Appendix B, section 11.2.)

**Appendix E –Cost Table
Page III**

Submitted by JAT Consulting Services, Inc.

Alternative Option One – Service Areas Included N/A

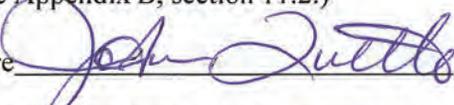
Alternative Option Two – Service Areas Included N/A

Alternative Option Three – Service Areas Included N/A

	Alternative Pricing Options				
	2012 ¹	2013 ¹	2014 ¹	2015 ¹	2012 - 2015
Alternative Option One	N/A				
Alternative Option Two	N/A				
Alternative Option Three	N/A				

Contracts may present additional options but an additional option(s) is not expected or required. If submitted, please use the format provided.

¹ City shall pay the contractors in twelve payments for each month in accordance with the Contract's General Conditions (see Appendix B, section 11.2.)

Representative Signature 

Date May 21, 2011

Printed Name and Title Jo Ann Tuttle, President

Telephone Number 770.975.7359

Fax Number 770.975.1195

Email Address joanntuttle@jatconsulting.net

EXHIBIT E : DETAIL COST INFORMATION

Dunwoody RFP 11-02: Finance and Administrative Services

Prime Consultant: JAT Consulting Services, Inc.

Subconsultant: Calvin, Giordano & Associates, Inc.

III. SUMMARY OF COSTS

Firm	Fee for Each Contract Year				Total 2012-2015
	2012	2013	2014	2015	
JAT Consulting Services, Inc.	\$ 935,062	\$ 963,114	\$ 992,007	\$ 1,021,768	\$3,911,951
Calvin, Giordano & Associates, Inc.	\$ 565,076	\$ 582,028	\$ 599,489	\$ 617,474	\$2,364,067
	\$1,500,138	\$1,545,142	\$ 1,591,496	\$ 1,639,242	\$6,276,018

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**Request for Proposal No. 11-02
Municipal Government Services Procurement**

Addendum 1

Date Issued: May 10, 2011

**THE FOLLOWING LIST INCLUDES CLARIFICATIONS AND RESPONSES TO
QUESTIONS EMAILED BY BIDDERS AND RECEIVED DURING THE PRE-
PROPOSAL MEETING HELD APRIL 29, 2011.**

The City attempted to group questions and answers by corresponding sections of the RFP and respective service areas, but respondents are strongly encouraged to thoroughly read all of the material provide below.

General Requirements

- 1. Question (Q):** Will key performance indicators (KPIs) be developed for all service areas?

Answer (A): Yes, once the appropriate Contractors have been selected, the City and the respective Contractors will work to develop a list of mutually agreed upon KPI's by October 15, 2011.

- 2. Q:** Is there a chance that business process analysis (BPA) work will come out as a separate bid?

A: At this point, nothing formal has been scheduled.

- 3. Q:** Has there been any issues with Contractors communicating with one another?

A: Communications between Contractors has not been an issue. The City expects and requires that the Contractors will assimilate to the established culture of the City, and work as a seamless team. We pride ourselves on the fact that an outsider would have no idea that the service providers are not city employees.

4. **Q:** Are the existing service providers eligible to bid on this RFP?

A: Yes, the incumbents are eligible to bid on this RFP.

5. **Q:** Will the attendance list from this conference be available?

A: Yes, the attendance list can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

6. **Q:** Can the Bidder submit more than one resume for the proposed positions?

A: Yes.

7. **Q:** Is there an expectation or desire by the city that current staff will be retained by the successful bidder?

A: Staffing the various service areas is at the discretion of the Contractors. Contractors are expected to propose what they deem to be the most effective and efficient staffing level to meet the scope of services.

8. **Q:** Are Contractors bidding on the service areas without access to the motor vehicles required to maintain auto liability insurance?

A: Yes.

9. **Q:** What is the operational budget for personnel?

A: The City's budget can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

10. Q: Will the City reimburse contractors for the costs associated with the professional development of the contracted staff?

A: The City will only cover additional expenses related to the professional training specifically requested by the City to provide benefit exclusively for the City. Attendance at industry conferences and customary training and development of staff is valued by the City but is at the sole expense of the Contractor.

11. Q: Does the City currently have any service level agreements (SLA's) with other local municipalities?

A: No, the City currently does not have any SLA's with other Cities.

12. Q: If a Contractor will be awarded the contracts for both Public Works and Parks and Recreation, will the Contractor still need to provide the City with both a Public Works Director and a Parks and Recreation Manager?

A: The City expects the Contractors to staff all service areas in the most advantageous manner for the City without compromising service quality and responsiveness.

13. Q: Is this contract geared towards providing staffing for Dunwoody or more on the services side? Should a staffing agency submit as a prime?

A: Dunwoody is looking for contractors who can provide the services listed in the RFP. This is not a staffing contract.

14. Q: What is the anticipated handover time from existing provider to new provider and what is the obligation of the existing provider for transfer (if any).

A: The existing contracts with Contractors expire on December 31, 2011. The successful Contractors for the new contract will be required to provide all services (excluding transitional requirements) immediately following midnight on January 1, 2012. Please refer to Section 3.3.1.3 requiring the firm's methodology for addressing transition issues at both the beginning and conclusion of this contract.

15. Q: Will City procedures and policies that are in place be available in advance of day 1 of contract execution? If so, how much time in much advance?

A: The successful Contractors will have access to any necessary information following the award of the contract. Please refer to Section 3.3.1.3 requiring the firm's methodology for addressing transition issues at both the beginning and conclusion of this contract.

16. Q: What is the process for replace said manager if need arises?

A: The Contractor is fully responsible for hiring and firing of personnel assigned to this contract. The City may request from time to time that personnel be removed from the contract and replaced. Contractor will be responsible for identifying suitable candidates able to provide the scope of services outlined in the contract. The City Manager, at his discretion, may request an opportunity to review potential candidates and/or interview candidates prior to offers being made.

17. Q: Should initiatives be identified during the performance of such tasks, which are outside scope of the contracted services what process would be in place to adjust service fees and support structure?

A: The Contractor is expected to provide necessary services to operate all departments currently functioning within the City's scope of services provided to citizens and other stakeholders. Should the City substantially increase or decrease services provided to the citizens or other stakeholders throughout the term of the contract, then the City would address amending the contract as stipulated in Section 16 of the General Conditions (Appendix B).

18. Q: Is there an internal website in addition to the public websites?

A: A MS Windows SharePoint is available for internal users.

19. Q: What are the current staffing levels for the Contractors providing municipal services in the seven (7) Service Areas?

A: Staffing levels are fluid and are provided by staff assigned to the city on a full time basis, part time basis and some back office support. Staffing levels rise and fall in conjunction with workload. The RFP is to identify Contractors who can accomplish the scope of work in the most advantageous, and perhaps creative, methods. The contracts are NOT staffing arrangements; nor does the current RFP merely mirror the existing staffing structure and scope of work for municipal service providers. Accordingly, head counts, existing staff evaluations, organization structures and costs are not relevant to proposals for this RFP.

20. Q: Page 47, last paragraph - Please provide clarification on this statement.

A: The City pays for software maintenance contracts, paving, patching, landscaping, etc. This is not the Contractor's obligation and should not be factored into the Contractor's pricing. However, if the Contractor must utilize proprietary or self-owned hardware and software not contemplated within the scope of this RFP, the Contractor should include those costs.

21. Q: Page 61, section 5.7 - Provide clarification on cost associated and restrictions on vehicle use.

A: The vehicles are to be used exclusively to conduct the business of the City. Costs include fuel, insurance, branding, preventative and corrective maintenance normally associated with ownership of a business vehicle.

22. Q: Page 61, section 5.7 - Can Contractor elect to use their vehicles if awarded contract?

A: A Contractor would provide a vehicle exclusively to conduct City business, and ownership is transferred to the City at the conclusion of the contract. Vehicles are expected to be transferred to the City free of charge and without debt or lease obligations.

23. Q: Page 61, section 6 - Please provide an asset list for the Building Permits and Inspection function.

A: Normal office equipment and supplies are provided such as desks, chairs, computers, phones, and office supplies. This is true for all proposed positions to be staffed at City Hall.

24. Q: Other than office space and standard landlord expenses; is the City providing for or funding any other resources to operate Community Development functions? If so, what and the amounts?

A: This City's budgets for 2009-2011 include past and anticipated costs to run each department, including Community Development. The City's adopted budget can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

25. Q: Will the vendor be responsible for providing contract employees with cellular communications or are city cell phones issued?

A: City cell phones are issued to City employees only. If an employee of the Contractor requires a cell phone/smart phone in order to meet the scope of services, the Contractor is expected to provide the cell phone to the employee directly. The Contractor may access City email servers with most smart phones.

26. Q: How are benefits given to contract employees? Are benefits granted by the individual companies, or are vendors required to participate in a city benefits programs? If so, what are those programs and how are they billed back to the vendor?

A: Contractor will determine appropriate salaries and benefits to attract and retain employees and will provide those salaries and benefits directly. Staff assigned are employees of the Contractor and not eligible for City benefits.

27. **Q:** What is the limitation on the number of desks, computers, etc. that the City will provide for full time office based employees?

A: Office space is provided at the City's expense as stated in Section 5.4 of the General Conditions. Office configurations are subject to change over time. However, Contractors are expected to propose what they deem to be the most effective and efficient staffing level to meet the scope of services. The City will accommodate the staffing level needs identified by the most advantageous proposal.

28. **Q:** What non-vehicular maintenance equipment is currently owned by the City for use by the Public Works and Parks and Recreation Departments?

A: The city does not own any maintenance equipment other than a few small miscellaneous tools such as chainsaws that are City assets used by the Contractor.

29. **Q:** Is it possible to get a list of the current City grants?

A: The City is currently managing one LCI grant and one TE grant awarded by the state as well as a smaller Department of Natural Resource's grant for a park trail at Brook Run.

30. **Q:** Are any of the City employees unionized?

A: No

31. **Q:** Will the City of Dunwoody look at each section and evaluate each section of the RFP separately?

A: Yes

32. **Q:** Does the City have a preference for purchasing all services from one Bidder versus issuing contracts for different sections?

A: No

33. Q: Is there an advantage to bidding the project in totality versus in one or more sections?

A: The City recognizes that there are potential economies of scale and cost saving opportunities related to having one Contractor providing work in more than one service area. Otherwise, there are no advantages.

34. Q: Is an advantage gained by a Bidder that is located in Dunwoody/DeKalb County?

A: Only in the event two or more identical bids are received. Please refer to Section VII of the City's Purchasing Policy. The City's Purchasing Policy can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

35. Q: At what point will the City no longer accept new Bidders to this RFP?

A: The City must receive proposal packages no later than 2:00 pm EST, Monday, May 23, 2011

36. Q: Can you please define what level of detail you are looking for regarding costing parameters in the referenced appendix E?

A: One price for each of the seven sections being proposed should be listed for each year in Appendix E. The City encourages and requires a breakdown for each figure based on subsections of the RFP. Such a breakdown would be sufficient to address Section 3.2.2 of the Proposal Submission. Further detail is at the bidder's discretion.

37. Q: Can we receive a list of all insurance policies currently being managed by the City?

A: The City, with assistance from the City's benefits coordinator, manages multiple insurance policies for employee benefits. The City's workers' compensation insurance is with Lion Insurance Company. Other coverage is provided through an intergovernmental insurance pool. The coverage details can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

38. Q: May we receive a copy of the current Employee Annual Review Policy and Procedures?

A: The current Performance Evaluation and Wage Reviews policy can be found at: http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

39. Q: What additional expenses, if any, have not been identified in the RFP that the City would like the Contractors to pay for?

A: The City is unaware of any additional expenses at this time.

40. Q: Will the Contractor staff need to be bonded?

A: The decision to bond is at each Contractor's discretion.

41. Q: What role is anticipated for Grant writing?

A: The City expects the Contractor to be familiar with and identify grants that serve the City's strategic goals. When the time and expertise is available, the Contractor is encouraged to apply for such grants. When the time and expertise is not available, the Contractor should work closely with the City's contracted grant writers to complete the grant writing process.

42. **Q:** Please clarify who pays for gasoline, maintenance and insurance for the vehicles used for public works, inspections and code compliance.

A: Contractor pays for gasoline, maintenance and insurance for the vehicles used for public works, inspections and code compliance.

43. **Q:** In review of the City's budget, it appears that training of staff may be provided by the City. Please clarify.

A: Training for City employees is provided by the City. The City will only cover additional expenses related to the professional training specifically requested by the City to provide benefit exclusively for the City. Attendance at industry conferences and customary training and development of staff is valued by the City but is at the sole expense of the Contractor.

44. **Q:** Can the City please clarify what, if any, direct costs will be reimbursed to the Contractor separately from the Contractor's lump sum bid price (for example, mileage, training, seminars, etc.)?

A: The City will only reimburse direct costs specifically requested by the City to provide benefit exclusively for the City. These costs are outside the scope of work and will be addressed on a case-by-case basis.

45. **Q:** Given that some of the vehicles will have to be replaced during the term of the contract, can the Contractor amortize the cost of replacement vehicles over the life of the contract?

A: The City reasonably expects the costs of replacements vehicles to be factored into the proposed cost table in Appendix E. The Contractor may allocate the vehicle and all other costs as they deem in their overall best interests. Refer to the amended Section 5.7 of the General Conditions.

46. Q: Page 59, Section 3.1 - If the City requires the Contractor to perform work during non-standard hours, how much advance notification will the City provide to the Contractor?

A: Work completed outside normal business hours is for the benefit of the City when disruptions can be minimized. Normally, this is scheduled well enough in advance to properly plan. While, there is no standard notification period, it is typically weeks ahead of time for major projects. Basic troubleshooting can often be completed remotely via telephone, email, or remote computer access. When emergencies or other unexpected events occur, there may be no advanced notice provided.

47. Q: Section 3.3.1.3 states that "Bidders shall address each item within the scope of work for all section(s) being proposed". Is it the Cities intent that the proposals provide information on each individual line item in the scope of work (for instance, each subsection such as 2.2.2.1, 2.2.2.2, etc.)?

A: Yes. However, Contractors should not merely affirm but rather expand (concisely) how each scope item will be addressed throughout the duration of the Contract.

48. Q: Section 3.3.1.5 - Does the City of Dunwoody intend respondent to supply all information listed above for all clients currently under contract for similar services or just for the three (3) required references?

A: Both are required. The complete list can be in a table (Excel) format.

49. Q: Section 3.3.1.6 Section VI – Required Forms: The Proposal Form includes a section in which receipt of addenda is acknowledged. Will this satisfy the requirement to include "Acknowledgement of any and all Addenda to this RFP" listed separately in Section 3.3.1.6 of the RFP or is another form of acknowledgement required?

A: Section 5 (Proposal Form) should be completed with all addenda listed.

50. Q: Appendix E - Section 3.3.2 is asking for cost information by month and Appendix E – Cost Table asks for cost information by year. Please clarify and provide additional details.

A: Pricing provided in Appendix E is for an annual basis. The payment for services provided will be paid monthly in equal payments. For example, if the successful contract was for \$12,000 in 2012, the City would pay 12 monthly payments of \$1000 each to the Contractor as stipulated in Appendix B, section 11.2.

51. Q: Section 3.2.2 states that the Contractor shall include Appendix E – Cost Table as part of the cost proposal. This section further states that “Bidders should also provide detailed costing information for each service area for which they respond”. Can the City please provide additional details on the “detailed costing information” requested?

A: One price for each of the seven sections being proposed should be listed for each year in Appendix E. The City encourages and requires a breakdown for each figure based on subsections of the RFP. Such a breakdown would be sufficient to address Section 3.2.2 of the Proposal Submission. Further detail is at the bidder’s discretion.

Public Works

52. Q: Will Public Works handle Stormwater billing?

A: The Public Works Department will manage preparing the parcel level calculations necessary to calculate the billing data for Stormwater. The bills are sent and collections are handled by DeKalb County

53. Q: Currently, is Stormwater tracked by GIS?

A: Yes, the City currently utilizes GIS for Stormwater management.

54. **Q:** If there are any code violations pertaining to Stormwater, which department is responsible for enforcing the code?

A: Code Enforcement is currently handled outside the Stormwater department, but when technical assistance is required, Stormwater staff from the Public Works department will be responsible to provide such assistance.

55. **Q:** How are Stormwater funds overseen?

A: The City Council sets an operating appropriation for Stormwater funds. Any funds that remain in the account will carry over from year-to-year. Contractor will be responsible for managing the funds in this account to ensure they are spent efficiently and in accordance with our Storm Water Management Plan and all applicable city rules and procedures.

56. **Q:** Does the City have a pavement management system?

A: The City has a Comprehensive Transportation Plan, City-Wide Paving Evaluation, and 5-year Resurfacing Plan. These documents can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

57. **Q:** Is it the City's intention to contract out Public Work maintenance separately?

A: Yes, but the City expects Public Works Contractor to work with Purchasing to create the most efficient program for maintenance as well as oversee the contracts.

58. Q: Is the Contractor managing the Public Works services responsible for repairing traffic signals that are timed improperly?

A: No, the city will pay the labor and materials for a contract crew to repair and properly time the signal. However, the City expects the Contractor to be able to identify whether a signal is malfunctioning and oversee required repairs.

59. Q: Has the City developed a Storm Water Pollution Prevention Plan (SWPPP) and is there a NPDES MS4 permit?

A: Yes (both).

60. Q: Does the City currently participate in the National Flood Insurance Program /Community Rating System program? Can we obtain a copy of the rating and plan?

A: The City participates in the National Flood Insurance Program /Community Rating System program. A copy of the rating and plan is available and can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx.

61. Q: Will administrative costs be allowed to be added to the reimbursement cost for Public Works maintenance and repairs overseen by the contractor to cover internal claims processing expenses?

A: No

62. Q: Is there a current yard area within the City for use by the Public Works to store roadway maintenance materials and stage equipment and or subcontractor equipment for use during public works O&M projects?

A: Yes

63. Q: Throughout Section 2.2 Public Works, references are made to providing supervision of Contractors providing Public Works services (including, but not limited to, Sections 2.2.1.7, 2.2.2.1, 2.2.3.1, 2.2.3.2, and 2.2.4.3). Can the City please clarify which Public Works services would be contracted for outside the Public Works scope of work? For instance, will traffic signal repair, sidewalk repair, right-of-way maintenance and other related tasks be the responsibility of the Public Works Contractor directly or will these services be contracted for separately by the City.

A: All instances noted in the question (traffic signal repair, sidewalk repair, right-of-way maintenance and other related tasks), will be contracted for separately by the City. The oversight of such work would be the responsibility of the Contractor selected to provide services in Section 2.2.

64. Q: Section 2.2.7.3 requires that the contractor “assist the Police Department with chains or other traction devices in the event of a snow or ice storm.” Will the City supply the chains and other necessary equipment?

A: Yes

Finance and Administrative

65. Q: The RFP mentions that there are currently two (2) full time positions in the Finance and Administration service area: one (1) Accounting Manager and one (1) Human Resource Manager. Are there any part-time positions required for this service area?

A: There are multiple full-time staff in Finance and there is one full-time staff person in Human Resources. However, the City wishes Contractors to propose what they deem to be the most efficient and effective staffing level.

66. Q: What software does the Finance and Administration service area currently utilize?

A: The City's Accounting Department utilizes Tyler Incode for financial management. Furthermore, the City currently utilizes ADP software for benefits management and outsourced payroll services. Other functions use Incode only as it relates to financial reporting (e.g. budget reports.)

67. Q: Do budgeting services continue all year long or just at certain times of the year?

A: Currently, the budgeting process takes place in the second half of the fiscal year and is not an all year function. The budgeting process begins in May and is required by the Charter to be completed by September 1 and adopted by November 1.

68. Q: Does each of the sections within the Finance & Administrative Services have standard operating procedures (SOPs)?

A: Currently, Accounting and Purchasing have SOP's. Limited SOP's are also available with Human Resources and Revenue.

69. Q: Are there expectations to improve upon the business process efficiencies pertaining to the Tyler Incode system?

A: The City implemented the system in 2009 and has an on-going maintenance contract with the vendor to address any issues the City may encounter. Additionally, the City would like to expand its use of Tyler Incode over the coming years.

70. Q: When does the City expect the annual audit and CAFR to be completed?

A: The City's fiscal year ends on December 31st. Auditor on-site fieldwork is completed in the first half of February. All work is expected to be completed in April and submitted to Council in May. Georgia and GFOA allow 180 days to submit the CAFR. To compare, the City's 2010 annual audit and CAFR is already complete and published online. The City's 2009 and 2010 CAFR can be found at: http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

71. Q: How many AP checks/wires does the City cut each month?

A: Around 125 – 150 checks/wires/ACH transactions are completed monthly.

72. Q: What is the software package the City uses today to administer its HR department?

A: ADP's HRIS

73. Q: May we get a copy of the existing employee handbook?

A: The existing employee handbook can be found at: http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

74. Q: Will the Contractor (Accounting Manager) staff perform the daily deposit at your banking institution?

A: Contracted staff may perform the deposit only when escorted by a Dunwoody Police officer.

75. Q: Can we share at a 50% rate for identified (not implemented) cost savings – Cost Recovery Audits

A: No

76. Q: Do you require a SAS70 for your contractors to show their internal controls?

A: Neither SAS70 nor SSAE16 applies to Contractors as it relates to this contract.

77. Q: What kinds of separation of duties exist for the purposes stated above?

A: Reference the City's Accounting Manual for internal controls. The City's Accounting Manual can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

78. Q: Will the Contractor (Accounting Manager) staff be able to sign off on invoices for payment to vendors?

A: Reference the City's Accounting Manual for the payment process. Ultimately, the Finance Director (a City employee) reviews Accounts Payable reports prior to the printing of checks. The City's Accounting Manual can be found at: http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

79. Q: Are any of the Risk Management duties outsourced today?

A: Yes

80. Q: How many purchase orders does the City generate each month?

A: Less than 5.

81. Q: Section 2.3.1.3 - Does the supervisor need to be onsite at all times?

A: No

82. Q: Section 2.3.1.8 - In the area of repairs do you expect the Administrative Assistant to physically perform the work for small repairs or can the Administrative Assistant call a local subcontractor for the subcontractor to perform the work?

A: Typically, the work is completed by the City's facility landlord or a subcontractor. The repair work is paid for by the City and overseen by the Contractor.

83. Q: Section 2.3.2.5 - What software program is used to maintain these calendars?

A: Sire Workflow Administrator

84. Q: In item 2.3.8.3; does the City intend for a new position classification and pay plan to be created and implemented?

A: Correct. This is a requirement of the City Charter. The City Charter can be found at: http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

85. Q: In item 2.3.8.4; HR is not currently responsible for processing payroll; does the City intend for that to change for the new contract period?

A: The Contractor selected would be responsible for meeting the scope of work presented in 2.3.8.4; whether completed by the person referenced in 2.3.8.2 or another method.

86. Q: Section 2.3.8.11 – Create or update City employee job descriptions. Are all the current City Job Descriptions up to date?

A: Yes

87. Q: In item 2.3.8.24; would you define “walk-throughs”?

A: A walk-through would be a simulated exercise to ensure the procedures and processes are effective.

88. Q: Section 2.3.1.1 requires the contractor to “identify and perform Finance and Administrative assistance where the firm reasonably anticipates needs.” Can we get a better definition of what the City expects of the contractor?

A: The Contractor is expected to provide necessary services to operate all departments currently functioning within the City’s scope of services provided to citizens and other stakeholders.

89. Q: Section 2.3.1.8 – We would like a better definition of “small repairs at City Hall.” Can you provide a list of past “small repairs” to City Hall?

A: No such list exists. However, a couple examples include ensuring fire extinguishers are inspected annually and working with the City Hall landlord when HVAC service is required or flooring needs cleaning.

90. Q: Section 2.3.2.1 – Calls for the provision of dedicated clerical and administrative support for the office of the City Manager to support the elected officials and Finance Director. How many personnel will it take to perform these duties?

A: Currently one person performs these responsibilities. However, the person performing these duties is cross-trained in other Finance & Administration roles and performs other tasks as scheduling and needs require.

91. Q: Section 2.3.2.12, can the City elaborate on the type and scope of the “data” that the contractor will need to maintain access and provide to other City contractors?

A: Examples would include agenda items for Council, advisory group contact information, executed contracts, Contractor contact information, etc.

92. Q: Section 2.3.3.1 – Calls for the provision of dedicated clerical and administrative support for the office of the City Clerk. How many personnel will it take to perform these duties?

A: Currently one person performs these responsibilities. However, the person performing these duties is cross-trained in other Finance & Administration roles and performs other tasks as scheduling and needs require.

93. Q: Section 2.3.4.2 – Maintain financial records. What is your established timeline for monthly financials being delivered to the City Finance Director?

A: The City Charter states monthly financial reports are due to Council by the 15th of the following month. The reports should be delivered to the Finance Director early enough to allow for review and any necessary corrections in order to meet the deadline.

94. Q: Section 2.3.4.4 - Is there a specific schedule of events with frames for the production of financial information and reports referred to in this section?

A: Policies and procedures are currently in place. Ongoing development and implementation should be continuous.

95. Q: Section 2.3.4.6 – Promptly identify and pay all City Bills. What is your current payroll and bill paying cycle?

A: Accounts Payable and Payroll are paid biweekly on alternating weeks.

96. Q: Section 2.3.4.8 – Will the City’s Finance Director complete all wire transfers and/or sign off on them prior to completion of the transaction?

A: Yes. Please refer to the City’s Accounting Manual. The City’s Accounting Manual can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

Planning & Zoning

97. Q: Is there an option to only bid on GIS, and if so, can the bidder provide an alternative price?

A: No. It is the intent of the City to keep the service areas as they appear in the RFP and award one contract for delivery of all services in that area. If a Contractor wishes to bid on GIS portion, the Contractor must bid on the entire Planning & Zoning service area. However, if a Contractor wishes to, they may collaborate with another vendor as a subcontractor to provide GIS services.

98. Q: How is GIS expected to be used to support the other service areas?

A: The City has allocated a significant amount of capital into the GIS system, and expects the system to be utilized to its fullest extent across all service areas including city and contract staff.

99. Q: What role will Planning & Zoning have in managing the GIS system?

A: Planning & Zoning has primary responsibility for maintaining the GIS layers, managing the system and assisting the departments to help them maximize use of the GIS assets. The IT Department will provide technical support to the GIS hardware and system.

100. Q: What GIS data has been developed and is currently in use in the City?

A: The City has developed and uses over 70 dataset folders for a wide range of City functions and uses for all City departments. Examples of uses include, but are not limited to, Census Data, Public Safety Stats, Points of Interest, Street Centerlines, Topography, Parcel Data, City Zoning, and Business Information.

101. Q: If GIS data is in the process of being developed, would you please list the dataset and percentage that is complete?

A: GIS data is being processed and developed and will continue to be so indefinitely. GIS must be regularly maintained and updated as necessary.

102. Q: Please clarify who pays for the software and hosting that is associated with the tracking of permits and inspections.

A: The Contractor provides the software they consider necessary to perform the scope of work and all costs associated with the software including hosting and maintenance. The software is maintained on City-owned hardware.

103. Q: The Planning and Zoning Director is identified as being a full-time, on site staff person, while other Department heads are not necessarily identified this way. Would the combined time of a Director and Deputy Director meet this requirement?

A: No.

104. Q: The City of Dunwoody plays an important role in the region. As a key player, does the City desire and/or expect the Planning and Zoning Department to attend regional planning meetings, such as the Atlanta Regional Commission?

A: The Contractor is expected to represent the City when appropriate and necessary.

105. Q: How many existing Geographical information System (GIS) workstations (hardware and software) does the City have?

A: The City has licensed a single enterprise server and two seats of ARCIInfo that the Planning and Zoning Contractor will be responsible for coordinating, but not paying for, annual license renewals. The Planning and Zoning Contractor will also be responsible for providing the ongoing software and hardware maintenance (but not paying for maintenance contracts) of the two workstations used for GIS that the City owns.

106. Q: Please clarify who pays for software and hardware (including updates and maintenance) that are associated with the Geographical information System (GIS).

A: The City will pay for software and hardware (including licenses, updates and maintenance) that are associated with the Geographical information System (GIS).

107. Q: Section 2.4.1.5 Please provide additional detail on specifically what is expected to be performed by the Contractor under this Section.

A: The Planning and Zoning Contractor will provide services including, but not limited to, engineering staff to provide plan review services, along with general engineering, design and maintenance consulting related to those services that the City is responsible for.

108. Q: Scope item 2.4.2.4 - What is the current zoning case load for an average month?

A: Zoning cases (Variances and Rezoning) fluctuate with the health of the real estate market. The City has seen a low caseload since incorporation but it is anticipated that as the real estate market improves that caseloads will increase. Please see website for meeting agendas for Community Development to track activity levels.

109. Q: Scope item 2.4.4 - Does the City have a high degree of confidence that these datasets are accurate?

A: Datasets created by the City are deemed to be highly accurate.

110. Q: Scope item 2.4.2.4 - How many updates to the zoning map typically need to be processed?

A: It is difficult to gauge the number of updates necessary. Zoning activity will fluctuate with the health of the real estate market. The City has seen a low caseload since incorporation but it is anticipated that as the real estate market improves that zoning caseloads will increase.

111. Q: Scope item 2.4.2.8 - A comprehensive re-write of the City's zoning code is typically a standalone project that takes anywhere from a year to two years to undertake depending on the complexity of the current code. Is this a project the city has already begun, or is it on the work program for the coming year(s)?

A: As of the time of this addendum, the project has not begun. The City will have developed and awarded a contract for this service for a third party firm to provide service to the City by the end of the term of the current contract for Planning and Zoning services. The Planning and Zoning Contractor will oversee the project and facilitate the re-write with Council and other stakeholders.

112. Q: Scope item 2.4.2.11 - Is the list of boards, committees, and advisory groups comprehensive as of today? Does the Planning and Zoning staff serve as the primary support for all these groups, or just some of them?

A: The list in 2.4.2.11 is a comprehensive list of groups currently served by Planning and Zoning. The Planning and Zoning Contractor does serve as the primary support for all these groups.

113. Q: Scope item 2.4.4 - Are any datasets in use by the City currently maintained by DeKalb County? If so, what is the file type of the County data (GIS, Microstation, AutoCAD)?

A: DeKalb County does not currently maintain any of the datasets developed by the City. However, the City relies on the County for data maintained by the Tax Commissioner and Tax Appraiser.

114. Q: Scope item 2.4.4 - Is the City maintaining a subset of any data that is also maintained by DeKalb County?

A: No.

115. Q: Does item 2.4.2.8 mean support and assistance to an outside consultant who will actually conduct the comprehensive re-write of the City's Zoning Code?

A: Yes

Information Technology

116. Q: Are the GIS services part of the IT scope?

A: No, but Information Technology department is responsible for providing technical support to GIS and other IT systems utilized across all service areas.

117. Q: Are there any new software implementations scheduled for 2012?

A: No. Currently, the City has not yet scheduled any software implementations for 2012. However, this may change upon approval of the 2012 budget.

118. Q: Are there expectations to staff a full time IT Project Manager?

A: The City expects a primary contact that will be accessible 24/7 for emergency purposes. Staffing the various service areas is at the discretion of the Contractors. Contractors are expected to propose what they deem to be the most effective and efficient staffing level.

119. Q: Is there a formal process for procuring new hardware?

A: Yes, the City has an IT procurement process. The City's Purchasing Policy can be found at: http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

120. Q: Will the City cover the costs of procuring new software/hardware?

A: Yes, the City will cover the costs of the software/hardware. However, it is expected of the Contractor to support and maintain the existing and new IT systems of the City as well as manage the procurement process.

121. Q: Has the City conducted any type of business process improvement (BPI) projects pertaining to IT?

A: There has been no formal BPI for IT. However, the City expects Contractors to identify and improve any inefficient practices discovered during the term of the contract.

122. Q: Can you identify the current phone system (hardware) and number of phone sets?

A: Cisco Call Manager 6.1.3 Number of phones: 83

123. Q: Is it the responsibility of IT to oversee any potential issues with GIS?

A: It is the responsibility of IT to provide IT support services regardless of what city department is utilizing the technology.

124. Q: Is there office space on site available for use by the IT department within the City of Dunwoody headquarters offices? How many headcount could be placed in the offices? Are these facilities provided at no charge?

A: Yes, office space is provided at the City's expense. Please refer to Section 5.4 of the General Conditions. The current Contractor utilizes two office spaces for two on-site employees. Office configurations are subject to change over time. However, Contractors are expected to propose what they deem to be the most effective and efficient staffing level to meet the scope of services.

125. Q: Is there a help desk environment in place (phone, computers, software, etc.) that will be provided by the City that is ready for use on Day 1?

A: Yes.

126. Q: What is the budgeted spend for IT in 2012, 2013, and 2014?

A: The City has not adopted any budgets beyond 2011.

127. Q: What was the budget and expenditures on IT for 2011 and 2010 to IT contractor comparable to the scope of services in the RFP?

A: We are unable to answer that question. The current contract combined costs for IT, Public Relations, and the Finance & Administration components of this RFP.

128. Q: What was the budget for the Information Technology division in 2009, 2010, and 2011?

A: The adopted budget can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

129. Q: What information systems and processes are currently used for the Information sharing and collaborative work between City staff and contractors across departments?

A: Standard office media including, but not limited to, emails, phone calls, memos, office visits, Sharepoint, formal and informal meetings, etc.

130. Q: What is the anticipated Service Level Agreement (SLA) with regard to response times on user service requests and break fix?

A: Please see section 2.5.1.4 of the RFP regarding 24/7 support. No other SLA's currently exist but will be established along with other performance measurements.

131. Q: What information systems and processes are currently used for storing of documentation and training material for the IT department?

A: All information is stored on a shared network drive only accessible to the IT staff.

132. Q: Who is the vendor/supplier for IT services currently?

A: Calvin, Giordano & Associates, Inc.

133. Q: What is the average number of help desk tickets/incidents opened per month in 2010 and 2011?

A: Please refer to Appendix D of the RFP

134. Q: Regarding Appendix D, where are the servers supported by the City housed (data center on-site or hosted off-site and details of either location)?

A: Servers are currently housed on-site.

135. Q: What days are the offices closed for holidays where IT services are not required by contractor (on average annually)?

A: The City currently recognizes typical office holidays including New Year's Day, Martin Luther King Jr. Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Day after Thanksgiving, Christmas Eve, Christmas Day, and one optional City Floating Holiday. Non-essential employees are not expected to be in the office when the City is closed for business. However, as a government, the City operates a police department that is staffed 24/7; including holidays in addition to administrative employees that may work outside normal business hours. Therefore, it is expected the IT resources be available as required at any time of day every day on an as-needed basis.

136. Q: What new software and hardware implementations (major and minor) are planned for the next 3 years?

A: The City has not adopted any budgets for projects beyond 2011. As part of the contract, the successful Contractor would prepare and provide the City annually (during the budget process), the strategic management plan for continued services. Software and hardware implementations would be addressed within such plan.

137. Q: What types of certifications are required by the City for Information Technology Manager to be provided by contracting firm?

A: The City has not identified within this RFP any certifications required. It is expected the staff assigned to the City will be capable of providing the services listed in the scope of work.

138. Q: What is the process for handling capital asset requests? Example - X months into the contract, while fulfilling requirement 2.5.2.7 (page 31 of RFP), it is determined that a server needs to be replaced. What is the proper procedure for requesting funds to purchase and deploy the new server if this is not currently in the budget?

A: The City would pay for the equipment with the Contractor overseeing the procurement process. The budget document describes the calendar for the budget process; including amendments to request funds not currently budgeted. The adopted budget can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

139. Q: Liability of incorrectly inventory and licensing (legacy)? What enterprise licenses are currently in place?

A: Please refer to Appendix D of the RFP

140. Q: Can you provide diagrams for IT network/server diagrams?

A: Yes, those can be provided to the successful Contractor.

141. Q: Are workstations running XP or Windows 7?

A: Yes. Most are running XP. Some are running Win 7. Some are Apple.

142. Q: How many users are on Blackberry Enterprise server?

A: 25

143. Q: Appendix D does not list any cellphones; are these personal devices?

A: City staff are issued City-owned and maintained cell phones.

144. Q: Do you have SAN / NAS in place? Please provide additional information.

A: No, the only dedicated storage device is a Dell MD1000 attached to the SIRE server

145. Q: What is the level of integration between DPD and the rest of the City on IT level? From Appendix D, I see that backup servers are separated. What about mail/file?

A: DPD is supported by the same IT staff as the rest of the City and is operating on the same LAN. Police file and application servers are located on the same VLAN as the other city servers. The e-mail server is shared between police and city staff. Communications servers (CM, Unity) are on a separate VLAN from other servers.

146. Q: Are Microsoft products under Software Assurance? If not, how do you plan to upgrade software?

A: No. Upgrades are done on an as-needed basis per department requirement.

147. Q: Please describe VOIP infrastructure; Phone models, POE, Network / Server infrastructure to handle VOIP traffic.

A: Call Manager 6.1.3, Phone models: 7941,7911,7961,7906, all POE, Network/Server- Cisco 3750/2960 switches

148. Q: What Help Desk software is currently in use, and is it owned by the City?

A: iSupport

149. Q: Is there another equipment list beyond the one included in the RFP (appendix D)?

A: No

150. Q: What is the location of servers? Describe datacenter space, who is responsible for HVAC / Power / UPS, who is the current Internet provider, and are there any redundancies in Internet feed?

A: All servers are located at the City's Network Operations Center on the second floor of City Hall. Shumate is responsible for the HVAC, ISP is PAETEC, UPS/Power is provided by multiple rack-mounted APC units. The sole internet feed is 4 bonded T1's provided by Paetec.

151. Q: The information listed on the equipment list (appendix D) notes workload and productivity measures actual/projected only through 2011. Does the city have growth projections for these metrics through 2015 which would be the term of the contract?

A: No

152. Q: Section 2.5 - Are there any plans to migrate to IPV6 over length of the contract?

A: There are no plans currently in place.

153. Q: Section 2.5 - Aside from police, what other departments require 24/7 troubleshooting assistance?

A: None generally. However, staff may work outside normal business hours periodically and need services. They should be addressed as the situation would reasonably dictate.

154. Q: Section 2.5.1.1 - Does engineering and design (E&D) require being onsite 7x24? Can you quantify the amount of time E&D is required to be on premises per day of week?

A: Normally, engineering and design can be accomplished during normal business hours. However, it is commonly expected to conduct such work outside of normal business hours to minimize disruption to operations and also because of the shift work of the police department. The City is currently unable to quantify the amount of time required for such work and it would be scheduled in advance as projects are identified.

155. Q: Section 2.5.1.1 – How will the Contractor interface with the vendor that the City is using to provide the equipment and software to the City? Will the vendor that supplied the software and equipment be involved at all in the ongoing operation of the network and system as a whole?

A: The Contractor will be responsible for interfacing with all equipment and software vendors for the City directly. Each software and equipment vendor will continue to be involved in the ongoing operation of the network and system as a whole unless it is deemed their services are no longer needed.

156. Q: Section 2.5.1.5 – Is this in reference to subcontractors as part of this bid or subcontractors brought on specific additional projects approved by City with IT manager assistance?

A: This in reference to subcontractors brought on specific additional projects approved by City with IT manager assistance.

157. Q: Section 2.5.1.6 - Does the City currently support such system or will be a new system/application provided by contracting firm. If currently supported what is the platform being used to provide the service?

A: Please refer to section 27 of the Instructions to Bidders. Performance indicators shall be mutually agreed upon between the identified Contractor for selected service area and the City no later than October 15, 2011. The Contractor shall commence tracking relevant metrics in January 2012.

158. Q: Section 2.5.1.6 – Reporting on monthly/quarterly/yearly basis? Are there examples of the type of reporting that will need to be produced?

A: No

159. Q: Section 2.5.2.1 - Do you have pending “any additional” hardware/software projects?

A: No

160. Q: Section 2.5.2.1 - Please elaborate on “All City’s Operational Needs”

A: Contractor is expected to effectively and efficiently operate the IT Department as required for the City to provide services to its citizens and other stakeholders.

161. Q: Section 2.5.2.2 – Please provide technical documentation on City’s website; what OS/software is running the website?

A: The city’s current website is running on Microsoft Windows Server using the IIS platform.

162. Q: Section 2.5.2.2 – Please provide technical documentation on City's website; what software is used to manage/update website content?

A: The software being used for website content management is Telerik's Sitefinity ASP.NET CMS.

163. Q: Section 2.5.2.2 – Please provide technical documentation on City's website; what is the frequency of changes to City's website.

A: Minor website content or revision changes are done on a daily basis either by the IT Department or internal city staff.

164. Q: Section 2.5.2.2 - Who created the website?

A: Calvin, Giordano & Associates, Inc.

165. Q: Section 2.5.2.2 - Is there documentation available to the winning Bidder?

A: Yes

166. Q: Section 2.5.2.2 - Who hosts the website?

A: Calvin, Giordano & Associates, Inc.

167. Q: Section 2.5.2.2 - Where is the DNS server located?

A: The City's DNS server is located at the City Hall NOC, that DNS server then points to one given by the ISP.

168. Q: Section 2.5.2.2 - Who authors the content for the website (i.e. does Police provide content for Police information and IT publishes on public website).

A: Individual departments, in cooperation with Public Relations & Marketing staff manage the content of the web but IT is responsible for the technical components of the website.

169. Q: Section 2.5.2.3 - We assume it is the winning bidder's responsibility to do the physical aspects of any updates and upgrades. Is it correct to assume the City will pay for all hardware and software update/upgrade costs, etc. as they present themselves?

A: Yes

170. Q: Section 2.5.2.5 – Do you have software in place to manage inventory?

A: Yes.

171. Q: Section 2.5.2.7 - What is current lifecycle on hardware/software replacement upgrades? 3/4/5 years?

A: The City incorporated on December 1, 2008 (less than three years ago). Most equipment in use now is original equipment and not replacement. The IT Strategic Plan should address lifecycle replacement each year.

172. Q: Does 2.5.2.7 refer to technology refreshes or replacement of existing assets (both Software and Hardware)?

A: Yes

173. Q: Section 2.5.2.7 – Will the City cover all of the costs for the replacement of hardware and software under the provisions of this Section?

A: Yes

174. Q: Section 2.5.2.8 – Do you currently use MS Exchange for email/contact/scheduling? Is this requirement for ongoing maintenance or additional capabilities to extend current solution? Are you planning on using MS Exchange going forward or migrating to a different solution?

A: The City currently uses MS Exchange and anticipates continuing to do so. This requirement, by itself, is for the ongoing maintenance and periodic updates.

175. Q: Section 2.5.2.9 – How often will validations occur?

A: The adopted continuity plan should identify validation requirements.

176. Q: Is there a current disaster recovery system in place or will requirement number 2.5.2.9 (page 31 of RFP) be for an entirely new system?

A: New system

177. Q: Is 2.5.2.10 only for contracted systems which have been inventoried within scope. Will new major systems implementations be out of scope or should contractor plan for additional work?

A: Currently, there is no work scheduled that is outside the scope of work within the RFP. Throughout the contract, it is reasonable to assume some software and hardware implementations would be required. The Contractor should plan for additional work as would reasonably be anticipated during the full term of the contract.

178. Q: Section 2.5.2.11 – How many RFP / year?

A: The City is unable to estimate future RFP activity for IT or any other department.

179. Q: Section 2.5.12 – What is the length of time required to keep all emails in an archive?

A: Five years

180. Q: Section 2.5.2.13 - What is in place today for centralized storage and what are space requirements?

A: There is only a Dell MD1000 direct-attached storage device in place. All other storage is localized to the physical servers.

181. Q: Section 2.5.2.14 - Please list number of switches and locations of network closets to support LAN. (Is everything in one building?)

A: Everything is located in one building. NOC is located on second floor of City Hall, with 2 network closets located on the first floor of City Hall.

182. Q: Section 2.5.2.15 - What are disk space requirements for each MS SQL server instances?

A: 1GB Currently

183. Q: Is requirement 2.5.2.14 (page 31 of RFP) an entirely new system?

A: No

184. Q: Does the City currently have in place hardware to provide such capability required in section 2.5.2.12? If not is the City requesting the Contracting Firm provide with a turnkey solutions?

A: The City does currently have in place hardware and software to meet the requirements of 2.5.2.12. All expenses related to the purchase of new hardware and software will be borne by the City.

185. Q: Does the City currently have in place hardware to provide such capability required in section 2.5.2.13? If not is the City requesting the Contracting Firm provide with a turnkey solutions?

A: The City does currently have in place hardware and software to meet the requirements of 2.5.2.13. All expenses related to the purchase of new hardware and software will be borne by the City.

186. Q: Will contracting firm assume currently installed security components or will contracting firm be requested to provide turnkey solutions for all components outlined in 2.5.3.1.

A: The City does currently have in place hardware and software to maintain the components mentioned in 2.5.2.13. All expenses related to the purchase of new hardware and software will be borne by the City

Building Permitting & Inspection

187. Q: Is there any particular reason that Code Enforcement and Building Inspections are merged in the same department?

A: The current Contractor has developed economies of scale by cross-training the Code Enforcement personnel with some of the building inspection personnel.

188. Q: If Code Enforcement had to bring a violator to the court, will the Code Enforcement officers need to be present in court?

A: Yes.

189. Q: Should the Code Enforcement Officer be a full time employee?

A: The City wishes Contractors to propose what they deem to be the most efficient and effective staffing level.

190. Q: Will the Code Enforcement Officers be sworn in?

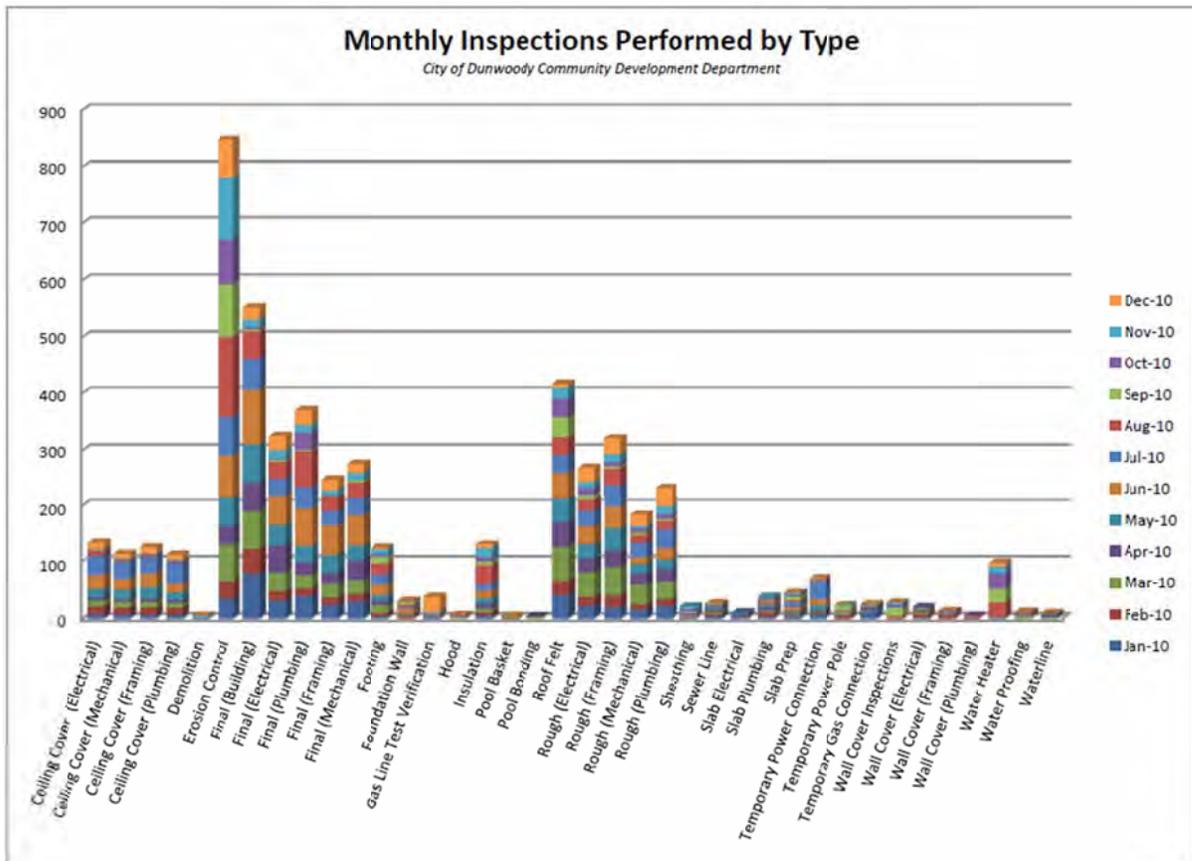
A: The Mayor will swear in all Code Enforcement employees that will be issuing citations.

191. Q: Does the City require Code Enforcement officers to be State certified?

A: There are no such requirements in the RFP; however the City expects that Contractors in this service area will have the appropriate capabilities and certifications necessary to provide good service. Contractors, in part, will be judged by their ability to provide the necessary personnel to meet the scope of the RFP.

192. Q: Would you please provide for current year to date, and the two prior fiscal years; specific activity data (Building Permits and Inspections) including total building permits issued, total inspections conducted, breakout of permits and inspections by discipline, cycle times for processing, revenues collected, and fees charged to the City by the current contractor?

A: During 2009 (a partial year), 1,233 permits were issued and 6,010 inspections completed. During 2010, there were 1,708 permits issued and 5,868 total inspections completed. During 2011 through April 30, 2011, the number of permits issued and inspections completed is 553 and 1,918. A 2010 breakdown of that year for specific inspection types is below. Please see the 2010 Monthly Inspections Table by Type. Prior year revenues for 2009 and 2010 are noted in the RFP (p. 78 of 80). January 1, 2011 through April 30, 2011 permit revenue is \$182,950. The current Contractor’s fee for inspections is 80% of the permit revenue. Plan reviews are completed within 10 business days and permits are issued once all review comments are addressed.



193. Q: Would you please provide for current year to date, and the two prior fiscal years: specific activity data (Code Compliance) including total notices of violation issued, number of cases complied, number of cases prosecuted, breakout of cases by type, cycle times, revenues collected and charges levied.

A: The information can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

194. Q: What is the expected response time for inspections services?

A: Calls for inspections received by noon are responded to on or before the next business day. Calls received after noon are responded to on or before the second business day.

195. Q: Code Compliance can be a reactive program (responding to complaints) and/or a proactive program (looking for violations). Which method, if not both, does the City of Dunwoody prefer to have? If a proactive approach is to be included, please describe the level of service expected and what code compliance programs the City currently has in place that they may wish to continue.

A: The City maintains both a reactive and proactive program for code compliance. Responses to complaints occur within 24 hours of receiving the complaint. The proactive program involves action taken on violations observed and an active property maintenance code review of apartment complexes. This City is home to 33 apartment developments and since June of 2010, 10 of these complexes have been thoroughly inspected. A full detailed report of these inspections identifies each of the violations with photographs. These include violations of the International Building Code, International Property Maintenance Code, Life Safety Code, International Fire Code, International Plumbing Code, National Electrical Code, Georgia Accessibility Code, and National Fire Protection Association Regulations.

196. Q: The City requests that all Bidders for the Building Permits and Inspection services provide an additional, alternative method of calculating the contract cost in lieu of a lump sum fee. Is the proposed percentage split of the permit revenue intended to include Code Compliance services? If not, would this percentage split also include a remaining lump sum fixed fee for Code Compliance?

A: A proposed split of the permit revenue intends to address building plan review and inspections only. As such, responses should include a proposed percentage split for building plan review and inspections, along with a lump sum fixed fee for the code compliance services.

197. Q: Section 2.6 – How is the current contractor compensated for providing the Building and Inspections services?

A: The Current Contractor receives a percentage of the revenues generated.

198. Q: Please clarify item 2.6.1.12, “Develop a system of standards for taxi and limousine licensing and compliance.”

A: The City recently adopted a licensing code for taxis and limousines. The code is available at: http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx. The system would be policies and procedures to administer the new code.

199. Q: Relative to Building and Permitting; can plan review functions be conducted remotely and electronically?

A: Yes, however, the Contractor must be available to meet directly with customers, City staff or other persons as needed and/or requested by the City.

Parks & Recreations

200. Q: Are the park services provided through DeKalb County or the City of Dunwoody?

A: The City owns all the park properties in Dunwoody.

201. Q: Does the City have any employees that act as park maintenance crews?

A: No, the City does not have any employees that act as maintenance crews.

202. Q: If the City decides to acquire additional green space, what will the responsibilities of the Contractor?

A: The Contractor would assist the City in the due diligence process to purchase new property. If the scope of the contract grows considerably via the acquisition of new property, a contract amendment may be necessary.

203. Q: Who currently employs the Parks and Recreation staff necessary to carry out the day-to-day programs/services at the ground level?

A: Lowe Engineers is the primary contractor. The City pays for Roadworx (subcontractor) directly for maintenance crews with the contract overseen by Lowe Engineers.

204. Q: Is the Skate Park managed (per the hours listed on the website) with supplied staff provided under Section 2.7. (Monday – Friday 3:00 p.m. – 10:00 p.m., Saturday 10:00 a.m. – 10:30 p.m. and Sunday 12:00 p.m. – 10:30 p.m.)?

A: No, the Skate Park is managed by a third party. The City oversees the contract with the third party.

205. Q: How many special events are sponsored by the City? Is there additional staff required under Section 2.7 for these events?

A: Currently two: Pics in the Park and the Veterans' Day Memorial. No additional staffing is required for these events.

206. Q: Is the Dunwoody Nature Center staffed under Section 2.7?

A: No

207. Q: For 2.7 Parks and Recreation, please provide a list of the athletic associations and a list of the Private Programs that the Contractor will manage or coordinate.

A: : In addition to the Skate Park Contract mentioned elsewhere, groups include Dunwoody Senior Baseball, Dunwoody Nature Center, Spruill Center for the Arts, Stage Door Players, Chattahoochee Handweavers Guild, Dunwoody Community Garden, Brook Run Dog Park Conservancy, Dunwoody Preservation Trust.

208. Q: For scope item 2.7.1.7, please provide a listing of the types of information and the sources.

A: This is a generic requirement listed in all sections of the scope of work. Each Contractor must verify and update information as may be provided from other sources from time to time.

209. Q: For scope items 2.7.2.6 and 2.7.3.1, please provide the current operations budget for capital improvements and repairs.

A: The City's adopted budget can be found at:
http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

210. Q: Section 2.7.3.6 – How many private instructor contracts are in place and for what areas?

A: Currently one. The Skate Park Concessionaire can offer camps, classes and lessons under his contract.

Public Relations & Marketing

211. Q: Why would the Contractor responsible for the Public Relations and Marketing services need to have someone on call 24/7?

A: The person on call would be utilized for crisis scenarios. The Public Relations & Marketing contact would not currently be responsible for police related announcements, but this may change over the course of time. The Police Department has a Public Information Officer that will handle police related news.

212. Q: Other than the annual report, what publications will need to be developed by the PR & Marketing department?

A: Examples can be found at: http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

213. Q: Should Contractors submit resumes for the Public Relations & Marketing Manager prior to the contract award?

A: Yes, the City is interested in reviewing during the bid evaluation process the capabilities and experience of both the firm as well as the proposed personnel.

214. Q: Are there any motor vehicles available for Public Relations & Marketing to use?

A: No, Public Relations & Marketing does not have access to the City's motor vehicles.

215. Q: Is there a budget for the Public Relations & Marketing [and other] departments?

A: Yes, there is a budget for the City. The adopted budget can be found at:

http://www.dunwoodyga.gov/home/Project-Details/11-04-12/RFP_Municipal_Government_Services.aspx

216. Q: Will Public Relations & Marketing be responsible for operating and maintaining the City's website?

A: Public Relations & Marketing personnel will be required to maintain only the content of the website. IT department will work with Public Relations & Marketing on the technical mechanics of the website.

217. Q: Who will cover the expenses associated with purchasing advertising / media space?

A: The City will cover the costs of purchasing advertising and media space. However, the Contractor will be responsible for providing the expertise in managing our advertising and media purchasing.

218. Q: Who will cover the expenses associated with hosting the City's website?

A: The City will cover the costs of maintaining the website.

219. Q: Does the City outsource graphic design related projects?

A: The City tries to complete as much work as possible in-house. Some outsourcing to third parties is anticipated.

220. Q: Please provide the MOU mentioned in scope item 2.2.5.4.

A: The City of Dunwoody and the Perimeter Community Improvement District have executed a Cooperation Agreement (Memorandum of Understanding) that promotes coordination and communication between the parties related to transportation improvements in the PCID service area.

221. Q: Does the City own any barricades, traffic cones or temporary signage for use in emergency traffic control situations?

A: No

CLARIFICATIONS OR CHANGES TO THE REQUEST FOR PROPOSALS DOCUMENT:

Below are changes to the language of the RFP. All respondents are should thoroughly read the changes detailed below.

- A. RFP Section 1.3 should be deleted in its entirety and replaced with the following for clarification:

“The term of the contract for the delivery of municipal services in each service area will be from January 1, 2012 through the following thirty-six (36) succeeding months. The City reserves the right of an option of one (1) additional twelve (12) month renewal period pending availability of appropriated funding, Contractor compliance with City rules and policies, satisfactory performance reports and City Council approval.”

- B. RFP Section 2.1, Item “p” reads, “Provide a detailed Motor Vehicle Use and Safety Policy for the use of such vehicles by any staff of the Contractor sufficient to ensure that the City is protected regarding the use of vehicles. City may utilize any vehicle described in section 5.7 of the General Conditions (Appendix B) when not in use by the Contractor.”

This should read, “Provide a detailed Motor Vehicle Use and Safety Policy for the use of such vehicles by any staff of the Contractor sufficient to ensure that the City is protected regarding the use of vehicles. “

- C. RFP Section 2.2.4.1 reads “Oversee the of any new sidewalks and curbing shall be completed ...”

This should read “Oversee the maintenance and construction of any new sidewalks and curbing to be completed ...”

- D. RFP Section 2.3.1.10 is redundant and should be deleted in its entirety.

- F. RFP Section 2.3.4.16 reads, "Prepare monthly financial reports for the City Finance Director's review in order to distribute to City Council by the end of the following month."

To comply with section 3.04 of the City Charter, this should read "Prepare monthly financial reports for the City Finance Director's review in order to distribute to City Council by the fifteenth of the following month."

- G. RFP Section 2.6.1.4 reads "Ensure that recreational facilities are in good repair and promptly notify the City of the need to repair or replace City equipment or the need for facility maintenance."

Since the listed item only pertains to the Parks & Recreation service area, Section 2.6.1.4 is removed.

- H. RFP Section 2.7.2.2 reads "Maintain and properly manicure City parks. This includes internal and external cleaning of all facilities daily, mulching, and playgrounds."

This should read "Oversee the maintenance of the City parks."

- I. Appendix B – General Conditions, Section 14.1 should be deleted in its entirety and replaced with the following:

“The Contractor shall indemnify, defend and hold completely harmless the City, and the members (including, without limitation, members of the City's Council, and members of the citizens' advisory committees of each), officers, employees and agents of each, from and against any and all liabilities (including statutory liability and liability under Workers' Compensation Laws), losses, suits, claims, demands, judgments, fines, damages, costs and expenses (including all costs for investigation and defense thereof, including, but not limited to, court costs, paralegal and expert fees and reasonable attorneys' fees) which may be incurred by, charged to or recovered from any of the foregoing by (i) reason or on account of damage to or destruction or loss of any property of the City, or any property of, injury to or death of any person resulting from or arising out of or in connection with the Contractor's negligent performance of this Contract, or the negligent acts or omissions of the Contractor's directors, officers, agents, employees, subcontractors, licensees or invitees, regardless of where the damage, destruction, injury or death occurred, unless such liability, loss, suit, claim, demand, judgment, fine, damage, cost or expense was proximately caused ~~solely~~ by the City's negligence or by the ~~joint~~ negligence of the City and any person other than the Contractor or the Contractor's directors, officers, agents, employees, subcontractors, licensees, or invitees, or (ii) arising out of or in connection with the failure of the Contractor to keep, observe or perform any of the covenants or agreements in this Contract which are required to be kept, observed or performed by the Contractor, or (iii) arising out of or in connection with any claim, suit, assessment or judgment prohibited by Section 14.4 below by or in favor of any person described in Section 14.5 below that is attributable to Contractor's negligence, or (iv) arising out of or in connection with any action by Contractor or its directors, officers, agents, employees, subcontractors, licensees or invitees. The City agrees to give the Contractor reasonable notice of any suit or claim for which indemnification will be sought hereunder, to allow the Contractor or its insurer to compromise and defend the same to the extent of its interests, and to reasonably cooperate with the defense of any such suit or claim. In carrying out its obligations under this section, the Contractor shall engage counsel reasonably acceptable to the City. In any suit, action, proceeding, claim or demand brought in respect of which the City may pursue indemnity,

the City shall have the right to retain its own counsel, but the fees and expenses of such counsel shall be at the expense of the City unless (1) the Contractor and the City shall have mutually agreed to the contrary, or (2) the Contractor has failed within a reasonable time to retain counsel reasonably satisfactory to the City, ~~or (3) the City and the Contractor are both named parties in any such proceeding and, in the sole judgment of the City, representation of both the City and the Contractor by the same counsel would be inappropriate due to actual or potential differing interests between them.~~ The indemnification provisions of this Section 14 shall survive the expiration or earlier termination of this Contract with respect to any acts or omissions occurring during the term of the Contract."

- J. Appendix B – General Conditions, Section 18.2 should be deleted in its entirety and replaced with the following:

"Notwithstanding anything else herein contained, the City may terminate this Contract in whole or in part at any time for its convenience by giving the Contractor thirty (30) days written notice. In that event, the Contractor shall proceed to complete any part of the work, as directed by the City, and shall settle all its claims and obligations under the Contract, as directed by the City. The Contractor shall be compensated by the City in accordance with the provisions hereof, including in particular Section 2 of these General Conditions which shall include a reasonable allowance for costs associated with demobilization and subcontract termination, if any, provided, however, that in no event shall Contractor be entitled to compensation for work not performed or for anticipatory profits. Contractor shall justify its claims, as requested by the City, with accurate records and data."

- K. Appendix B – General Conditions, Section 24.18 should be deleted in its entirety and replaced with the following:

“Time is of the essence for the performance of each of the Contractor's obligations under this Contract. The foregoing notwithstanding, any delays in or failure of performance by Contractor shall not constitute breach hereunder if and to the extent such delays or failures of performance are caused by occurrences beyond the reasonable control of Contractor. In the event that any event or force majeure as herein defined occurs, Contractor shall be entitled to a reasonable extension of time for performance of its Services under this Agreement.”

- L. Appendix B – General Conditions, Section 5.7 should be deleted in its entirety and replaced with the following:

~~“Vehicles. On January 1, 2012, the City will own all vehicles currently used by Contractors performing the current Public Works and Community Development contracts. The City intends to transfer all vehicles to the Contractor(s) awarded the new contracts commencing January 1, 2012. All costs associated with the title transfer, maintenance and repairs shall be the responsibility of the Contractor. Vehicles associated with each respective service area can be found in Appendix F. On January 1, 2012, Contractor shall supply new vehicles necessary to perform the contract(s.) As a minimum standard, Contractor shall maintain vehicles in a manner acceptable to the City. Vehicles shall be free of any major defects. Paints, body, and interior shall have only minor (if any) blemishes, and there shall be no major mechanical problems. There shall be little or no rust on the vehicles. Engine compartment shall remain clean, with no fluid leaks. Tires shall match and maintain substantial available tread wear. Vehicles must have a clean title history. Vehicles must pass all required emissions tests. Vehicles shall not have any unsubstantiated mileage at any time. Vehicles shall be replaced at the Contractors expense at any time the vehicle does not meet the City’s standard, no less often than when the age of the vehicle reaches six years or 150,000 miles. The original (or Replacement) vehicles’ ownership reverts to the City at the conclusion of the 36th (or 48th) month of the contract at no additional expense to the City. If the contract is terminated prior to the 36th month, the City shall purchase the vehicle(s) at the published Kelly Blue Book trade-in value for the same vehicle in “good” condition provided the Contractor has adhered to the standards noted in this section. Contractor allows the City to utilize the vehicles when not in use by the Contractor.”~~

- M. RFP Addendum F is deleted in its entirety.

REQUEST FOR PROPOSALS

RFP 11-02

MUNICIPAL GOVERNMENT SERVICES PROCUREMENT

Issue Date: April 12, 2011

Proposal Due Date: May 23, 2011

REQUEST FOR PROPOSALS (RFP) 11-02 MUNICIPAL GOVERNMENT SERVICES PROCUREMENT

The City of Dunwoody (hereinafter called “the City”) welcomes sealed proposals for Purchasing RFP 11-02 Municipal Government Services Procurement. The City will consider service providers whose proposals meet the criteria established in the Request for Proposals. The City may directly negotiate final terms with the selected service provider(s). The City reserves the right to reject any or all responses for any reason. The City may also request clarification of information from any responding Contractors.

Work is to commence on or about January 1, 2012.

Contractors wishing to bid must submit complete and concise proposals in a sealed package, which shall be clearly marked “**Chris Pike, Director of Finance – CONFIDENTIAL RFP 11-02**”. Within the proposal package, Bidders shall submit separately sealed technical proposal and cost proposal prepared according to the instructions provided in this RFP. The City must receive proposal packages **no later than 2:00 pm EST, Monday, May 23, 2011** at which time all technical proposals will be publicly opened. Proposals will not be accepted if sent by facsimile or e-mail. The City will not consider proposals received after the time and date specified for the opening; the City will return late proposals unopened. Furthermore, proposals are legal and binding when submitted.

The City will hold a **Pre-Proposal Conference at 10:00 am EST on April 29, 2011** at the City of Dunwoody Courtroom, 41 Perimeter Center East, First Floor, Dunwoody, GA 30346. The conference will include a review of the proposal documents and a question and answer session. Attendance at the Pre-Proposal Conference is strongly encouraged, but it is not required. Prior to the Pre-Proposal conference, the City will post a meeting agenda on the Purchasing page of the City’s website. The City expects Contractors to be familiar with the proposal requirements and to provide the City with any questions regarding the proposal documents at the Pre-Proposal conference or by the deadline for Contractor questions.

Contractors shall submit all questions regarding Purchasing RFP 11-02 via email only to RNR@dunwoodyga.gov no later than May 5, 2011 at 2:00 pm EST. The City will post answers to submitted questions pertaining to this RFP on the Purchasing page of the City’s website.

Proposals should be clearly marked on the outside packaging with “**Chris Pike, Director of Finance – CONFIDENTIAL RFP 11-02**” and addressed as follows:

Chris Pike, Director of Finance
CONFIDENTIAL – RFP 11-02
City of Dunwoody
41 Perimeter Center East, Suite 250
Dunwoody, GA 30346

Contractors may not withdraw their proposal for a period of **one hundred and eighty (180) days** after the time and date scheduled (or subsequently rescheduled) for proposal opening.

The City's staff will review all proposals submitted before the required deadline. The City, at its sole discretion, may short-list firms that the City deems best meet the requirements, taking into consideration all criteria listed in the RFP. The City may, at its sole discretion, ask for formal presentations from all of the responsive and responsible Bidders, or only from those firms that are short-listed.

To support a non-biased evaluation of submitted proposals, **the City is requesting Bidders to submit their proposals in two (2) clearly labeled separate envelopes. The first envelope shall include the technical proposal, containing one (1) printed and signed original, six (6) printed, and one (1) electronic copy in searchable PDF. The second sealed envelope shall include the cost proposal, containing one (1) original printed and signed by an authorized representative and one (1) electronic copy.**

The technical proposal envelope should only contain the Bidder's technical response; the City will not evaluate any additional material. The outside of this envelope must be clearly labeled with the Bidder's **organization name, address, contact information and labeled (RFP) 11-02 MUNICIPAL GOVERNMENT SERVICES PROCUREMENT TECHNICAL PROPOSAL.**

The cost proposal envelope should only contain the Bidder's cost proposal; the City will not evaluate any additional material. The outside of the cost proposal envelope must be clearly labeled with the Bidder's **organization name, address, contact information and labeled (RFP) 11-02 MUNICIPAL GOVERNMENT SERVICES PROCUREMENT COST PROPOSAL.**

All proposals may be subject to public inspection under Georgia law.

The City will score **all** technical proposals first before evaluating the cost proposals. Following the review of the technical proposals, the City will review Bidders' cost proposals and calculate the final score for each proposing Bidder. The City reserves the right to review only the cost proposals from the highest ranked vendors who demonstrated, in the City's option, the best ability to meet the needs of the City.

The City will negotiate with the highest-ranking vendor for each service area. Negotiations may take place in person or via telephone with the most qualified firm as identified by the City, or if short-listing occurs, the City may negotiate with all of the short-listed Bidders. The City may give Bidders an opportunity to submit their best and final offers. The City of Dunwoody requires pricing to remain firm for the duration of the contract. Failure to hold firm pricing for the duration of the contract will be sufficient cause for the City to declare a proposal non-responsive.

The Bidder awarded the Contract must provide proof of liability insurance in the amount of one million dollars (\$1,000,000.00), along with any other required insurance coverage and evidence of business or occupational license, as outlined in the RFP.

The City reserves the right to waive any informalities or irregularities of proposals, to request clarification or information submitted in any proposal, to request additional information from any Bidder, or to reject any or all proposals and to re-advertise for proposals. The City also reserves the right to extend the date or time scheduled for the opening of proposals. Award, if made, will be to the responsible and responsive Bidder submitting the proposal, deemed by the City, in the sole discretion, to be the most advantageous to the City, price and other factors considered.

To ensure the proper and fair evaluation of proposals, the City prohibits any communication except as expressly authorized herein regarding this solicitation initiated by a Bidder or its agent to an employee of the City evaluating or considering the proposal during the period of time following the issuance of the RFP, the opening of proposals and prior to the time a decision has been made with respect to the Contract award. An employee or representative of the City who is not a member of the selection team may initiate communication with a Bidder in order to obtain information or clarification needed to develop a proper and accurate evaluation of the proposal. Any communication initiated by Bidder regarding this solicitation during evaluation period should be submitted in writing, marked CONFIDENTIAL and delivered to Chris Pike, Director of Finance, City of Dunwoody, 41 Perimeter Center East, Suite 250, Dunwoody, Georgia 30346, or by e-mail to RNR@dunwoodyga.gov or facsimile to (678) 533-0797. **Unauthorized communication by the Bidder shall disqualify the Bidder from consideration.**

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1 GENERAL INFORMATION

1.1 Background

The City of Dunwoody is a newly incorporated city (2008) on the north side of metro Atlanta with a 2010 census population of 46,267. It is a scenic community including many of the metro-areas top dining, shopping, schools, and recreation. The City of Dunwoody is settled at the most northern tip of DeKalb County, bordered by Fulton County on the north and west, Interstate 285 to the south, and Gwinnett County on the northeast. Dunwoody is home to a large high-end shopping mall (Perimeter Mall), a significant amount of Fortune 500 companies, and an affluent residential base. The City is fortunate to have strong neighborhoods, a variety of places of worship and several neighborhood level shopping centers and office complexes. The road network and public transit provide easy access to Buckhead, Midtown, Downtown, and Hartsfield Jackson International Airport. Dunwoody is regarded as a family friendly and convenient location for businesses and visitors.

The City functions under the governance of a City Council and the management of a City Manager. The City provides municipal services to its citizens and businesses in a unique and progressive manner through a partnership with private firms. From the initial incorporation, the City has operated as a public-private partnership (PPP), with the vast majority of City staff employed by private companies. The City has determined that the PPP model adds value and flexibility, promotes competition, builds accountability, and provides the highest level of customer service to the citizens of the City.

1.2 Purpose of Procurement

The existing municipal services contracts for public works, community development, and financial and administrative services are set to expire on December 31, 2011. The purpose of this RFP is to enter into a public-private partnership with highly experienced service providers who have the capability and professional staffing resources required to provide high quality service and increased efficiencies of municipal operations. Firms shall provide service to the City for the period of three years plus one additional year at the City's option.

The City is searching for the Contractor(s) that will be able to provide municipal services in the following service areas: **Public Works, Finance and Administrative Services, Planning and Zoning, Information Technology, Building Permits and Inspections, Parks and Recreation and Public Relations and Marketing.** Bidders may respond to more than one service area.

The City seeks Contractor(s) to manage the delivery of municipal services in a responsive, economical, and efficient manner. Furthermore, the City expects that the Contractor(s) will identify any causes of inefficiencies or uneconomical practices, including inadequacies related to the types of policies and procedures within respective service areas. The City expects Contractors continuously to improve the services delivered to the City's residents by tracking performance measurements and by providing ongoing professional development for contracted staff.

1.3 Term of Contract

The term of the contract for the delivery of municipal services in each service area will be from January 1, 2012 through the following forty-eight (48) succeeding months.

1.4 Anticipated Schedule of Events

RFP Issue Date	April 12, 2011
Pre-Proposal Conference	April 29, 2011
Last Day for Questions	May 5, 2011
Proposal Due Date	May 23, 2011
Written Proposal Evaluations	June 7, 2011
Oral Interviews for Short Listed Bidder's	June 16, 2011
Contract Award	July 25, 2011
Executed Contract	January 1, 2012

(Note: Dates are subject to change)

***** END OF GENERAL INFORMATION *****

2 SCOPE OF WORK

2.1 Scope of Required Services

For the purpose of this RFP, Contractor(s) will provide all municipal services for the City of Dunwoody; the City divided the service areas into seven (7) separate functions:

- 1) Public Works
- 2) Finance and Administrative Services
- 3) Planning and Zoning
- 4) Information Technology
- 5) Building Permits and Inspections
- 6) Parks and Recreation
- 7) Public Relations and Marketing

Bidders can submit proposals for provision of municipal services in one, multiple or all service areas. **There will be no additional points awarded to firms bidding on more than one service area, and the City will evaluate each Contractor's qualifications in each service area separately.** However, the City recognizes that there are potential economies of scale and cost saving opportunities related to having one Contractor providing work in more than one service area. In that spirit, the City encourages proposing firms to respond to more than one service area, as long as the responding firm possesses the required experience and has the capacity to properly staff and manage the delivery of high quality services to our constituents.

For all work provided to the City of Dunwoody, the Contractor(s) shall meet the following general service delivery requirements:

- a) Provide services under the direction of the designated City Official. Such services shall encompass all those duties and functions reasonably and customarily associated with delivery of the required services in accordance with local, state, and federal laws including, but not limited to, the City Charter, City ordinances, and laws of the United States and the State of Georgia.
- b) Comply with all OSHA and other applicable federal and state statutes, regulations and standards for workplace safety and all applicable laws regarding hazardous material and maintain all required Manufacturer's Safety Data Sheets (MSDA) forms on site at the City.
- c) Comply with all local, state and federal documentation retention requirements including, but not limited to, the City's document retention schedules, as adopted and amended by City Council.
- d) Support the established culture throughout the City and community of Dunwoody.
- e) Promote information sharing and collaborative work between all City staff and Contractors.
- f) Identify, record and report relevant performance measurements for contracted service areas. Contractor(s) shall submit monthly reports monthly based on established performance indicators. The City and the selected Contractor(s) will mutually agree upon a set of key performance indicators no later than October 15, 2011. The Contractor shall commence tracking relevant metrics in January 2012.

- g) Develop, implement, maintain, and improve strategies to attract and retain highly-qualified employees in the appropriate number to maintain the required level of service and to fill vacancies in staffing promptly.
- h) Research current and relevant trends and laws that might have an impact on the City and service delivery, providing communication on the impact of the events to the City.
- i) Provide the City with employees that have the technical knowledge to operate City-owned IT infrastructure and software within their respective departments (Please see Appendix D for the detailed list of City-owned software and hardware).
- j) Throughout the term of the contract, maintain and implement documented training programs to guarantee that contracted staff members remain at the top of their field throughout the duration of their specified assignment(s) with the City.
- k) Prepare an annual document that outlines education and professional development provided to staff during the prior year and outlines training that will be delivered to the staff providing services, and provide said training to their employees.
- l) Throughout the term of the contract research and implement, operational improvements to increase efficiencies improve service and reduce operating expenses.
- m) Review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standards changes.
- n) Maintain and account for all information, equipment, and property, which the City provides to the Contractor for use during the period of performance.
- o) Manage all storage, maintenance, inspections and other necessary services related to the motor vehicles and equipment provided to the Contractor by the City.
- p) Provide a detailed Motor Vehicle Use and Safety Policy for the use of such vehicles by any staff of the Contractor sufficient to ensure that the City is protected regarding the use of vehicles. City may utilize any vehicle described in section 5.7 of the General Conditions (Appendix B) when not in use by the Contractor.
- q) Obtain approval of the City Manager on vehicle make, model, and age and adhere to required branding to the City of Dunwoody standards of any additional vehicles furnished and used for service delivery by the Contractor.
- r) Furnish and maintain for the benefit of the City all labor, supervision, and equipment not otherwise provided, which are necessary and proper for performing the services, duties, and responsibilities set forth and contemplated as necessary to maintain the required level of service.
- s) Communicate with the Mayor, City Council, and media services only through the City Manager or designee, unless otherwise authorized.
- t) Maintain, for purposes of City business, established business hours and provide appropriate staff to perform any after-hours requirements. Such hours are subject to change throughout the term of the contract.
- u) Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- v) Use the address of Dunwoody City Hall and Dunwoody e-mail addresses for all City-related matters, including both incoming and outgoing mail.

- w) Prepare and provide to the City update reports submitted monthly and within 48 hours when requested by the City. All reports should document details of any subcontractor's work and the current status of specific performance indicators established for each service area.
- x) Prepare and provide to the City annually (during the budget process), the strategic management plan for continued services in the specific service area managed by the Contractor.
- y) Maintain and update at least semi-annually the scope of work, listing specific services to be delivered in the service area managed by the Contractor.

In addition, the Contractor(s) shall provide the specific services described in the sections below.

2.2 PUBLIC WORKS

The Department of Public Works is responsible for the management, development, safety, and maintenance of the City's roadways, parks, and stormwater systems. Its major functions include streets maintenance, paving and striping, sidewalks, gutters, related street areas, traffic signals, road sign maintenance, parks maintenance, stormwater utility, emergency preparedness as it relates to public works functions, traffic engineering, and traffic calming. The Public Works department is charged with providing high quality and responsive service to the residents and business owners of Dunwoody, including the on-call and maintenance staffs who strive to respond to citizen and community requests in a professional and timely manner. Currently, the Department maintains 185 centerline miles of roadway, and 43 linear miles of sidewalks, addressing issues such as:

- Repairing damaged curbs, gutters, catch basins, sidewalks and roadway paving
- Maintaining traffic lights and signs
- Maintaining rights-of-way by mowing grass and removing trash and debris
- Working closely with the regional, state, and federal agencies to assure that roads within Dunwoody are maintained and improved

2.2.1 General Requirements

Contractors responding to the Public Works scope of work shall perform the following services:

- 2.2.1.1 Provide services under the direction of the City Manager or designee.
- 2.2.1.2 Provide a Public Works Director, approved by the City, with full responsibility to manage all staff necessary to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Director without written approval of the City; the City will not unreasonably withhold approval.
- 2.2.1.3 Provide the City with a primary contact to act as a liaison between the City and the Contractor.
- 2.2.1.4 Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 2.2.1.5 Develop capital improvement plans for applicable Public Work service areas.
- 2.2.1.6 Provide, manage, and oversee ongoing project management, engineering, design, and maintenance for the operation as needed to meet the needs of the City.
- 2.2.1.7 Provide supervision of Contractors providing Public Works services to ensure that Contractors meet City performance standards.
- 2.2.1.8 Conduct all activities necessary to maintain a first class traffic system, including but not limited to, conducting necessary studies and implementation of traffic control improvements.
- 2.2.1.9 Conduct all activities necessary to maintain a street system plan, including but not limited to, the coordination, review, and management of all contracts for streets, sidewalks, and related projects.

- 2.2.1.10 Maintain the inventory of all transportation related assets, which shall include but not be limited to, traffic signals, street signs, street lights, guard rails, sidewalks, roads, curbs and gutters, traffic calming devices, stormwater catch basins and inlet structures. The City will provide the Contractor an asset inventory as of January 1, 2012 in a manageable electronic database format.
- 2.2.1.11 Respond to public requests and complaints in a timely and professional manner and keep logs of the resolution of all such requests and complaints.
- 2.2.1.12 Attend City meetings to represent Public Works as required and directed by the City Manager.
- 2.2.1.13 Track, maintain, and report on key performance indicators established by the City for the Public Works in a timely manner.
- 2.2.1.14 Identify and perform other Public Works assistance where the Contractor reasonably anticipates needs, which are not specifically set forth above.

2.2.2 Street Maintenance and Striping

The Contractor shall provide the following services:

- 2.2.2.1 Oversee maintenance and repair of all City Streets including but not limited to pothole repair, paving and striping as directed by the City Manager.
- 2.2.2.2 Oversee all maintenance work in compliance with current Georgia Department of Transportation (GDOT) specifications.
- 2.2.2.3 Oversee unanticipated and emergency road repairs such as washouts, sinkholes and damage caused by vehicle accidents.
- 2.2.2.4 Conduct all activities necessary to maintain a first class roadway and bridge infrastructure system in accordance with American National Standards Institute (ANSI) and American Society for Testing and Materials (ASTM) standards, including, but not limited to, overseeing necessary maintenance of all roadways and bridges, which shall include minor repairs, cleaning and repairs necessitated by storm events.
- 2.2.2.5 Coordinate emergency responses, as they relate to Public Works, to all weather-related events.
- 2.2.2.6 Identify and perform other street maintenance and striping responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.2.3 Traffic Signals, Street Signs and Street Lights

The Contractor shall provide the following services:

- 2.2.3.1 Maintain the proper operation of all traffic signals and streetlights at all times within the City of Dunwoody.
- 2.2.3.2 Traffic signals shall be operational continuously and Contractor shall be responsible for providing emergency response to signal outages or malfunctions.

- 2.2.3.3 Adjust and/or align signal heads for proper pedestrian and vehicular traffic.
- 2.2.3.4 Inspect signal timing and make adjustments as required.
- 2.2.3.5 Oversee and manage the inspection and cleaning of traffic signal cabinets and equipment at least once per year.
- 2.2.3.6 Identify and perform other traffic signals, street signs, and streetlights responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.2.4 Sidewalks, Gutters and Related Street Areas

The Contractor shall provide the following services:

- 2.2.4.1 Oversee the of any new sidewalks and curbing shall be completed in accordance with (GDOT) as well as applicable ANSI and ASTM standards and as directed by the City Manager.
- 2.2.4.2 Maintain first class sidewalks, gutters, and related street areas including, but not limited to, overseeing all necessary maintenance and cleaning of the same as directed by the City Manager.
- 2.2.4.3 Maintain and clear the City's Rights-of-Way (ROW), performing landscaping of median areas, and maintenance and upkeep of the City's streets and drainage systems consistent with the standards of the Department.
- 2.2.4.4 Identify and perform other sidewalks, gutters, and related street areas responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.2.5 Traffic and Transportation Engineering

The Contractor shall provide the following services:

- 2.2.5.1 Review and update the inventory of the City's existing road conditions and review the re-paving plan, the long-term schedule, and the associated annual costs.
- 2.2.5.2 Review and revise the existing striping plan and the associated schedule and projected yearly costs.
- 2.2.5.3 Monitor the existing traffic signal system and create an annual schedule for all required updates.
- 2.2.5.4 Maintain communications with the Perimeter Community Improvement Districts (PCID) in accordance with their Memorandum of Understanding.
- 2.2.5.5 Work with the community and the PCID to set public space standards for all Dunwoody commercial areas.
- 2.2.5.6 Continuously explore methods of improving traffic flow in a non-grid environment.
- 2.2.5.7 Review, revise, and develop recommendations for Street Smart regarding the establishment of a grid system in the revitalized commercial areas.

- 2.2.5.8 Continuously explore the use of under/ over passes (grade separation) at key bottleneck points.
- 2.2.5.9 Review and, if applicable, revise plans to provide appropriate infrastructure to increase and enhance the traffic flow of pedestrians and cyclists.
- 2.2.5.10 Review and update the inventory of neighborhoods that need traffic calming projects and streamlining of the current traffic calming requirements and process.
- 2.2.5.11 Utilize the latest GIS equipment and technology to review and update road maps and pavement condition data.
- 2.2.5.12 Analyze, evaluate, and synthesize all the above transportation elements into the existing Comprehensive Transportation Plan as appropriate.
- 2.2.5.13 Identify and perform other traffic and transportation engineering responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.2.6 Stormwater

The Contractor shall provide the following services:

- 2.2.6.1 Provide ongoing engineering, design, and maintenance of stormwater systems, as needed, to meet the needs of the City in accordance with all ANSI and ASTM standards and as directed by the City Manager.
- 2.2.6.2 Review, update, and implement all necessary policies, protocols, rules, and regulations necessary to meet or exceed the City's stormwater requirements under applicable, federal, state, and local laws, including, but not limited to, federal clean water requirements.
- 2.2.6.3 Integrate activities when applicable with Planning and Zoning and other departments as necessary.
- 2.2.6.4 Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 2.2.6.5 Identify, document and, if deemed applicable by the City Manager, implement water conservation practices and methods.
- 2.2.6.6 Create, maintain, store, and retrieve available documents that are necessary for the effective implementation and operation of the City's stormwater requirements under applicable, local, state, and federal laws.
- 2.2.6.7 Identify and perform other stormwater responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.2.7 Emergency Preparedness

As it relates to Public Works functions, the Contractor shall provide the following services:

- 2.2.7.1 Review, revise and implement policies and guidelines, and coordinate, operate and maintain the City's emergency preparedness program in accordance with all

applicable, federal, state, and local laws, as well as prudent local government practices.

- 2.2.7.2 Integrate and coordinate all emergency preparedness operations in conjunction with Homeland Security, Emergency 911, FEMA, GEMA, and NIMS as it relates to Public Works activities.
- 2.2.7.3 Assist the Police Department with chains or other traction devices in the event of a snow or ice storm, which may impair the traction of Police or other City vehicles.
- 2.2.7.4 Identify and perform other emergency preparedness responsibilities, as related to Public Works, where the firm reasonably anticipates needs, which are not specifically set forth above.

2.3 FINANCE AND ADMINISTRATIVE SERVICES

The City of Dunwoody Finance and Administration Department is responsible for all financial operations, contract administration, administrative and facility services. Currently the City bills around 2,400 occupation and excise taxpayer businesses annually. The Department's mission is to provide all stakeholders in a transparent and efficient manner with professional, courteous, and reliable services that are timely and accurate.

The services provided by the Finance and Administration Department include:

- Administrative Assistance and Reception
- Accounting
- Budgeting Services
- Revenue Control
- Purchasing Services
- Human Resources
- Risk Management

2.3.1 General Requirements

Contractors responding to the Finance and Administrative scope of work shall perform the following services:

- 2.3.1.1 Identify and perform Finance and Administrative assistance where the firm reasonably anticipates needs, which are not specifically set forth below.
- 2.3.1.2 Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 2.3.1.3 Provide supervision of Contractor(s) providing Finance and Administrative Services to ensure that all contractual requirements are performed effectively and efficiently. The City Finance Director will provide day-to-day operational supervision for department staff.
- 2.3.1.4 Provide additional staffing resources on an as needed basis to support the City, such as during financial audits.
- 2.3.1.5 Provide employees that are proficient with the software utilized by the Finance and Administrative Department. This, at a minimum, includes the Microsoft Office Suite.
- 2.3.1.6 Provide services under the direction of the City Finance Director or designee. The Finance Director is a City employee.
- 2.3.1.7 Adhere to all established internal controls and procedures.
- 2.3.1.8 Perform roles related to facility management including, but not limited to, small repairs at City Hall, maintenance of building equipment such as door locks and key assignments and coordination with property management.

- 2.3.1.9 As it relates to Finance and General Administrative Services functions, track, maintain and report on key performance indicators established by the City in consultation with the Contractor in a timely manner.
- 2.3.1.10 Identify and perform other Finance and Administrative assistance where the firm reasonably anticipates needs, which are not specifically set forth above.

2.3.2 Administrative Assistance and Reception

The Contractor shall provide the following services:

- 2.3.2.1 Provide dedicated clerical and administrative support for the office of the City Manager, as well as clerical and administrative support for elected officials and the City Finance Director.
- 2.3.2.2 Receive and screen visitors and telephone calls at the reception station to be staffed by the firm at all times during the City's business hours (currently 8 am – 5 pm except for holidays), providing first-tier responses to customer inquiries.
- 2.3.2.3 Ascertain the need of visitors and callers, and direct the person to the proper department or person within the municipality to meet his/her needs.
- 2.3.2.4 Collect and sign for all incoming and outgoing mail or express packages and maintain a log of packages, monetary receipts, carrier, sender, and recipient.
- 2.3.2.5 Maintain and post calendars and agendas for the City Clerk, City Manager, Mayor and City Council as well as other City boards, commissions and teams.
- 2.3.2.6 Coordinate travel arrangements as required under the City's travel policy for the City Manager, Mayor, City Council, and other staff as necessary.
- 2.3.2.7 Provide dedicated administrative support and services to the City Manager to provide relief from the management of administrative details. Screen visitors and callers to minimize unproductive and/or unnecessary interruptions.
- 2.3.2.8 Compose correspondences and respond to general inquires on behalf of the City Manager.
- 2.3.2.9 Type, proofread, edit and format meeting transcriptions and other formal correspondence.
- 2.3.2.10 Attend all City Council meetings and hearings and other meetings, as directed by the City Manager or designee.
- 2.3.2.11 Respond to all inquiries as directed.
- 2.3.2.12 Provide and maintain access to data to other City contract providers as necessary.
- 2.3.2.13 Identify and perform other administrative assistance and reception where the firm reasonably anticipates needs, which are not specifically set forth above.

2.3.3 Administrative Assistance to the City Clerk

- 2.3.3.1 Provide dedicated, full-time, on-site clerical and administrative support for the office of the City Clerk.

- 2.3.3.2 Maintain and administer the City's system of archiving documents, records, and contracts for all City departments at the direction of the City Clerk, protecting the integrity of all public records in accordance as set forth in the Official Code of Georgia Annotated (OCGA).
- 2.3.3.3 Maintain and administer the City's document imaging system and records retention management.
- 2.3.3.4 Format, print, route and store ordinances, and resolutions for the City Clerk.
- 2.3.3.5 Respond appropriately to open records requests on behalf of the City as directed by the City Clerk.
- 2.3.3.6 Duplicate and distribute materials for City meetings.
- 2.3.3.7 Organize and store City contracts as directed by the City Clerk.
- 2.3.3.8 Post public notices as directed.
- 2.3.3.9 Ensure compliance with all open records and open meeting laws as set forth in the OCGA and assist the City Clerk during meetings by taking attendance and recording motions and votes. The dedicated staff for the City Clerk is expected to attend all City Council meetings.
- 2.3.3.10 Perform City Clerk's responsibilities upon the City Clerk's absence.
- 2.3.3.11 Assist in the coordination of municipal and special elections, disclosure requirements, and qualifications, including, but not limited to, addressing polling station issues, preparation of ballot questions, or any other related issues arising from election matters.

2.3.4 Accounting

The Contractor shall provide the following services:

- 2.3.4.1 Provide a full-time, on-site Accounting Manager, approved by the City, with full responsibility to manage all Accounting staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manager without written approval of the City, which approval will not be unreasonably withheld.
- 2.3.4.2 Maintain all financial records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB), best practices and advisories of the Governmental Finance Officers Association (GFOA) and the City's accounting manual.
- 2.3.4.3 Produce and deliver to the City Finance Director in a timely manner any and all financial information and reports as requested by the City Finance Director.
- 2.3.4.4 Assist in developing and implementing the policies and procedures established by the City Finance Director for the withdrawal/transfer and disbursement of City funds, promotion of internal controls and reporting of financial information.
- 2.3.4.5 Process all invoices presented with proper approval for payment; process only

- invoices presented with proper approval.
- 2.3.4.6 Promptly identify and pay all City bills and obligations, including payroll, in accordance with Georgia law and sound business practices.
 - 2.3.4.7 Properly code and record all financial transactions of the City under the direction of the City Finance Director.
 - 2.3.4.8 Prepare and review journal entries, direct pays and wire transfers.
 - 2.3.4.9 Maintain capital asset records.
 - 2.3.4.10 Maintain accounting subsidiary ledgers and supporting schedules to support account balances in the general ledger.
 - 2.3.4.11 Maintain cash and investments in accordance with approved investment policies and applicable laws.
 - 2.3.4.12 Identify and maintain records and accounting for all grants and capital projects.
 - 2.3.4.13 Prepare responses for surveys for other governmental agencies and authorities as directed by the City Finance Director.
 - 2.3.4.14 Assist the City Finance Director and City Clerk with contract administration and supervision of contracts and agreements.
 - 2.3.4.15 Assist the City Finance Director with obtaining financing when necessary.
 - 2.3.4.16 Prepare monthly financial reports for the City Finance Director's review in order to distribute to City Council by the end of the following month.
 - 2.3.4.17 Identify and analyze financial trends and variances and report them to the City Finance Director.
 - 2.3.4.18 Compile operating and financial data to assist with the preparation of the annual budget.
 - 2.3.4.19 Prepare all required annual reports including the City's Comprehensive Annual Finance Report (CAFR) to be delivered to the Department of Audits within the requirements and deadlines established in OCGA.
 - 2.3.4.20 Prepare a Popular Annual Financial Report (PAFR) under the requirements and guidelines published by GFOA and internal deadline requirements.
 - 2.3.4.21 Coordinate and cooperate with external auditors and provide requested information and reports for year-end and interim reporting.
 - 2.3.4.22 Cooperate and assist grant coordinators as needed in fulfilling all obligations that accompany grants from various funding sources.
 - 2.3.4.23 Document all accounting procedures and processes as well as perform tests and walk-throughs to ensure sound accounting procedures and processes.
 - 2.3.4.24 Identify and develop a staff "Super User" of the City's financial accounting system to train and instruct City staff on the proper use of the software and processes.
 - 2.3.4.25 Maintain a tickler file of all reports and deadlines completed by the City regularly.
 - 2.3.4.26 Identify and perform other accounting responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.3.5 Budgeting Services

The Contractor shall provide the following services:

- 2.3.5.1 Comply with all requirements of the City Charter specifying the requirements of budgeting for the City, including, but not limited to, Sections 5.02, 5.03 and 5.04.
- 2.3.5.2 Comply with all requirements of the budget policy as approved or amended from time to time by the Mayor and City Council and recommend amendments to the policy as needed and identified.
- 2.3.5.3 Assist the City Finance Director and City Manager as directed with budget preparation and preparation of reports and schedules.
- 2.3.5.4 Monitor City expenditures and prepare analytical reviews as directed.
- 2.3.5.5 Meet with department heads when directed and review preliminary budgets prior to developing the final City budget.
- 2.3.5.6 Assist departments throughout the year in managing budgetary thresholds. Prepare, with assistance from Marketing and Public Relations, an attractive and professional annual budget book for submission to GFOA's award program. The document shall include all required and suggested components indicated by GFOA.
- 2.3.5.7 Review, maintain, and update the 5-year Capital Improvement Program budget.
- 2.3.5.8 Prepare ongoing cash flow analysis, financial reports, planning models and trend analysis to assist in short, and long term financial planning as directed by the City Finance Director.
- 2.3.5.9 Serve as a liaison with all City departments on budget preparation and administration.
- 2.3.5.10 Provide materials, schedules, and other documentation for all budget meetings, hearings and public meetings.
- 2.3.5.11 Identify and perform other budget responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.3.6 Revenue Control

The Contractor shall provide the following services:

- 2.3.6.1 Maintain and improve, where possible, the City's processes and procedures that identify record and secure all City revenues.
- 2.3.6.2 Maintain all revenue control records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards, and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB) and best practices and advisories of the Governmental Finance Officers Association (GFOA).
- 2.3.6.3 Produce and deliver to the City Finance Director in a timely manner any and or all revenue control information and reports as requested by the City Finance Director.

- 2.3.6.4 Bill and collect business occupation taxes and review the calculation of fees and charges for accuracy.
- 2.3.6.5 Cooperate with contractors auditing City revenue sources to provide reports and supporting documents necessary for efficient revenue audit programs. Develop and implement programs to identify businesses and improve compliance with the collection of occupation taxes.
- 2.3.6.6 Ensure no revenue is lost due to missing a deadline.
- 2.3.6.7 Coordinate with local, state, and federal agencies charged with collection and disbursement of taxes, assessments, fees, charges and other impositions to ensure full and timely collection of all monies due to the City.
- 2.3.6.8 Process applications, issue designated licenses and permits and calculate related fees and charges appropriately.
- 2.3.6.9 Collect and record revenue payments from customers for various City revenue sources while ensuring the customer's account is properly credited.
- 2.3.6.10 Greet public and answer routine questions associated with collection of taxes, fees, assessments or other charges during established business hours.
- 2.3.6.11 Collect excise taxes from commercial sources and prepare reports for management review.
- 2.3.6.12 Maintain and update the City's database of businesses within the City's financial reporting system.
- 2.3.6.13 Coordinate collection of all City-collected fees received by other departments.
- 2.3.6.14 Reconcile cash receipts collected daily and prepare daily deposits for the bank.
- 2.3.6.15 Identify record and report relevant accounting performance measurements.
- 2.3.6.16 Document all revenue control procedures and processes as well as perform tests and walk-throughs to ensure sound revenue control procedures and processes.
- 2.3.6.17 Identify and develop a staff "Super User" of the City's revenue control processes to train and instruct City staff on the proper use of the software and processes.
- 2.3.6.18 Review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standard changes.
- 2.3.6.19 Identify and perform other revenue control responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.3.7 Purchasing Services

The Contractor shall provide the following services:

- 2.3.7.1 Comply with all requirements of the City Charter specifying the requirements of procurement of the City, including, but not limited to, Sections 5.05 and 5.06.

- 2.3.7.2 Comply with all requirements of the Purchasing Policy as approved or amended from time to time by the Mayor and City Council as well as recommend amendments to the policy as needed and identified.
- 2.3.7.3 Manage and maintain the requisition and purchasing process in compliance with applicable laws and the adopted purchasing policy.
- 2.3.7.4 Monitor departmental expenditures against available budget for purchases.
- 2.3.7.5 Maintain all purchasing records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB) and best practices and advisories of the Governmental Finance Officers Association (GFOA) and/or the National Institute of Governmental Purchasing (NGIP.)
- 2.3.7.6 Produce and deliver to the City Finance Director in a timely manner any and all purchasing information and reports as requested by the City Finance Director.
- 2.3.7.7 Identify and take advantage of all available discounts through purchases or competitive contracts with other governments for City purchases.
- 2.3.7.8 Prepare and maintain contracts and contract files, while also coordinating with the City Clerk for proper maintenance of City contracts.
- 2.3.7.9 Manage and maintain vendor information and registration within the City's financial reporting system.
- 2.3.7.10 Evaluate vendor performance, addressing vendor performance issues and removing vendors from eligible list when issues are not resolved.
- 2.3.7.11 Manage and maintain the City's procurement.
- 2.3.7.12 Prepare solicitations and oversee the competitive procurement process for projects funded through the City.
- 2.3.7.13 Coordinate, as needed, with the City Attorney on issues that may arise during the procurement process.
- 2.3.7.14 Prepare, manage, and oversee competitive procurement processes, including coordination with other City departments.
- 2.3.7.15 Reconcile encumbrances to the general ledger as requested by accounting.
- 2.3.7.16 Maintain inventory of all furniture, fixtures, supplies, and equipment that do not qualify as capital assets.
- 2.3.7.17 Document all purchasing procedures and processes as well as perform tests and walk-throughs to ensure sound purchasing procedures and processes.
- 2.3.7.18 Identify and perform other purchasing responsibilities where the Contractor reasonably anticipates needs, which are not specifically set forth above.

2.3.8 Human Resources

The City currently employs 59 full-time employees and 7 part-time elected employees. The Contractor shall provide the following services for City employees (excludes contracted individuals):

- 2.3.8.1 Assist the City Manager as directed with all processes to appoint, employ, and remove employees of the City as required by the City Charter in Section 3.04.
- 2.3.8.2 Provide a full-time, on-site Human Resources Manager, approved by the City, with full responsibility to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manager without written approval of the City, which approval will not be unreasonably withheld.
- 2.3.8.3 Design, implement, manage and maintain the position classification and pay plans as required by the City Manager in City Charter Section 3.14.
- 2.3.8.4 Ensure proper function of recruiting, payroll, benefits and other City-specific and general law provided by human resources functions for City employees.
- 2.3.8.5 Prepare all correspondence pertaining to recruitment and hiring of City employees.
- 2.3.8.6 Participate in interviews as requested and assist management in the hiring processes of City employees.
- 2.3.8.7 Assist new City employees in completing new hire paperwork and conducting orientation. Validate employee's ability to work in the US by completing I-9 form, eVerify, and verify identification provided.
- 2.3.8.8 Maintain, administer, and update the City's employee handbook and its provisions, emphasizing the responsibilities of the staff to be professional, patient, and responsive under all circumstances and other duties as well as the consequences of noncompliance.
- 2.3.8.9 Develop and maintain all City employee communication materials including the employee handbook, newsletters, bulletin boards, etc.
- 2.3.8.10 Perform salary surveys at least annually to establish and validate appropriate salary levels for positions within the organization.
- 2.3.8.11 Create or update City employee job descriptions as the City adds, creates, deletes, or combines positions.
- 2.3.8.12 Manage the annual review process to ensure all City employees receive an annual performance review and merit increase if applicable. Create review documents and performance standards as required. Develop and implement programs to ensure that performance reviews are effective and provide management training on the review process.
- 2.3.8.13 Ensure the City meets requirements of all employment related laws including, but not limited to, the Health Insurance Portability and Accountability Act (HIPAA), Genetic Information Nondiscrimination Act (GINA), OSHA and applicable stands for work place safety and Patient Protection and Affordable Care Act (PPACA).
- 2.3.8.14 Report, manage, and facilitate termination policies and procedures for City employees.

- 2.3.8.15 Manage the City employee grievance process, including EEOC complaints filed by employees, working with legal representation on all matters of employment litigation.
- 2.3.8.16 Maintain, administer, and update the City's employee benefit plans.
- 2.3.8.17 Coordinate, as needed, with the legal representation on issues that may arise with employees.
- 2.3.8.18 Maintain the City's wellness and health management program.
- 2.3.8.19 Develop and deliver an annual training program to address employee issues including, but not limited to, workplace harassment.
- 2.3.8.20 Manage all City HR and medical records including the Human Resource Information Systems.
- 2.3.8.21 Respond to external requests for information on current or former employees in compliance with Georgia Open Records Act and in coordination with the City Clerk's office.
- 2.3.8.22 Coordinate, along with Marketing and Public Relations, Citywide employee training and other events.
- 2.3.8.23 Identify record and report relevant human resources performance measurements.
- 2.3.8.24 Document all human resources procedures and processes as well as perform tests and walk-throughs to ensure sound human resources procedures and processes.
- 2.3.8.25 Identify and perform other human resources responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.3.9 Risk Management

The Contractor shall provide the following services:

- 2.3.9.1 Design, implement, manage, document, and maintain a citywide risk management program.
- 2.3.9.2 Design, implement, manage, document, and maintain an organized and scheduled safety-training program to assist departments on risk management program processes and risk-reduction procedures.
- 2.3.9.3 Design, implement, manage, document, and maintain a risk management claims review process.
- 2.3.9.4 Recommend and advise the City's Finance Director of the appropriate amounts and types of insurance.
- 2.3.9.5 Assist in the procurement of all necessary insurance.
- 2.3.9.6 Process and assist in the investigation of insurance claims, coordinating with legal representation as needed.
- 2.3.9.7 Review insurance policies and coverage amounts of contractors and make recommendations for changes.

- 2.3.9.8 Document all risk management procedures and processes as well as perform tests and walk-throughs to ensure sound risk management procedures and processes.
- 2.3.9.9 Identify record and report performance measurements relevant to risk management.
- 2.3.9.10 Identify and perform other risk management responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.4 PLANNING AND ZONING

The goal of the Planning and Zoning Department is to promote and protect the City through planning and development practices while providing professional and efficient customer service. The Planning and Zoning Department is responsible for working with the citizens of Dunwoody, Boards, and Commissions, the development community and the elected officials while managing current and long-range planning, land development, economic development, and maintaining the City's GIS technologies.

2.4.1 General Requirements

Contractors responding to the Planning and Zoning scope of work shall perform the following services:

- 2.4.1.1 Provide services under the direction of the City Manager or designee.
- 2.4.1.2 Provide a full-time, on-site Planning and Zoning Director, approved by the City, with full responsibility to manage all Planning and Zoning Department as well as Inspections and Permitting staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Director without written approval of the City, which approval will not be unreasonably withheld.
- 2.4.1.3 Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 2.4.1.4 Develop capital improvement plans for applicable Planning and Zoning service areas.
- 2.4.1.5 Provide ongoing engineering, design and maintenance oversight for the operation of all systems, as needed to meet the needs of the City.
- 2.4.1.6 Provide supervision of Contractors and consultants providing Planning and Zoning services to ensure that all contractual requirements are performed effectively and efficiently.
- 2.4.1.7 Verify and update all information provided or obtained from other sources.
- 2.4.1.8 Attend City meetings to represent Planning and Zoning as required and directed by the City Manager.
- 2.4.1.9 Track, maintain, and report in a timely manner on key performance indicators for Planning and Zoning established by the City in consultation with the Contractor.
- 2.4.1.10 Identify and perform other Planning and Zoning assistance where the firm reasonably anticipates needs, which are not specifically set forth above.

2.4.2 Planning and Zoning Services

The Contractor shall provide the following services:

- 2.4.2.1 Planning and Zoning services shall include, establishing, staffing (as needed to meet the requirements herein), and maintaining the Planning and Zoning Department for the City.
- 2.4.2.2 Regularly provide updated information to builders and developers regarding policies and procedures adopted by the City related to land use planning within the city.
- 2.4.2.3 Provide information to the public as it relates to all land development activities within the City.
- 2.4.2.4 Manage the development, maintenance and updating of land use and zoning maps as required by state and local agencies.
- 2.4.2.5 Review, revise, and update policies and procedures manual which outlines all planning and zoning activities, and develops schedules and time frames for processing all land development activities (including zoning).
- 2.4.2.6 Regularly inform key City officials of all relevant and applicable zoning and/ or planning issues.
- 2.4.2.7 Review, revise, develop, and implement, in coordination with the City Manager, procedures for the issuance of certificates of use. Contractor shall verify that all business license applications meet the City's zoning codes prior to their issuance by the Finance and Administration department.
- 2.4.2.8 Provide support and assistance for the comprehensive re-write of the City's zoning code.
- 2.4.2.9 Provide the services on an as needed basis of a trained and qualified Arborist. The City would like to express that the Arborist is not a full-time position, and may be on demand as part of the contract.
- 2.4.2.10 Develop Request for Proposals (or other formal solicitations) when directed by the City Manager.
- 2.4.2.11 Provide full support for all boards, committees, and advisory groups established by Council including, but not limited to, Community Council, Construction Board of Adjustments and Appeals, Design Review Advisory Committee, Planning Commission, Sustainability Commission, and Zoning Board of Appeals.
- 2.4.2.12 Develop recommendations on how to improve the operations of all boards, committees, and advisory groups served by Planning and Zoning.
- 2.4.2.13 Identify and perform other planning and zoning responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.4.3 Economic Development

The Contractor shall provide the following services:

- 2.4.3.1 Participate in, facilitate, and/or conduct negotiations with developers, businesses, and others regarding the public participation necessary for desired economic development.
- 2.4.3.2 Analyze financial and market feasibility data on projects under negotiation including sources and uses of funds, cash flow analysis, security provisions, business profitability, underwriting, and related data.
- 2.4.3.3 Work with others to assemble cost estimates for various public actions such as land acquisition, relocation, demolition, and public improvements.
- 2.4.3.4 Research and perform cost comparison analyses between proposed City development sites and alternative or competing development sites.
- 2.4.3.5 Conduct tax and public benefit analyses for economic development projects.
- 2.4.3.6 Prepare detailed written reports and recommendations for presentation to Mayor and the City Council, developers, businesses, advisory boards, and community groups.
- 2.4.3.7 Make oral presentations to public and private groups.
- 2.4.3.8 Participate in meetings with developers, businesses, citizens, community leaders, and City personnel on economic development projects and programs.
- 2.4.3.9 Serve as a central point of contact for businesses, developers, and contractors who use City economic development services including financial assistance, site selection assistance, urban renewal, and other municipal actions and services related to a specific project.
- 2.4.3.10 Identify, define, and solve problems related to economic development.
- 2.4.3.11 Analyze opportunities for promoting private development and for securing job creation and increased tax base investments.
- 2.4.3.12 Identify and perform other economic development responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.4.4 Geographical Information System (GIS)

The Contractor shall provide the following services:

- 2.4.4.1 Manage the existing GIS system as well as for the service, update and maintenance of the GIS databases on not less than a monthly basis.
- 2.4.4.2 Review data contained within the existing GIS system, and coordinate with all other necessary City personnel to obtain pertinent data to be included within the GIS. Determine necessary documentation as well as coordinate and implement the physical retrieval, reproduction, and storage of the transferred records.

- 2.4.4.3 Maintain one employee available during business hours capable of operating, printing, and extracting information, including maps, from the GIS System in a timely manner as directed by the City Manager or City department head.
- 2.4.4.4 Provide the public with access to limited City GIS files through the City website as directed.
- 2.4.4.5 Maintain, develop, implement, and improve GIS standards, policies, and procedures.
- 2.4.4.6 Maintain all existing and future GIS data layers.
- 2.4.4.7 Develop new data layers and maps requested by the City or its contractors to meet business needs.
- 2.4.4.8 Provide any GIS related information and/or data in response to requests and needs of City personnel as well as any IT Department employees who may be engaged in City of Dunwoody Planning and Zoning projects.
- 2.4.4.9 Identify and perform other GIS related responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.5 INFORMATION TECHNOLOGY

The Information Technology Department is responsible for maintaining, supporting, engineering, and updating the City's IT infrastructure and all communication systems. The City of Dunwoody owns all systems and software currently utilized by City employees. The local area network is TCP/IP based and IPV6 compatible. The computer network is based upon Microsoft Windows servers including Exchange and SQL. Computers are Microsoft Windows based and are loaded with the Microsoft Office Professional suite. The IT Department manages the City's website and the content within. Furthermore, the IT Department provides 24/7 troubleshooting assistance to users of the system as necessary (Police). See Appendix D for a complete list of the hardware and IT systems utilized by the City of Dunwoody.

2.5.1 General Requirements

Contractors responding to the Information Technology scope of work shall perform the following services:

- 2.5.1.1 Provide ongoing engineering, design and maintenance oversight for the operation of all systems, as needed to meet the needs of the City.
- 2.5.1.2 Provide services under the direction of the City Manager or designee.
- 2.5.1.3 Provide an Information Technology Manager, approved by the City, with full responsibility to manage all Information Technology Department staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manager without written approval of the City, which approval will not be unreasonably withheld.
- 2.5.1.4 Provide the City with a primary contact who shall be available to the City in person as needed or by telephone on a twenty-four (24) hour basis, seven (7) days a week.
- 2.5.1.5 Provide supervision of subcontractors providing Information Technology services to ensure that subcontractors perform all contractual requirements effectively and efficiently.
- 2.5.1.6 Track, maintain, and report in a timely manner on key performance indicators for IT services established by the City in consultation with the Contractor
- 2.5.1.7 Identify and perform other Information Technology assistance where the firm reasonably anticipates needs, which are not specifically set forth above.

2.5.2 Information Technology Infrastructure

The Contractor shall provide the following services:

- 2.5.2.1 Provide purchasing assistance, install, configure, and maintain any additional hardware and software required to satisfy all City's operational needs.
- 2.5.2.2 Maintain and improve the content of the City's website. The City will pay for major upgrades separately.

- 2.5.2.3 Maintain and regularly update hardware and software utilized by the City for efficient service delivery and administrative functions. Hardware includes, but is not limited to, desktop computers, laptop computers, peripherals, cell phones, mobile devices, copiers, printers, scanners, faxes, plotters, cameras, projectors, and audio recorders. Software includes, but is not limited to, systems for accounting, human resources, work order tracking, public works, capital planning, court management, police force, agenda and document management, and geospatial information system (GIS) integration.
- 2.5.2.4 Provide the expertise for planning, installation, configuration, and maintenance of all City IT systems to ensure that systems are interoperable and continuity is maintained during turnover of City personnel and Contractors. Contractor shall develop/update an IT Strategic Plan annually during the budget preparation process (currently mid-year).
- 2.5.2.5 Manage the inventory and licensing of all IT assets and report discrepancies to the City Finance and Administration Director.
- 2.5.2.6 Maintain software and hardware interoperability among users and systems. The local area network is TCP/IP based and IPV6 compatible. The computer network is based upon Microsoft Windows servers including Exchange and SQL. Computers are Microsoft Windows based and are loaded with the Microsoft Office Professional suite.
- 2.5.2.7 Maintain an appropriate replacement program for all computers and equipment.
- 2.5.2.8 Provide all users with email for internal and external communications, common contact lists, and scheduling.
- 2.5.2.9 Develop and implement disaster recovery and IT business continuity plans and ensure that compliance is periodically validated.
- 2.5.2.10 Provide 24/7 troubleshooting for all Citywide IT systems.
- 2.5.2.11 Develop request for proposals when directed by the City Manager.
- 2.5.2.12 Archive and retrieve all emails to comply with open records requests.
- 2.5.2.13 Provide for the centralized, electronic storage of the City's documents. Provide virtual private network connectivity for remote users.
- 2.5.2.14 Maintain all communications systems including VOIP, VOIP Fax, and wireless systems. Maintain local area network switches, cabling, and patch cords for communications, networking, and data sharing.
- 2.5.2.15 Administer network accounts and resource level security to systems, services, applications, databases, email, documents, and printers.
- 2.5.2.16 Administer network services including, but not limited to, Active Directory, Dynamic Host Configuration Protocol (DHCP), Domain Name System (DNS), Remote Procedure Call (RPC), Internet Information Services (IIS), and Print.
- 2.5.2.17 Provide general software user support and coordinate support with software providers when needed.

- 2.5.2.18 Administer the Microsoft SQL server and provide connectivity to City applications requiring database storage and services. Coordinate the procurement, installation, configuration, and maintenance of all databases required of municipalities in the State of Georgia by any governmental agencies.
- 2.5.2.19 Upon request, provide schema and any database data in a standard SQL format for importation into a non-contractor database.
- 2.5.2.20 Identify and perform other IT infrastructure responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.5.3 Security Component for Information Technology

The Contractor shall provide the following services:

- 2.5.3.1 Maintain the numerous security components that must be addressed including: ensure data security and integrity with nightly backups; provide anti-virus, anti-malware, anti-spam, and patch management; provide firewall protection for the local area network; provide a virtual private network connectivity for remote users; and administer network accounts and resource level security to systems, services, applications, databases, email, documents, and printers.
- 2.5.3.2 Provide technical solutions such as SSL to secure all Internet communications to protect the privacy of the citizens of Dunwoody and the integrity of its software systems. Additionally, the Contractor will be responsible for ensuring security for new City software systems including, but not limited to, finance, personnel, municipal court, and public safety.
- 2.5.3.3 Ensure data security and integrity with a nightly backup (with offsite storage) and the ability to restore from a central location.
- 2.5.3.4 The backup site does not have to be hot. A reasonable expectation for the restoration of documents and emails is two hours and restoration of services within four hours.
- 2.5.3.5 Provide firewall protection for the local area network.
- 2.5.3.6 Identify and perform other IT security management responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.6 BUILDING PERMITS AND INSPECTIONS

Providing top quality facilities to live and conduct business is a key goal of the City of Dunwoody, which prompted the City to creating a standalone Building Permits and Inspection Department. This Department processes all building and special event permits, providing building inspections, and providing code enforcement (compliance) services. The City believes that this combination of services should reduce the number of code offenders, while decreasing expenses and time required for correcting code violations.

In 2010, the City of Dunwoody conducted 5,868 inspections for numerous locations including, new buildings, additions, residential work, commercial work, renovations, electrical systems, plumbing systems replacement of water heaters, water lines and drains, and HVAC (heating, ventilating, and air-conditioning systems). In addition, the City processed 1707 permits for Land Disturbance Permits, Commercial or Multi-Family Residential, Single-Family Residential, and Roof Replacements. The City's fee schedule is viewable at:

http://dunwoodyga.gov/Libraries/Community_Development_Documents/Fee_Schedule.sflb.ashx

2.6.1 General Requirements

Contractors responding to the Building Permits and Inspections scope of work shall perform the following services:

- 2.6.1.1 Provide a Building Permits and Inspections Manager, approved by the City, with full responsibility to manage all Building Permits and Inspections Department staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manger without written approval of the City, which approval will not be unreasonably withheld.
- 2.6.1.2 Provide services under the direction of the City Manager or designee. Designee may include the Planning and Zoning Director or another contracted position.
- 2.6.1.3 Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 2.6.1.4 Ensure that recreational facilities are in good repair and promptly notify the City of the need to repair or replace City equipment or the need for facility maintenance.
- 2.6.1.5 Provide supervision of Contractors providing Building Permits and Inspections Services to ensure that all Contractors perform contractual requirements effectively and efficiently.
- 2.6.1.6 Verify and update all information provided or obtained from other sources.
- 2.6.1.7 Review, update, develop, and implement, in coordination with the City Manager, a plan for an on-going Code Enforcement department process for the City.
- 2.6.1.8 Building Permits and Inspections Department will remedy violations on City Right of Ways as well as private and commercial property. The enforcement officer shall be responsible for enforcing ordinances as directed by the City Manager, Mayor, and City Council.

- 2.6.1.9 Coordinate with City of Dunwoody Planning and Zoning Department to ensure uniform application of codes and acquisition of any State and federally mandated certifications.
- 2.6.1.10 Enforce housing code standards.
- 2.6.1.11 Issue permits for special events at the direction of the Planning and Zoning Department and collect permit fees.
- 2.6.1.12 Develop a system of standards for taxi and limousine licensing and compliance.
- 2.6.1.13 Provide advice and guidance to City staff, advisory groups, boards, and commissions on issues related to permits and inspections.
- 2.6.1.14 Track, maintain, and report in a timely manner on key performance indicators established by the City in consultation with the Contractor for the Building Permits and Inspections.
- 2.6.1.15 Identify and perform other Building Permits and Inspections assistance where the firm reasonably anticipates needs, which are not specifically set forth above.

2.6.2 Building Permitting and Inspection

The Contractor shall provide the following services:

- 2.6.2.1 The Building Permitting and Inspections services shall include, establishing, staffing, and maintaining the Inspections and Permitting Departments for the City.
- 2.6.2.2 Review, revise, develop, and implement, in coordination with the City Manager, the City's existing plan review and permitting process.
- 2.6.2.3 Maintain the City of Dunwoody's status as Local Issuing Authority (LIA) registered with the State of Georgia. Contractor shall include a fee schedule for the proposed plan review and permitting process, which the City could adopt as necessary.
- 2.6.2.4 Review, revise develop and implement, in coordination with the City Manager, the City's existing building permitting process for the City including response time standards.
- 2.6.2.5 Perform inspections and accurate compliance of the City of Dunwoody Building and City codes to ensure that every new and renovated building's design documents meet the building and trade codes.
- 2.6.2.6 Review, revise, develop, and implement, in coordination with the City Manager, the outlined plan for the City to conduct soil erosion and sedimentation control inspections for the City in accordance with the State of Georgia National Pollutant Discharge Elimination Standards (NPDES).
- 2.6.2.7 Review, revise, update, and develop a system of standards for City signage and issue all required Signage permits for temporary and permanent signage at the direction of the Planning and Zoning Department and collect permit fees as appropriate.

- 2.6.2.8 Collect permit fees and issue all building, construction, plumbing, electrical, BV AC, soil erosion, land disturbance permits and all other related permits; in conjunction with the Planning and Zoning Department.
- 2.6.2.9 Manage and maintain Permits and Inspection data and integrate it into the City of Dunwoody database regularly.
- 2.6.2.10 Manage and maintain the web accessible database and filing system, record retention program, and schedule for Permits and Inspections Documents that allows permit applicants to check status of Permits and Inspections via the Internet.
- 2.6.2.11 Review, revise, and update the current methods used to incorporate Energy Efficient and sustainable (LEED) standards into the permit and inspection process.
- 2.6.2.12 Identify and perform other building permitting and inspection responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.6.3 Code Compliance

The Contractor shall provide the following services:

- 2.6.3.1 Ensure that the City meets housing codes.
- 2.6.3.2 Review and revise, in coordination with the City Manager, a plan for an on-going code compliance process for the City.
- 2.6.3.3 The code compliance department shall prevent and remedy violations on City right of ways as well as private and commercial properties. The code enforcement officer shall be responsible for enforcing City and State ordinances as directed by the City Manager, Mayor, and or City Council.
- 2.6.3.4 Coordinate with the City's Planning and Zoning Department to ensure uniform application of codes and acquisition of any state and federally mandated certifications.
- 2.6.3.5 Issue permits for special events at the direction of the Planning and Zoning Department, and collect permit fees.
- 2.6.3.6 Identify and perform other code compliance responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.7 PARKS AND RECREATION

The City of Dunwoody Parks and Recreation Department strives to provide the residents of Dunwoody with the highest quality parks, recreational services, and green space to enhance the quality of life to our community. The City of Dunwoody manages six major parks with combined land space of over 156 acres. These parks are home to several major events each year and offer a variety of activities including skateboarding, tennis, and more.

2.7.1 General Requirements

Contractors responding to the Parks and Recreation scope of work shall perform the following services:

- 2.7.1.1 Provide a Parks and Recreation Manager, approved by the City, with full responsibility to manage all Parks and Recreation Department staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manager without written approval of the City, which approval will not be unreasonably withheld.
- 2.7.1.2 Provide services under the direction of the City Manager or designee.
- 2.7.1.3 Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 2.7.1.4 Provide off-hours emergency service and support on a twenty-four (24) hour basis, seven (7) days a week.
- 2.7.1.5 Ensure that recreational facilities are in good repair and promptly notify the City of the need to repair or replace City equipment or the need for facility maintenance.
- 2.7.1.6 Provide supervision of Contractors providing Parks and Recreation Services to ensure that all Contractors perform contractual requirements effectively and efficiently.
- 2.7.1.7 Verify and update all information provided or obtained from other sources.
- 2.7.1.8 Comply with all local, state, and federal regulations applicable to performing work within a City park or recreational facility.
- 2.7.1.9 As it relates to Parks and Recreation, the Contractor shall track, maintain, and report on key performance indicators established by the City in consultation with the Contractor in a timely manner.
- 2.7.1.10 Identify and perform other Parks and Recreation assistance where the firm reasonably anticipates needs, which are not specifically set forth above.

2.7.2 Parks Maintenance

The Contractor shall provide the following services:

- 2.7.2.1 Plan, implement and coordinate staffing and contract administration for the daily maintenance and use of all public parks and recreational facilities.

- 2.7.2.2 Maintain and properly manicure City parks. This includes internal and external cleaning of all facilities daily, mulching, and playgrounds.
- 2.7.2.3 Ensure repairs are completed in a timely manner including, but not limited to:
- Painting over or removal of graffiti
 - Re-lining athletic field lines
 - Repairing or replacing broken windows
 - Repairing or replacing damaged or missing park signs
 - Repairing or replacing broken toilets and other bathroom facilities
 - Removing debris
 - Repairing or placing lighting in all recreational and park areas
 - Removal of trees when necessary
- 2.7.2.4 Review, revise, develop, and recommend to the City Manager short, mid, and long range plans for capital improvements.
- 2.7.2.5 Conduct all activities necessary to identify, develop and prepare submissions for any federal, state, or local funding and grant programs for improvements to the Park and Recreation system within Dunwoody, and provide fund oversight as required by law.
- 2.7.2.6 Oversee the planning, procurement and execution of capital projects for park improvements including, but not limited to, bonded capital projects.
- 2.7.2.7 Maintain all Parks and Recreational facilities as outlined in the above activities including:
- Dunwoody Park (the nature center and the baseball fields)
 - The Donaldson-Chesnut Homestead
 - North DeKalb Cultural Center
 - Windwood Hollow Park
 - Brook Run (includes theater and skate park)
 - Vernon Springs Park
 - Newly acquired 16 acres at 4000 Dunwoody Park (Georgetown)
 - Other recreational facilities acquired by the City during the term of the contract
- 2.7.2.8 Identify and perform other park maintenance responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.7.3 Recreation

The Contractor shall provide the following services:

- 2.7.3.1 Develop and recommend to the Park and Recreation Director short, mid, and long-term plans for capital improvements and implement said plans as directed.
- 2.7.3.2 Plan, recommend, implement and coordinate staffing and contract administration for the daily maintenance and use of public parks and recreational facilities.

- 2.7.3.3 Plan, recommend, implement, and coordinate staffing for planning and promoting, of recreational programs and special events sponsored by the City. These special events may include but are not limited to, festivals, and 5k's.
- 2.7.3.4 Coordinate with Park and Recreation staff to ensure dates for events scheduled in connection with facility activities do not conflict with any other City activities.
- 2.7.3.5 Coordinate with the City's Police Department for traffic control and provide cleanup for all recreational activities upon closure of events.
- 2.7.3.6 Administer all contracts with private instructors programs.
- 2.7.3.7 Manage and administer the collection of all fees and revenues from City provided recreational programming, devise, and implement a system for the security of all revenues collected.
- 2.7.3.8 Coordinate specified aspects of utilization of parks with emergency management procedures of local, state, and federal agencies.
- 2.7.3.9 Manage all planning, implementing and coordinating of staffing for the planning and promoting of recreation programs and special events.
- 2.7.3.10 Plan, implement, and coordinate staffing for the managing, coordinating and scheduling of City athletic facilities as needed.
- 2.7.3.11 Establish, operate, and oversee all aspects of emergency management procedures with local, state, and federal agencies to ensure safe recreational system.
- 2.7.3.12 Maintain and update a programming and management plan for the continued operation of the Brook Run Skate Park.
- 2.7.3.13 Identify and perform other recreation services responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.8 PUBLIC RELATIONS AND MARKETING

The Public Relations and Marketing Department maintains clear channels of communications between the citizens of Dunwoody and City Hall. The Department provides materials to the City to promote municipal events, publications, and promotions. In addition, the Department works with media vendors to purchase appropriate radio, TV, and print media.

2.8.1 General Requirements

Contractors responding to the Public Relations and Marketing scope of work shall perform the following services:

- 2.8.1.1 Provide services under the direction of the City Manager or designee.
- 2.8.1.2 Provide a Public Relations and Marketing Manager, approved by the City, with full responsibility to manage all Public Relations and Marketing Department staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manager without written approval of the City, which approval will not be unreasonably withheld.
- 2.8.1.3 Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 2.8.1.4 Provide supervision of Contractors providing Public Relations and Marketing Services to ensure that Contractor performs contractual requirements effectively and efficiently.
- 2.8.1.5 Verify and update all information provided or obtained from other sources.
- 2.8.1.6 Provide creative design services and product development for City reports including, but not limited to, Accounting, Budgeting, and Police Annual reports (e.g. CAFR, Budget, PAFR, and Police Annual Reports).
- 2.8.1.7 Track, maintain, and report in a timely manner on key performance indicators established for the Public Relations and Marketing by the City in consultation with the Contractor.
- 2.8.1.8 Identify and perform other Public Relations and Marketing responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.8.2 Public Relations

The Contractor shall provide the following services:

- 2.8.2.1 Promote City policy, programs, and achievements. Serve as a liaison with residents and other stakeholders as directed by the City Manager.
- 2.8.2.2 Provide content for and help update the City's website, which may contain City contact information, statistics, history, departmental and facility descriptions, the City and community calendars, meeting agendas, agenda packages, minutes, City codes, notices, pictures, and multimedia.

- 2.8.2.3 Provide information, with timely updates, and maintain continuous dialog and communication with City residents and citizen groups.
- 2.8.2.4 Work with media vendors in the purchase of print media, radio, or TV media. Publish studies, reports, and analyses for City staff and public presentation.
- 2.8.2.5 Coordinate with publishers to produce useful, informative, timely, and attractive publications.
- 2.8.2.6 Develop a graphical and thematic design for the City's annual report.
- 2.8.2.7 Coordinate with graphic designers, photographers, editors, printers and others in the production of the annual report, as needed.
- 2.8.2.8 Document important City events for future use in City developed publications.
- 2.8.2.9 Maintain and promote the City's brand.
- 2.8.2.10 Post public notices as directed within.
- 2.8.2.11 Utilize Facebook, Twitter, Flickr, and other social media outlets to post information on the City's activities.
- 2.8.2.12 Serve as liaison between the City and the citizens of Dunwoody.
- 2.8.2.13 Respond to public and press inquiries as directed by the City Manager.
- 2.8.2.14 Produce and distribute the quarterly City newsletter (online version) as directed by the City Manager.
- 2.8.2.15 Document all public relations procedures and processes as well as perform tests and walk-throughs to ensure sound public relations procedures and processes.
- 2.8.2.16 Support marketing with promoting and informing the public regarding citywide events.
- 2.8.2.17 Research current and relevant trends and benchmarks that might have an impact on the City and provide communication on the events' impact(s) to the City.
- 2.8.2.18 Identify and perform other public relations responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.8.3 Marketing services

The Contractor shall provide the following services:

- 2.8.3.1 Prepare presentations to highlight the value of the community as well as to promote it to business, while tracking the percent of new business brought into the City of Dunwoody.
- 2.8.3.2 Work in conjunction with the economic development staff to produce materials to assist in attracting prospective business leaders to the community.
- 2.8.3.3 Support public relations with promoting and informing the public regarding, citywide events.
- 2.8.3.4 Promote the City's sponsored programs and events.

- 2.8.3.5 Create annual marketing plan, which outlines the approach and specific projects that will be undertaken.
- 2.8.3.6 Document important City events for future use in City developed publications.
- 2.8.3.7 Design media for use in print, radio, or TV.
- 2.8.3.8 Document all marketing procedures and processes as well as perform tests and walk-throughs to ensure sound marketing procedures and processes.
- 2.8.3.9 Maintain and promote the City's brand.
- 2.8.3.10 Identify and perform other marketing responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

* * * * * END OF SCOPE OF WORK * * * * *

3 PROPOSAL FORMAT

3.1 Economy of Presentation

Each proposal shall be prepared simply and economically, providing **straightforward and concise** delineation of Bidder's capabilities to satisfy the requirements of this RFP. Emphasis in each proposal must be on completeness and clarity of content. To expedite the evaluation of proposals, it is essential that Bidders follow the format and instructions contained herein. The City factors the proposal itself when considering the Contractor's ability to deliver high quality services.

3.2 Proposal Submission

To support a non-biased evaluation of submitted proposals, the City is requesting Bidders to submit their proposals in two (2) individually sealed envelopes, one being the technical proposal and the other being the cost proposal. Bidders shall submit the technical and cost proposal envelopes in one (1) sealed and marked package sent to the designated address. The City will score all technical proposals first before evaluating the cost tables – Appendix E. Once the City evaluates all technical and cost proposals, the evaluation team will calculate the final score for each proposing Bidder for each service area.

3.2.1 Technical Proposal

The technical proposal envelope shall contain the following:

- One (1) printed and signed original
- Six (6) copies
- One (1) electronic copy on a flash drive, CD-ROM or DVD disk in searchable PDF

The outside of the technical proposal envelope must be clearly labeled with the Bidder's **organization name, address, contact information and labeled (RFP) 11-02 MUNICIPAL GOVERNMENT SERVICES PROCUREMENT TECHNICAL PROPOSAL**. The technical proposal envelope should only contain the Bidder's technical response; the City will not evaluate any additional material.

If bidding on multiple service areas, Bidders should clearly divide and mark with tabs the responses for each service area.

3.2.2 Cost Proposal

The cost proposal envelope shall contain **only** the following:

- One (1) printed and signed original
- One (1) electronic copy on a flash drive, CD-ROM or DVD disk

The outside of the cost proposal envelope must be clearly labeled with the Bidder's **organization name, address, contact information and labeled (RFP) 11-02 MUNICIPAL GOVERNMENT SERVICES PROCUREMENT COST PROPOSAL**.

The cost proposal envelope should contain, at the minimum, Appendix E – Cost Table, showing the costs associated with providing services for all service areas proposed. Bidders should also provide detailed costing information for each service area for which they respond. In addition, Bidders should provide hourly rates for all team members for any additional related services that may be required beyond the scope of this RFP. Alternatively, proposals may include one single blended rate for all team members. The City will not evaluate any additional material submitted by the Contractor.

3.3 Proposal Content

The City expects that all Bidders responding to this RFP will develop responses that are concise, customized, and exhaustive. Bidders responding in more than one (1) service area must clearly divide and mark with tabs responses to each service area.

The City expects technical and cost proposals to be well organized. A table of contents is required in the technical proposal. The table of content should include, at a minimum, all listed items in the sequence indicated below in section 3.3.1. In each section of the proposal, Bidders should address the items in the order as listed in the RFP. Forms provided in the RFP must be completed and included in the appropriate section of the proposal.

The technical and cost proposals shall include the following.

3.3.1 Technical Proposal Content

Below is an outline of what the Technical Proposal should include. Bidders shall use tabs that clearly mark section headings, and if submitting combined bids for multiple service areas clearly divide separate service areas within each section. Bidders shall submit the technical proposal in a separately sealed envelope as specified in the section 3.2.1 of this RFP.

To aid in thorough and consistent review, Contractors shall organize and number the proposal to correspond to the proposal outline provided below, with particular emphasis given to Section III. Bidders should include a table of contents. Failure to follow proposal format and content requested by this RFP may result in proposal disqualification.

3.3.1.1 Section I - Letter of Transmittal

A letter of transmittal that provides the following information must accompany each proposal:

- Identify the submitting organization.
- Identify the name, title, telephone and fax number and an e-mail address of the contact person of the organization.
- Indicate which of the seven (7) service area(s) the Bidder is responding.
- Include a statement acknowledging no Proposal may be withdrawn for a period of one hundred and eighty (180) days after the time and date of proposal opening.

3.3.1.2 Section II - Corporate Background and Qualifications

This section shall include information on the Bidder's corporate organization (history, size, etc.), experience, and skills regarding the Bidder's record of accomplishment, reputation, and past performance in providing services to municipalities of similar size and indicate the capabilities for the successful completion of this work. Furthermore, Bidders shall provide information pertaining to the following:

- Describe attributes, special capabilities, techniques, or resources that make your firm uniquely qualified to provide requested services.
- Discuss your firm's involvement with similar projects at the federal, state, and/or local government levels.
- State whether the Bidder has any pending litigation, and state whether the firm has had any litigation in the last five (5) years and the outcome of such litigation.
- Describe the "back office" attributes, capabilities, and resources that will support the staff positioned at the City's premise(s).
- The City reserves the right to verify Bidder's financial statements and information provided to ensure that Bidder has the necessary financial resources to perform the contract in a satisfactory manner.

3.3.1.3 Section III - Response to Scope of Work

Bidders shall respond in detail to the requirements listed for the service area(s) of their choosing. Bidders shall address each listed item in order as it appears, providing separate descriptions for each applicable service area (if bidding on multiple scopes of work). Failure to address any item listed below may result in rejection of proposal.

- Clearly state your understanding of the service delivery objectives, work activities, and deliverables requested by this RFP. **Bidders shall address each item within the scope of work for all section(s) being proposed.**
- Describe your firm's approach and methodology to ensure delivery of high quality services.
- Describe your firm's methodology to ensure collaboration with City staff to research, evaluate, and, if authorized, implement efficiency and cost-saving improvements.
- Describe your firm's approach to maintaining appropriate and timely communication with the City Manager and City staff requests.

- Describe your firm's methodology for addressing transition issues at both the beginning and conclusion of this contract.
- Provide and describe a list of any firm-supplied facilities, equipment, and supplies you anticipate using for this contract.
- Describe your firm's approach to support the City's environmental sustainability goals.

3.3.1.4 Section IV – Proposed Personnel

The City expects staffing levels within the service areas to remain flexible to allow additional back office support when applicable. Therefore, the City acknowledges that Contractors may occasionally alter staff. This section shall only include resumes of proposed departmental Directors and Managers. Please note that the City has the final say on any staffing replacements and Contractors may not replace staff until receiving approval from the City. In addition, Bidders shall provide answers to the following:

- Describe the staffing methodology and include the approach taken to fill staff positions during times of vacancy such as vacation, sickness, FMLA, or attrition.
- Describe Contractor's and any proposed staff's qualifications and experience with the delivery of municipal services; particularly those described for this project.
- Provide resumes or professional profiles of key personnel (Directors and Managers) already identified that the Contractor would likely assign to this project.
- Describe the approach to ensure staff is adequately trained and up-to-date at the beginning of the contract, as well as your methodology for ensuring staff stays up-to-date throughout the term of the contract.
- The City expects Bidders responding to this RFP to provide the City with a high-level organizational chart, which should depict how the Bidder's organization intends to staff the various departments they are proposing. If a Bidder is submitting proposals for more than one (1) service area then the Bidder must provide an organizational chart for each department they are submitting. The organizational chart should include on-site, subcontracted, and Contractor-provided (back office) service positions.

3.3.1.5 Section V - References

Bidders shall submit a preferred minimum three (3) references for similar projects. Bidders must provide a complete list of clients for which services comparable in scope and size to those requested in this RFP have been rendered, a brief description of the services rendered, the dates of services, and the name, address, telephone number and email of the prospective vendor's contact person in that agency. Reference contact must have agreed to provide a complete and uncensored testimony.

3.3.1.6 Section VI - Required Forms

The City requests Bidders to complete, sign and return as a part of the technical proposal forms that are attached to this RFP (with the exception of Appendix E that should be a part of the Cost Proposal).

Technical Proposal:

- Executed Proposal Form (Section 5 of this RFP)
- Acknowledgement of any and all Addenda to this RFP

Cost Proposal:

- Appendix E –Cost Table (to be submitted with Cost Proposal)

Failure to submit completed and signed forms may result in proposal rejection.

3.3.1.7 Section VII - Appendices

Bidders may attach other materials that they feel may improve the quality of their responses. Each Bidder may, but is not required to, include additional references, resumes and any other materials deemed necessary but not provided otherwise (such as promotional literature, etc.). Note that these materials may or may not be reviewed by all evaluators and shall not be part of the official evaluation except to the extent they support qualifications and experience of the Bidder.

3.3.2 Cost Proposal Content

Bidder shall provide a fixed price for all services indicated in this RFP. Pricing shall be 36 payments plus an optional 12 additional payments. The City of Dunwoody requires pricing to remain firm for the duration of the contract. Failure to hold firm pricing for the duration of the contract will be sufficient cause for the City to declare a proposal non-responsive. An authorized representative of the bidding firm shall sign the cost proposal.

Bidders shall complete Appendix E – Cost Table, showing the costs associated with providing services for all service areas proposed. Bidders should also provide detailed costing information for each service area for which they respond.

Additionally, Bidder should provide hourly rates for all team members for any additional related services that may be required beyond the scope of this RFP. Alternatively, proposals may include one single blended rate for all team members.

The City would like to reiterate that the City intends to reimburse for all of the costs of maintenance and repairs overseen by the Contractor(s) separately, and these costs should not be included in the Cost Proposal figures submitted by the Bidder.

* * * * * END OF PROPOSAL FORMAT * * * * *

4 EVALUATION CRITERIA

The City, in its discretion, may award the Contract to the responsible and responsive Bidder(s) submitting the proposal that the City deems is the most advantageous, price and other factors being considered. To facilitate efficient evaluation sessions, the City asks Bidders to strictly follow the format mentioned in the RFP Section III – Proposal Format.

The City's staff will review all proposals submitted. After reviewing the proposals, the City may, at its discretion, invite to interview (at Bidder's expense) one or more of the Bidders whose proposals appear to best meet the City's requirements. Interview responses along with the written proposal and samples (if any), will become part of Bidder's submission evaluated pursuant to the evaluation criteria. The City reserves the right to short-list Bidders for further consideration.

The following are the evaluation criteria the City will consider in determining which proposal is most advantageous to the City:

A. Proposed Management Plan and Approach of Work – 35%

The Proposal shall outline the plan that the Bidder will use to provide for the most effective delivery of the requested services put forth by the City.

B. Firm Qualifications – 20%

The Proposal must give a detailed report of related experiences that will demonstrate the ability of the Bidder to perform requested duties and provide the services as outlined in this RFP.

C. Quality of Staff and Relative Experience – 20%

The Proposal shall include the resumes of those qualified personnel proposed to fill the duties of the assignments at the appropriate levels requested by this RFP.

D. Clarity and Quality of Proposal – 5%

The Proposal must be specific and contain, at a minimum, the details required to demonstrate an ability to meet or exceed those services outlined within the Scope of Work for each respective service area. The Proposal must clearly represent the Bidder in form and presentation.

E. Cost Proposal Fee – 20% **(Submitted in a separate package from the technical proposal)**

The Cost Proposal must be submitted upon the format identified and must include all professional service levels, including those services to be provided by Sub-Contractors.

***** END OF EVALUATION CRITERIA *****

5 PROPOSAL FORM

**PROPOSAL FORM
CITY OF DUNWOODY, GA
RFP 11-02 MUNICIPAL GOVERNMENT SERVICES PROCUREMENT**

The undersigned, as Bidder, hereby declares that this Proposal is in all respects fair and submitted in good faith without collusion or fraud. Bidder represents and warrants to the City that: (i) except as may be disclosed in writing to the City with its Proposal, no officer, employee or agent of the City has any interest, either directly or indirectly, in the business of the Bidder, and that no such person shall have any such interest at any time during the term of the Contract should it be awarded the Contract; and (ii) no gift, gratuity, promise, favor or anything else of value has been given or will be given to any employee or official of the City in connection with the submission of this Proposal or the City’s evaluation or consideration thereof.

The Bidder further represents that it has examined or investigated the site conditions if necessary, and informed itself fully in regard to all conditions pertaining to the place where the work is to be done; that it has examined the Contract Documents and has read all Addendum(s) furnished by the City prior to the opening of the Proposals, as acknowledged below, and that it has otherwise fully informed itself regarding the nature, extent, scope and details of the services to be furnished under the Contract.

The Bidder agrees, if this Proposal is accepted, to enter into the written Contract with the City in the form of Contract attached (properly completed in accordance with said Proposal Documents), and the Contract Documents for RFP 11-02 Municipal Government Services Procurement, at the City of Dunwoody, and to furnish the prescribed evidence of a valid business license, insurance, and all other documents required by these Contract Documents. The Bidder further agrees to commence work and to perform the work specified herein within the time limits set forth in the Contract Documents, which time limits Bidder acknowledges are reasonable.

The undersigned further agrees that, in the case of failure or refusal on its part to execute the said contract, provide evidence of specified insurance, a copy of a valid business or occupational license and all other documents required by these Contract Documents within ten (10) business days after being provided with Notice of Intent to Award the contract (or such earlier time as may be stated elsewhere in these Proposal Documents), the Proposal award may be offered by the City to the next ranked Bidder, or the city may re-advertise for Proposals, and in either case the City shall have the right to recover from the Bidder the City’s costs and damages including, without limitation, attorney’s fees, to the same extent that the City could recover its costs and expenses from the Bidder under section 10 of the Instructions to Bidder if the Bidder withdrew or attempted to withdraw its Proposal.

The Bidder further agrees, if it fails to complete the scope of work according to the provisions within the scheduled time or any authorized extension thereof, that the City may deduct damages from the Contract price otherwise payable to the Bidder.

Acknowledgement is hereby made of the following Addendum(s) received since issuance of the Contract Documents (identified by number)

Addendum No.	Date	Addendum No.	Date	Addendum No.	Date
_____	_____	_____	_____	_____	_____
_____	_____	_____	_____	_____	_____

It shall be the responsibility of each Bidder to visit the City Purchasing Department’s website to determine if the City issued addendum(s) and, if so, to obtain such addendum(s). Failure to acknowledge an addendum above shall not relieve the Bidder from its obligation to comply with the provisions of the addendum(s) not acknowledged above.

Work, excluding transitional requirements, is to commence on or about January 1, 2012.

The City of Dunwoody requires pricing to remain firm for the duration of the term of the contract. Failure to hold firm pricing for the term of the contract will be sufficient cause for the City to declare bid non-responsive.

Company Name: _____

Termination for Cause: The City may terminate this agreement for cause upon ten days prior written notice to the Consultant of the Consultant's default in the performance of any term of this agreement. Such termination shall be without prejudice to any of the City's rights or remedies by law.

Termination for Convenience: The City may terminate this agreement for its convenience at any time upon 30 days written notice to the Consultant. In the event of the City's termination of this agreement for convenience, the Consultant will be paid for those services actually performed. Partially completed performance of the agreement will be compensated based upon a signed statement of completion to be submitted by the Consultant, which shall itemize each element of performance.

Termination for fund appropriation: The City may unilaterally terminate this Agreement due to a lack of funding at any time by written notice to the Consultant. In the event of the City's termination of this Agreement for fund appropriation, the Consultant will be paid for those services actually performed. Partially completed performance of the Agreement will be compensated based upon a signed statement of completion to be submitted by the Service Provider, which shall itemize each element of performance.

The Contractor agrees to provide all work to complete the project described in this document for the amount listed in the Cost Proposal (submitted in a separate package).

Legal Business Name _____

Federal Tax ID _____

Address _____

Does your company currently have a location within the City of Dunwoody?

Yes ___ No ___

Will your company accept the City's procurement card for payments from the City of Dunwoody?

Yes ___ No ___

Representative Signature _____

Printed Name _____

Telephone Number _____

Fax Number _____

Email Address _____

6 INSTRUCTIONS TO BIDDERS

1. INTENT

It is the intent of these Instructions to establish guidelines for the proper completion of the Proposal Forms. These Instructions to Bidders provide guidance and explanation for subsequent Proposal Forms and Contract Documents. Please read all Instruction paragraphs.

2. GENERAL

- 2.1 The City's goal is that all the terms and conditions stated in the Proposal Documents will constitute the terms of the final Contract between the City and the successful Bidder, without significant or material change to such terms or conditions. **Exceptions to any of the terms of the agreement to which a Bidder will not or does not agree must be presented prior to the deadline for submitting questions by the Bidder in writing as provided in this section and directed to RNR@dunwoodyga.gov.** Such exceptions must be specific, and the Bidder must state a reason for each exception and propose alternative language, if appropriate. The purpose of the exception process is to permit the City to correct, prior to the opening of the proposals, any technical or contractual requirement, provision, ambiguity, or conflict in the RFP and related documents, which may be unlawful, improvident, unduly restrictive of competition, or otherwise inappropriate. Any corrections will be made via an addendum issued prior to the submission deadline. Unless timely submitted as an exception and amended with an addendum, any such ambiguity, conflict or problem shall be resolved in favor of the City of Dunwoody. Bidders shall not substitute entire agreements or sets of terms and conditions but discuss separately each term or condition that they take exception to or desire to change.
- 2.2 The Contract work shall not be divisible, and shall be awarded, if an award is made, to a single Bidder. The City will award only one contract for the services required under this Request for Proposals. If the successful Bidder intends to provide any services through another company, the successful Bidder must serve as the City's prime Contractor and shall have full responsibility to the City for all obligations under the Contract.
- 2.3 A Bidder's Proposal prices shall remain firm for the duration of the initial term of the Contract. Any anticipated increases in Bidder's costs during the initial term of the Contract must be reflected in its prices set forth in its Proposal. The City shall not be obligated to renegotiate or increase any price for any work during the initial term of the Contract based on a Bidder's mistake or miscalculation of prices, underestimation of costs, or for any other reason. All of the Bidder's overhead costs, including, but not limited to, costs of travel and the required bonds and insurance coverage, shall be included in such Bidder's prices listed in its Proposal.
- 2.4 The Contract, if awarded, shall not be construed to create unto the Contractor any exclusive rights with respect to any of the City's requirements. The City may in its sole discretion award any additional or similar services to any third party, or if the Contract is for the provision of services, the City may elect to perform all or a portion of the services by its own employees.
- 2.5 There shall be no reimbursable or travel expenses associated with this project regarding any category or term. Without limiting the generality of the foregoing, all of the Bidder's overhead costs related to travel shall be included in such Bidder's prices in its Proposal.
- 2.6 The City will contract with the successful Bidder to provide services indicated in the Scope of Work throughout the duration of the Contract at the price submitted. The City will not price a contract for hourly rates.

3. ENVIRONMENTAL SUSTAINABILITY

The City of Dunwoody is committed to environmental sustainability. The City believes we have a unique opportunity to expand our leadership in the area of environmentally preferable purchasing, and through our actions, elicit changes in the marketplace. By further incorporating environmental considerations into public purchasing, the City of Dunwoody will positively impact human health and the environment, remove unnecessary hazards from its operations, reduce costs and liabilities, and improve the environmental quality of the region. As such, the City encourages the incorporation of environmental sustainability into proposals.

4. EXAMINATION OF PROPOSAL/CONTRACT DOCUMENTS

All prospective Bidders shall thoroughly examine and become familiar with the Proposal package and carefully note the items, which must be submitted with the Proposal. (These Instructions to Bidders, the Request for Proposals, the Proposal Forms, the Contract, the General Conditions, and the Scope of Work are referred to herein as the "Proposal Documents" or the "Contract Documents.") Submission of a Proposal shall constitute an acknowledgment that the Bidder has read and understands the Proposal Documents. The failure or neglect of a Bidder to receive or examine any Proposal Document shall in no way relieve it from any obligations under its Proposal or the Contract. No claim for additional compensation will be allowed which is based upon a lack of knowledge or understanding of any of the Contract Documents or the scope of work.

5. ADDENDUM(S)-CHANGES WHILE PROPOSING

Other than during the Pre-Proposal Conference, the City shall not be required to provide to any Bidder verbal interpretations as to the meaning of any portion of the Proposal Documents. Requests for interpretation, clarification or correction of Proposal Documents, forms or other material in this Proposal Package should be made in writing and delivered to Chris Pike, Director of Finance, City of Dunwoody, 41 Perimeter Center East, Suite 250, Dunwoody, Georgia 30346 or by e-mail to RNR@dunwoodyga.gov or facsimile to (678) 533-0797 no later than May 5, 2011 at 2:00 pm EST. Any response by City to a request by a Bidder for clarification or correction will be made in the form of a written Addendum. All parties to whom the Proposal packages have been issued will be sent a notification of the issuance of an Addendum either by e-mail and/or by facsimile. The Addendum may be electronically downloaded by visiting either the City Purchasing Department's website at http://www.dunwoodyga.gov/Government/Document/RFP_RFQ.aspx or by visiting Georgia's Department of Administrative Services (DOAS) web site at http://ssl.doas.state.ga.us/PRSapp/GPR_P_start.jsp. However, prior to submitting its response, it shall be the responsibility of each Bidder to visit the City Purchasing Department's website to determine if addendum(s) were issued and, if so, to obtain such addendum(s).

6. PREPARATION OF PROPOSALS

- 6.1 Proposals shall be submitted on reproduced copies of the attached Proposal Forms including any revised or additional Proposal Forms supplied by Addendum(s). If an award is made, the completed Proposal Forms shall constitute a part of the Contract Documents and will be incorporated in the final Contract between the City and the successful Bidder. All blank spaces in the Proposal Forms should be filled in legibly and correctly in ink or type.
- 6.2 All Proposals shall contain the name and business address of the individual, firm, corporation, or other business entity submitting the Proposal and shall be subscribed by either the individual, a general partner, a member of a member-managed LLC, a manager of a manager-managed LLC, or an authorized officer or agent of a Corporation or business entity, and should be properly witnessed or attested. If any officer or agent other than the signatories described in the preceding sentence shall sign any Contract Document on behalf of the Bidder, the City should be furnished with satisfactory evidence of such officer's or agent's authority to bind the Bidder with respect to the contents of the subject Proposal Documents so signed by him or her. If the Bidder is an LLC, the Bidder should submit with its Proposal its Articles of Organization or other evidence satisfactory to the City, indicating whether the LLC is member-managed or manager-managed, and indicating that the person executing the Proposal is authorized to bind the LLC.
- 6.3 If the Bidder is a partnership, joint venture, or sole proprietorship, the City, reserves the right to require the Bidder to submit to the City at any time the name and business address of each owner, principal, partner, or member of the Bidder having an ownership or management position with the Bidder.
- 6.4 If the Bidder is a corporation or other state-chartered business entity, the City reserves the right to require the Bidder to submit to the City at any time, the name and business address of each officer, director, and holder of 10% or more of the stock or other ownership interests of such corporation or other business entity. If the Bidder is a corporation, the Proposal should have the corporate seal affixed and include the name of the State in which it was incorporated. If the Bidder is a foreign corporation or other state-chartered business entity and is the successful Bidder, the Bidder will be required to submit evidence prior to the execution of the Contract, if awarded, that the corporation or other state-chartered business entity is authorized to do business in the State of Georgia and the City. If the Bidder elects to use a fictitious name in its Proposal, a copy of the Bidder's fictitious name registration should be provided to City.

7. PROPOSAL GUARANTY

A Proposal Guaranty shall not be required for this Contract.

8. DELIVERY OF PROPOSALS

- 8.1 All Proposals shall be submitted in sealed envelopes marked on the outside according to the requirements stated in the RFP. Each Proposal shall consist of an executed copy of the Proposal Form, along with all other documents or information required to be submitted pursuant to the terms of the Proposal Documents (together, the "Proposal"). The documents comprising the Proposal must be completed and signed on the forms provided herein, or on exact reproductions thereof.
- 8.2 All Proposals shall be submitted pursuant to the terms outlined in these Instructions to Bidders. Any Proposals received after the time and date specified in the Request for Proposals for the opening of the Proposals will not be considered, but will be returned unopened.
- 8.3 Each Bidder's response to the Request for Proposals shall be at the sole cost and expense of the Bidder and such Bidder shall have no right or claim against the City for costs, damages, loss of profits, or to recover such costs, damages, or expenses in the event the City exercises its right to reject any or all Proposals or to cancel an award pursuant to a provision hereof for any reason.
- 8.4 Submission of a Proposal shall constitute authorization for the City and its representatives and agents to make such copies of the Proposal or portions thereof and to distribute such copies as may be necessary or desirable to carry out the City's objectives or requirements.

9. COMMUNICATIONS REGARDING EVALUATION OF PROPOSALS

To ensure the proper and fair evaluation of Proposals, the City prohibits any oral communication related to this contract and initiated by a Bidder or its agent to an employee of the City evaluating or considering the Proposal during the period of time following the opening of Proposals and prior to the time a decision has been made with respect to the Contract award. An employee or representative of the City who is not a member of the selection team may initiate communication with a Bidder in order to obtain information or clarification needed to develop a proper and accurate evaluation of the Proposal. Any communication initiated by Bidder during evaluation should be submitted in writing and delivered via e-mail to RNR@dunwoodyga.gov or facsimile to (678) 533-0797. Unauthorized communication by the Bidder shall disqualify the Bidder from consideration.

10. WITHDRAWAL OF PROPOSALS

No Proposal may be withdrawn after it is submitted unless the Bidder makes a request in writing and such request is confirmed as received prior to the time set for opening of Proposals. No Proposal may be withdrawn after the scheduled Proposal opening time for a period of one hundred eighty (180) days. Any Bidder withdrawing or attempting to withdraw its Proposal prior to the expiration of the one hundred eighty (180) day period shall be obligated to reimburse the City for all its costs incurred in connection with such withdrawal or attempted withdrawal including, without limitation, any increased costs for procuring the goods or services from another Bidder or all costs of advertising and re-procuring the goods or services, and all attorneys' fees, in addition to payment of City's other damages. A Bidder's submission of a Proposal shall be deemed the Bidder's acknowledgment of an agreement to the provisions of this Section.

11. DISQUALIFICATION OF BIDDERS

- 11.1 Any of the following causes may be considered as sufficient for the disqualification of a Bidder and the rejection of its Proposal:

- 11.1.1 **Submission of more than one Proposal for the same work, or participation in more than one Proposal for the same work as a partner or principal of the Bidder, by an individual, firm, partnership or corporation, under the same or different names, or by Bidders which are affiliates, either at the time of submittal, or at the time of award. This is not intended to prevent subcontractors or individual team members from negotiated with the primary Contractor to provide services. For purposes of this**

section, the term “affiliates” means firms, partnerships, corporations or other entities under common control;

11.1.2 Evidence of collusion between or among Bidders including, but not limited to, agreements not to compete for contracts with the City;

11.1.3 Evidence, in the opinion of the City, of Bidder(s) attempting to manipulate the Proposal pricing for its own benefit (e.g. pricing resulting in a failure of the City’s ability to enforce the Contract or impose the remedies intended following breach by Contractor);

11.1.4 Being in arrears on any of its existing contracts with the City or in litigation with the City or having defaulted on a previous contract with the City;

11.1.5 Poor, defective or otherwise unsatisfactory performance of work for the City or any other party on prior projects which, in the City's judgment and sole discretion, raises doubts as to Bidder's ability to properly perform the work; or

11.1.6 Any other cause which, in the City's judgment and sole discretion, is sufficient to justify disqualification of Bidder or the rejection of its Proposal.

11.1.7 Evidence of improper communication as described in section 9 above.

11.2 The City has adopted a policy, which addresses, among other things, the obligations of the City's employees with respect to interest in business entities, unauthorized compensation, and acceptance of gifts. Please be aware that any act by a Bidder that could cause a City employee to violate the policy is sufficient cause for the denial of the right of the Bidder to propose on any contract or sell any materials, supplies, equipment, or services to the City for a period of time that is determined by the City Manager.

12. REJECTION OF IRREGULAR PROPOSALS

A Proposal may be considered irregular and may be rejected if it is improperly executed, shows omissions, alterations of form, additions not called for, unauthorized conditions, or limitations, or unauthorized alternate Proposals, fails to include the proper Proposal Guaranty, Contract references, other certificates, affidavits, statements, or information required to be included with Proposals, including, but not limited to, the Bidder's prices, or contains other irregularities of any kind.

13. NOTICE OF INTENT TO AWARD CONTRACT

Unless all Proposals are rejected, a Notice of Intent to Award is anticipated to be provided within ninety (90) days from the opening of Proposals to the responsible and responsive Bidder submitting the Proposal deemed to be most advantageous to the City, price and other factors being considered. For all procurements, the City reserves the right to reject any or all Proposals and to cancel the procurement or to solicit new Proposals.

14. RESPONSIBILITY OF BIDDERS

14.1 City reserves the right, to aid it in determining a Bidder's responsibility, to require a Bidder to submit such evidence of Bidder's qualifications as the City may deem necessary, and may consider any evidence available to the City of the financial, technical, and other qualifications and abilities of a Bidder, including past performance (experience) with the City and others. The City shall be the final authority in the award of any and all Proposals.

14.2 All Bidders shall furnish the City with the company name, address, contact person, and telephone number of preferably three (3) entities (firms other than the City) for which they have supplied similar services as requested in this Proposal. The information should be submitted on the provided Contract References page with the knowledge that the City will use the data for reference purposes. The City does check all references and requires the Bidder to notify the reference, verify contract information, and obtain permission from the reference before completing the form.

14.3 For a Bidder to meet the minimum responsibility criteria for this Contract, the Bidder must provide verifiable evidence, through references or otherwise, that the Bidder is an individual, a firm, a corporation, or other entity that

has experience or is engaged in providing such services and, taking into account the activities of a related predecessor, affiliate, or principal of Bidder, has been actively engaged in such activity for at least three (3) years.

15. GUARANTY OF FAITHFUL PERFORMANCE

A Performance Bond shall not be required for this Contract.

16. POWER OF ATTORNEY AND COUNTERSIGNATURE

Not applicable.

17. EXECUTION OF CONTRACT

- 17.1 The Bidder to whom the Notice of Intent to Award is given shall, within ten (10) business days of the date of the Notice of Intent to Award, execute and/or deliver the following to the City: the Contract, a copy of the Bidder's valid business or occupational license, and all other documents and information required by the Contract Documents. All of the above documents and information must be furnished and the Contract Documents executed by Bidder, and delivered to the City, before the Contract will be executed by the City.
- 17.2 A Bidder's failure to timely fulfill its obligations under this section shall be just cause for withdrawal of such Notice of Intent to Award. In such case, a Notice of Intent to Award may then be issued to the next ranked Bidder or all Proposals may be rejected and the Contract re-advertised. In such event, the City shall be entitled to receive its damages and costs, including, but not limited to, its attorneys' fees caused by or in connection with a Bidder's failure to fulfill its obligations under this paragraph. A Bidder's liability for failing to timely fulfill the obligations stated in this paragraph shall be the same as for withdrawing its Proposal (see Section 10).
- 17.3 The Contract shall not be binding upon the City until it has been executed by the City and a copy of such fully executed Contract is delivered to the Contractor. The City reserves the right to cancel the award without liability to any Bidder at any time before the Contract has been fully executed by the City and delivered to the Contractor. Accordingly, the Contractor is hereby warned that it should not commence performance or incur costs or expenses in connection with the Contract obligations until it has been delivered a final, fully executed copy of the Contract.

18. GEORGIA SALES TAX

The City is a governmental agency and a political subdivision under Georgia law. Purchases by the City under this Contract are exempt from sales tax: A City tax-exempt number is not required for a municipality. No purchase made by any entity is qualified to be exempt other than those made directly by the City. The City's sales tax exemption does not apply to goods or services purchased or consumed by a Contractor for which the Contractor is deemed to be the ultimate consumer in connection with the fulfillment of its Contract obligations, and the City shall have no liability for such taxes.

19. SUBCONTRACTS

- 19.1 The Contractor's right to subcontract shall be governed by the provisions of Section 17 of the General Conditions.
- 19.2 Nothing contained in these Contract Documents shall be construed as creating any contractual relationship between any subcontractor and the City.
- 19.3 The Contractor shall be fully responsible to the City for the acts and omissions of a subcontractor and of persons employed by said subcontractor to the same extent that the Contractor is liable to the City for acts and omissions of persons directly employed by it.

20. FAMILIARITY WITH LAWS

All Bidders and the Contractor are presumed to be familiar with and shall observe all Federal, State and local laws, ordinances, codes, rules and regulations, including, without limitation, the City's rules and regulations, that may in any way affect work herein specified. Ignorance on the part of the Contractor shall in no way relieve Contractor from any such responsibility or liability. Contractor's compliance with requirements of O.C.G.A. 13-10-91 and Rule 300-10-1-.02 will be attested.

21. SECURITY

The successful Bidder will be required to comply with all applicable standards of the City relating to security, which may be in effect or changed from time to time.

22. MINORITY AND WOMEN BUSINESS ENTERPRISE ("MWBE") PARTICIPATION

An MWBE participation goal has not been established for this Contract. Such participation is encouraged, but will not be considered during the evaluation process for award of this Contract.

23. LOCAL DEVELOPING BUSINESS ("LDB") PARTICIPATION

An LDB participation goal has not been established for this Contract. Such participation is encouraged, but will not be considered during the evaluation process for award of this Contract.

24. INSURANCE

The Bidder to whom the Notice of Intent to Award is given shall provide a signed Certificate of Insurance. The Certificate of Insurance shall evidence the insurance coverage required by the City pursuant to Section 14.7 of the General Conditions and shall be filed with the City within ten (10) business days of the date of the Notice of Intent to Award. The Certificate of Insurance must contain a provision that the coverage provided under the policies will not be cancelled or modified or the limits thereunder decreased unless at least thirty (30) days prior written notice has been given to the City.

25. PROPOSAL ERRORS

In the case of a Bidder's error in the extension or addition of Proposal prices, the unit prices will govern. Proposals having erasures or corrections should be initialed in ink.

26. COMPLIANCE WITH OCCUPATIONAL SAFETY AND HEALTH ACT

The Bidder certifies that all materials, equipment, chemicals, etc. contained in its Proposal or otherwise to be provided or used by the Bidder in its performance of the Contract work, and including any replacements or substitutions therefore, shall meet all EPA and OSHA requirements.

27. PERFORMANCE STANDARD

The standards by which the Contractor's performance will be evaluated are set forth in the General Conditions and Scope of Work. The successful Bidder's failure to meet these standards, after receipt of written notice to correct such deficiencies, may in addition to the City's other remedies, in the City's sole discretion, result in a termination of the Contract for cause pursuant to the termination provisions of the General Conditions. Performance indicators shall be mutually agreed upon between the identified Contractor for selected service area and the City no later than October 15, 2011. The Contractor shall commence tracking relevant metrics in January 2012.

28. NO PROPOSALS

In the event a potential Bidder elects not to submit a Proposal, such potential Bidder is nonetheless requested to respond by advising the City of the reason for not submitting a Proposal.

29. PUBLIC RECORDS/PUBLIC MEETINGS

Please be aware that all meetings of the City's Council are duly noticed public meetings and all documents submitted to the City as a part of or in connection with a Proposal may constitute public records under Georgia law regardless of any person's claim that proprietary or trade secret information is contained therein. By submission to the City, Bidders waive any declaration that their entire response to be proprietary information. Proposals and all related correspondence are subject to the Georgia Open Records Act and may be provided to anyone properly requesting same, after contract award. The City cannot protect proprietary data submitted in vendor proposals unless provided for under the open records law. In the event, the Bidder deems certain information to be exempt from the disclosure requirements, the proposal must specify what content is considered exempt and cite the applicable provision of the law to support that assessment. In the event such information is requested under the open records law, the Bidder's assessment will be examined by the City Attorney who will make a determination. The decision to withhold or release the information will be at the City's sole discretion.

* * * * * END OF INSTRUCTIONS TO BIDDERS * * * * *

Appendix A - No Response to Request for Proposals

If your company is unable to submit a Proposal at this time, please provide the information requested in the space provided below and return to:

Chris Pike, Director of Finance
CONFIDENTIAL – RFP 11-02
City of Dunwoody
41 Perimeter Center East, Suite 250
Dunwoody, GA 30346

Our company's reason for not submitting a Proposal is:

Company Name

By: _____

Its: _____

Name & Title, Typed or Printed

Appendix B - General Conditions

1. SCOPE OF WORK

The Contract will be to provide to the City in accordance with the Contract Documents. All work shall be performed in accordance with the Scope of Work attached hereto.

2. REGULATIONS

- 2.1 The Contractor shall comply with all applicable federal, state, and local laws, ordinances, rules, and regulations pertaining to the performance of the work specified herein.
- 2.2 The Contractor shall obtain all permits, licenses and certificates, or any such approvals of plans or specifications as may be required by Federal, State and local laws, ordinances, rules and regulations, for the proper execution of the work specified herein.
- 2.3 During the performance of this Contract, the Contractor shall keep current and, if requested by the City, provide copies of any and all licenses, registrations, or permits required by applicable governing agencies. The Contractor shall keep a copy of any and all licenses, registrations, and permits on the job site while performing the Contract work.

3. WORK HOURS

- 3.1 The Contractor shall normally perform on-site work during Standard Work Hours, which currently are between 8:00 a.m. and 5:00 p.m., Monday through Friday, excluding City's observed holidays. The City may require the Contractor to perform work on the city's premises during Non-standard Work Hours, which are outside the Standard Work Hours. Non-standard Work Hours may be arranged with prior approval of the City. The Contractor shall advise the City no less than 48 hours in advance of its projected work schedule. The Contractor shall perform no work during City observed holidays without the prior written permission of the City.
- 3.2 In the event an emergency condition is declared by the City Manager or Finance Director or their respective designees, the Contractor will perform work during such hours as requested by the City.
- 3.3 Work can be performed away from the City's premises, but in all cases, such work must be maintained and documented on the City's servers (shared drives accessed via a VPN, etc.)

4. CONTRACTOR'S PERSONNEL

- 4.1 The Contractor will abide by all State and Federal regulations on wages and hours of an employee dealing with the employment relationship between the Contractor and its subsidiaries or related parties and its employees, including but not limited to the Federal National Labor Relations Act, the Federal Fair Labor Standards Act, the Federal Civil Rights Act of 1964, as amended, and the Americans with Disabilities Act.
- 4.2 The Contractor shall require all prospective employees to show proof of citizenship, or proof from the United States Immigration and Naturalization Service of valid entry permits and/or work permits for legal aliens and proof that such legal aliens are eligible to be employed in the United States. This includes any requirement for participation in the DHS e-Verify or SAVE program.
- 4.3 Should the Contractor engage employees who are illiterate in English, it will be the Contractor's responsibility and obligation to train such employees to be able to identify and understand all signs and notices in and/or around the areas that relate to them or the services being performed by them pursuant to this Contract. In addition, the Contractor will have someone in attendance at all times who can communicate instructions to said employee.
- 4.4 The Contractor shall maintain a drug-free workplace within the meaning of the Georgia Drug-free Workplace Act. No employee shall be hired by a Contractor for work on the City's premises prior to such employee having tested negative for drugs. In addition, existing employees of the Contractor must be subject to drug testing by the

Contractor upon reasonable suspicion of drug use. Results of all such drug tests are to be retained by the Contractor. Copies shall be provided to the City, if requested.

- 4.5 The Contractor shall transfer promptly from the City any employee or employees that the City advises are not satisfactory, and replace such personnel with employees satisfactory to the City; but in no event shall the City be responsible for monitoring or assessing the suitability of any employee or agent of the Contractor.
- 4.6 The Contractor's employees shall be instructed that no gratuities shall be solicited or accepted for any reason whatsoever from the tenants, customers or other persons at the City. The Contractor shall be responsible for ensuring that all articles found by its employees on the City's premises are turned over to the City or the City's designated agent in charge of such articles.
- 4.7 A valid driver license (Commercial Driver License, if applicable) will be required of all personnel operating motor vehicles or motorized equipment on roadways in or around the City.
- 4.8 While working on city property all Contractors' employees shall wear neat-appearing business casual attire or uniforms with the company name and/or logo and footwear of a style that complies with all legal and safety requirements, including and without limitation, the requirements of OSHA.
- 4.9 Designation of Project Manager - The Contractor shall designate a Project Manager acceptable to the City for all purposes related to this Contract.
 - 4.9.1 The Project Manager shall be fully responsible for the Contractor meeting all of its obligations under this Contract. The Project Manager shall provide the City with an appropriate status report on the progress of the project every week, as well as conduct weekly team status review calls or meeting with the City's CAR during the Contract term, the day to be mutually determined as part of the Project Plan. This report may be delivered by facsimile, e-mail, U.S. postal service, or private carrier, provided it is delivered in a timely manner.
 - 4.9.2 The Project Manager shall be available, as reasonably required, to be on-site during necessary times. Such times shall be discussed between the Project Manager and the City, but the final required times will be at the City's discretion.
 - 4.9.3 In the event that the designated Project Manager terminates employment with the Contractor, or is requested by the City to be removed from the role of Project Manager (as provided in Section 4.5), the position shall be assumed by an individual with equivalent qualifications, experience, and knowledge. Such replacement shall require the City's prior approval.
 - 4.9.4 The Contractor shall not replace the approved Project Manager without written approval of the City, which approval will not be unreasonably withheld.
- 4.10 The process by which the implementation partner requests the removal of a team member from the project. If a Contractor replaces a proposed team member, the Contractor shall replace that team member with a new team member of similar experience. The City reserves the right to accept or reject any proposed or replacement team member, with or without cause, at any time during the duration of the project.

5. ITEMS PROVIDED BY THE CITY

- 5.1 Work Location. The City of Dunwoody shall provide a work location for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' work locations.
- 5.2 Uninterruptible Power Supply (UPS). The City of Dunwoody shall provide a power supply for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' power supplies.
- 5.3 Printers. The City of Dunwoody shall provide a common-use (shared) printers for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other

project team members' printers or printers for employees not using the common-use printers except when determined by the City a private printer should be provided.

- 5.4 Office Space. The City of Dunwoody shall provide office space for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' office spaces.
- 5.5 Utility Services. The City of Dunwoody shall provide utility services for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' utility services.
- 5.6 Employee Parking. The City of Dunwoody shall provide employee parking for all full-time office-based employees proposed under this contract as well as other team members working at a City Work Locations. It shall be the sole responsibility of the Contractor to provide for other project team members' parking including, but not limited to full-time employees traveling outside the City.
- 5.7 Vehicles. On January 1, 2012, the City will own all vehicles currently used by Contractors performing the current Public Works and Community Development contracts. The City intends to transfer all vehicles to the Contractor(s) awarded the new contracts commencing January 1, 2012. All costs associated with the title transfer, maintenance and repairs shall be the responsibility of the Contractor. Vehicles associated with each respective service area can be found in Appendix F. As a minimum standard, Contractor shall maintain vehicles in a manner acceptable to the City. Vehicles shall be free of any major defects. Paints, body, and interior shall have only minor (if any) blemishes, and there shall be no major mechanical problems. There shall be little or no rust on the vehicles. Engine compartment shall remain clean, with no fluid leaks. Tires shall match and maintain substantial available tread wear. Vehicles must have a clean title history. Vehicles must pass all required emissions tests. Vehicles shall not have any unsubstantiated mileage at any time. Vehicles shall be replaced at the Contractors expense at any time the vehicle does not meet the City's standard, no less often than when the age of the vehicle reaches six years or 150,000 miles. Replacement vehicles' ownership reverts to the City at the conclusion of the contract. Contractor allows the City to utilize the vehicles when not in use by the Contractor.

6. TOOLS AND EQUIPMENT

The City shall also supply furniture, fixtures, and equipment for all city offices and full-time office-based contractor employees.

7. PERFORMANCE REQUIREMENTS

- 7.1 The Contractor shall perform all of its obligations and functions under the Contract in accordance with the Contract provisions, industry standards, and any manufacturers' specifications. The Contractor shall adjust and coordinate its activities to the needs and requirements of the City and perform its activities so as not to annoy, disturb, endanger, unreasonably interfere with, or delay the operations or activities of the City.
- 7.2 The Contractor's personnel shall perform work in a neat and professional manner as directed by the City Manager, and in compliance with all Federal, State, and City of Dunwoody regulations and OSHA rules and regulations shall be followed at all times.
- 7.3 Dates for commencement and completion of work shall be coordinated with the City's Authorized Representative (CAR).
- 7.4 Any work required beyond that which is specified herein, shall be reported in advance to the City. At no time shall work beyond the scope be performed without prior written authorization from the City.
- 7.5 The Contractor shall utilize maximum safety precautions. Tools and equipment will be in a good state of repair, safe to use, and be used in the manner in which they were intended. The Contractor is required to inform all workers and concerned persons of the Material Safety Data on all products being utilized on this project. No materials or equipment will be left unattended or stored on the project site at any time.

- 7.6 Any and all materials generated for or received for this project are property of the City and shall be given to the City as soon as reasonable possible. Electronic delivery of all documentation is generally acceptable provided it is received in its original format. Only the City's CAR will provide for exceptions to this provision. The City's CAR will designate a person to collect these materials.

8. CONFIDENTIAL INFORMATION

- 8.1 In the course of performing the Contract work, the Contractor may gain access to security-sensitive and other sensitive information of the City.
- 8.2 The Contractor agrees to hold all City data and information in confidence and to make such information known only to its employees and subcontractors who have a legitimate need to know such information and only after advising such persons of the Contractor's non-disclosure obligations.
- 8.3 The Contractor shall seek the City's prior written consent before using for any purpose other than the fulfillment of the Contractor's obligations hereunder, or before releasing, disclosing, or otherwise making such information available to any other person.
- 8.4 The Contractor shall employ such practices and take such actions to protect the City's information from unauthorized use or disclosure as the Contractor employs and takes to protect its own information, but in no event shall the Contractor use less than reasonable efforts to protect the City's information.
- 8.5 The provisions of this Section shall survive the expiration or earlier termination of the Contract.

9. USE OF PREMISES

During the progress of the work specified herein, the Contractor shall keep the premises free from accumulation of waste materials, and other debris resulting from the work. At the completion of each work day, the Contractor shall remove daily all waste materials and debris from, and about the premises as well as unnecessary tools, equipment, machinery and surplus material, and leave the site clean and ready for occupancy by the City.

10. SAFETY AND PROTECTION

The Contractor shall be solely and completely responsible for initiating, maintaining, and supervising all safety precautions and programs in connection with the work. The Contractor shall take all necessary precautions for the safety of, and shall provide the necessary protection to prevent damage, injury, or loss to all employees on the work site and other persons including, but not limited to, the general public who may be affected thereby.

11. COMPENSATION - INVOICE AND PAYMENT FOR SERVICES

- 11.1 The City shall pay the Contractor, subject to any authorized deductions, the applicable prices set forth for each service authorized by the City, and actually delivered or performed, as the case may be, by the Contractor to the satisfaction and acceptance, as appropriate, of the City. The timing of such payments shall be as set forth below in this Section.
- 11.2 The City shall pay the Contractor the price as set forth within 30 days after completion of the services, or 30 days after the City's receipt of the invoice, whichever is later. Invoices shall not be submitted more frequently than monthly at the conclusion of each month's performance as set forth in this contract. The Contractor shall invoice the City for the implementation services that were completed and accepted under the Contract, accompanied by such supporting documentation and other backup material as the City may reasonably require.
- 11.3 The Contractor shall invoice with such supporting documentation and other backup material as the City may reasonably require.
- 11.4 The Contractor shall deliver to the City for approval and acceptance, and before eligible for final payment of any amounts due, all documents and material prepared by the Contractor for the City under this Contract.

- 11.5 The City shall pay the undisputed amount of the Contractor's invoice, as it may be reduced to reflect unsubstantiated or unsatisfactory services. Items in dispute shall be paid upon the resolution of the dispute. No verification or payment of any amounts invoiced shall preclude the City from recovering any money paid in excess of that due under the terms of this Contract.
- 11.6 The Contractor shall be obligated to pay promptly all proper charges and costs incurred by the Contractor for labor and materials used for the work performed hereunder. The City shall have the right, but not the obligation, to pay directly to third parties (including subcontractors) all past due amounts owed by the Contractor to third parties for labor and materials used for the work hereunder, based on invoices submitted by such third party, and all such amounts paid by the City shall be applied toward, and shall reduce, amounts owed to Contractor hereunder.
- 11.7 The Contractor shall submit all invoices to: City of Dunwoody, GA, Accounts Payable, 41 Perimeter Center East, Suite 250, Dunwoody, GA 30346.

12. COMPLIANCE WITH LAWS AND REGULATIONS

- 12.1 The Contractor shall perform its obligations and functions hereunder in compliance with the applicable laws of the United States, the State of Georgia, DeKalb County, the City of Dunwoody, any applicable rules, regulations, or directives of any agency thereof, and the applicable regulations of the City. OSHA rules and regulations shall be followed at all times. The City shall have the right (but not the obligation) to contest or challenge by any means whatsoever any law, regulation, rule or directive which in any way affects or otherwise impacts upon the Contractor's performance of its obligations and functions hereunder; the Contractor shall cooperate to the fullest extent and take whatever action (including becoming a party in any litigation) the City should reasonably request in connection with any such challenge or contest by the City.
- 12.2 The Contractor shall obtain and keep current all licenses, permits and authorizations, whether municipal, county, state, or federal, required for the performance of its obligations and functions hereunder and shall pay promptly when due all fees therefore.
- 12.3 The Contractor shall abide by all applicable state and federal regulations pertaining to wages and hours of an employee; including but not limited to the Contractor's compliance with requirements of O.C.G.A. 13-10-91 and Rule 300-10-1-.02.

13. CONTRACTOR'S LIABILITY

The Contractor shall be responsible for the prompt payment of any fines imposed on the City or the Contractor by any other federal, state or local governmental agency as a result of the Contractor's, or its subcontractor's (or the officers', directors', employees' or agents' of either), failure to comply with the requirements of any law or any governmental agency rule, regulation, order or permit. The liability of the Contractor under this Section 13 is in addition to and in no way a limitation upon any other liabilities and responsibilities which may be imposed by applicable law or by the indemnification provisions of Section 14 hereof, and such liability shall survive the expiration or earlier termination of this Contract.

14. INDEMNIFICATION AND INSURANCE

- 14.1 The Contractor shall indemnify, defend and hold completely harmless the City, and the members (including, without limitation, members of the City's Council, and members of the citizens' advisory committees of each), officers, employees and agents of each, from and against any and all liabilities (including statutory liability and liability under Workers' Compensation Laws), losses, suits, claims, demands, judgments, fines, damages, costs and expenses (including all costs for investigation and defense thereof, including, but not limited to, court costs, paralegal and expert fees and reasonable attorneys' fees) which may be incurred by, charged to or recovered from any of the foregoing by (i) reason or on account of damage to or destruction or loss of any property of the City, or any property of, injury to or death of any person resulting from or arising out of or in connection with the performance of this Contract, or the acts or omissions of the Contractor's directors, officers, agents, employees, subcontractors, licensees or invitees, regardless of where the damage, destruction, injury or death occurred, unless such liability, loss, suit, claim, demand, judgment, fine, damage, cost or expense was proximately caused solely by the City's negligence or by the joint negligence of the City and any person other than the Contractor or the

Contractor's directors, officers, agents, employees, subcontractors, licensees, or invitees, or (ii) arising out of or in connection with the failure of the Contractor to keep, observe or perform any of the covenants or agreements in this Contract which are required to be kept, observed or performed by the Contractor, or (iii) arising out of or in connection with any claim, suit, assessment or judgment prohibited by Section 14.4 below by or in favor of any person described in Section 14.5 below, or (iv) arising out of or in connection with any action by Contractor or its directors, officers, agents, employees, subcontractors, licensees or invitees. The City agrees to give the Contractor reasonable notice of any suit or claim for which indemnification will be sought hereunder, to allow the Contractor or its insurer to compromise and defend the same to the extent of its interests, and to reasonably cooperate with the defense of any such suit or claim. In carrying out its obligations under this section, the Contractor shall engage counsel reasonably acceptable to the City. In any suit, action, proceeding, claim or demand brought in respect of which the City may pursue indemnity, the City shall have the right to retain its own counsel, but the fees and expenses of such counsel shall be at the expense of the City unless (1) the Contractor and the City shall have mutually agreed to the contrary, (2) the Contractor has failed within a reasonable time to retain counsel reasonably satisfactory to the City, or (3) the City and the Contractor are both named parties in any such proceeding and, in the sole judgment of the City, representation of both the City and the Contractor by the same counsel would be inappropriate due to actual or potential differing interests between them. The indemnification provisions of this Section 14 shall survive the expiration or earlier termination of this Contract with respect to any acts or omissions occurring during the term of the Contract.

- 14.2 In addition to indemnification provisions stated above, if the City's use of any service, software, firmware, programming, or other item provided by or on behalf of the Contractor is enjoined due to infringement of another person or entity's intellectual property rights, the Contractor shall promptly, at its sole cost and expense, modify the infringing item so that it no longer infringes, procure for the City the legal right to continue using the infringing item, or procure for the City a non-infringing item, or procure for the City a non-infringing replacement item having equal or greater functional capabilities as the infringing item.
- 14.3 The Contractor shall assume all responsibility for loss caused by neglect or violation of any state, federal, municipal or agency law, rule, regulation or order. The Contractor shall give to the proper authorities all required notices relating to its performance, obtain all official permits and licenses, and pay all proper fees and taxes. It shall promptly undertake proper monetary restitution with respect to any injury that may occur to any building, structure, or utility in consequence of its work. The Contractor will notify the City in writing of any claim made or suit instituted against the Contractor because of its activities in performance of the Contract.
- 14.4 No recourse under or upon any obligation, covenant or agreement contained in this Contract, or any other agreement or document pertaining to the work or services of the Contractor hereunder, as such may from time to time be altered or amended in accordance with the provisions hereof, or any judgment obtained against the City, or by the enforcement of any assessment or by any legal or equitable proceeding by virtue of any statute or otherwise, under or independent of this Contract, shall be had against any member (including, without limitation, members of the City's Council, or members of the citizens advisory committees of each), any officer, employee or agent, as such, past, present, or future of the City, either directly or through the City or otherwise for any claim arising out of or in connection with this Contract or the work or services conducted pursuant to it, or for any sum that may be due and unpaid by the City. Any and all personal liability of every nature, whether at common law or in equity, or by statute or by constitution or otherwise, of any such member, officer, employee, or agent, as such, to respond by reason of any act or omission on his or her part or otherwise for any claim arising out of or in connection with this Contract or the work or services conducted pursuant to it, or for the payment for or to the City, or any receiver therefore or otherwise, of any sum that may remain due and unpaid by the City, is expressly waived and released as a condition of and in consideration of the execution of this Contract and the promises made to the Contractor pursuant to this Contract.
- 14.5 In any and all claims against the City, or any of their officers, members, agents, servants or employees, by any employee of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation of the Contractor under this Section 14 shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefit payable by or for the Contractor or any subcontractor under Workers' Compensation Acts, disability benefit acts or other employee benefit acts.
- 14.6 No provisions of Section 14 herein shall be construed to negate, abridge, or otherwise reduce any other right of indemnity that the City may have as to any party or person described therein.

14.7 Insurance

14.7.1 General Liability and Automobile Liability. The Contractor shall purchase and maintain in force during the term of the Contract, at its own cost and expense, to protect the Contractor, the City, and the members (including, without limitation, all members of the governing City's Council and the citizens' advisory committees of each), officers, agents, and employees of each, from and against any and all liabilities arising out of or in connection with the Contractor's performance of the Contract work:

(1) Commercial General Liability Insurance with coverage of not less than ONE MILLION DOLLARS (\$1,000,000.00) combined single limit per occurrence, and with contractual liability coverage for Contractor's covenants to and indemnification of the City under the Contract, and

(2) Automobile Liability Insurance with policy limits of not less than ONE MILLION DOLLARS (\$1,000,000.00) combined single limit per accident or occurrence covering each motor vehicle operated on City property.

14.7.1.1 Self-Insured Retention. Contractor's commercial general liability insurance policies shall not be subject to a self-insured retention exceeding \$10,000, if the value of the Contract is less than \$1,000,000, and not be subject to a self-insured retention exceeding \$100,000, if the Contract is \$1,000,000 or more, unless approved by the City Manager. Contractor's automobile liability insurance policies shall not be subject to a self-insured retention exceeding \$10,000, unless approved by the City Manager.

14.7.1.2 Additional Insured Endorsement. Contractor agrees and shall cause the City their members (including, without limitation, members of the City's Council and members of the citizens' advisory committees of each), officers, employees, and agents to be named as additional insured's under such policy or policies of commercial general and automobile liability insurance.

14.7.2 Workers' Compensation and Employer's Liability. If Contractor has any employee working on City property, Contractor shall procure and maintain in force during the term of the Contract (i) workers' compensation insurance, and (ii) employer's liability insurance. The policy limits of the Contractor's employer's liability insurance shall not be less than \$100,000 for "each accident," \$500,000 for "disease policy limit," and \$100,000 for "disease each employee." If the Contractor is self-insured, the Contractor shall provide proof of self-insurance and authorization to self-insure as required by applicable state laws and regulations.

14.7.3 Professional Liability Insurance. The Contractor shall purchase and maintain in force during the term of the Contract, Professional Liability insurance which will pay for damages arising out of errors or omissions in the rendering, or failure to render professional services under the Contract in the amount of at least ONE MILLION DOLLARS (\$1,000,000.00) per claim. Such insurance must contain nose and tail coverage to include work performed by the Contractor from the project's inception date and until such time as the Statue of Limitations has run for the work done on the project.

14.7.4 Health Insurance. Not applicable.

14.7.5 Garage Liability Insurance. Not applicable.

14.7.6 Garage Keeper's Legal Liability Insurance. Not applicable.

14.7.7 Crime Coverage. Not applicable.

14.7.8 Pollution Liability Insurance. Not applicable.

14.7.9 Deductibles. The Contractor's policies of insurance required by this Section 14.7 may require the Contractor's payment of a deductible, provided the Contractor's insurer is required to pay claims

from the first dollar at 100% of the claim value without any requirement that the Contractor pay the deductible prior to its insurer's payment of the claim.

- 14.7.10 Other Insurance Requirements. All insurance policies required by this Section 14.7 shall provide that they are primary insurance with respect to any other valid insurance the City may possess, and that any other insurance the City does possess shall be considered excess insurance only. All such insurance shall be carried with a company or companies, which meet the requirements of Section 15.2 of these General Conditions, and said policies, shall be in a form satisfactory to the City. A properly completed and executed Certificate of Insurance on a form provided or approved by the City (such as a current ACORD certificate of insurance) evidencing the insurance coverage required by this Section shall be furnished to the City upon the Contractor's execution of the Contract. The Contractor shall provide the City with at least thirty (30) days' prior written notice of any adverse material change in the Contractor has required insurance coverage except that ten (10) days' notice of cancellation for non-payment is required. For purposes of this Section 5.7.10, an "adverse material change" shall mean any reduction in the limits of the insurer's liability, any reduction, non-renewal, or cancellation of any insurance coverage, or any increase in the Contractor's self-insured retention. Prior to the expiration of any such policy, the Contractor shall file with the City a certificate of insurance showing that such insurance coverage has been renewed. If the insurance coverage is canceled or reduced, the Contractor shall, within five (5) days after such cancellation or reduction in coverage, file with the City a certificate showing that the required insurance has been reinstated or provided through another insurance company or companies approved by the City. If the Contractor fails to obtain or have such insurance reinstated, the City may, if it so elects, and without waiving any other remedy it may have against the Contractor, immediately terminate this Contract upon written notice to the Contractor. The City Manager shall have the right to alter the monetary limits or coverage herein specified from time to time during the term of this Contract, and the Contractor shall comply with all reasonable requests of the City Manager with respect thereto.

15. SURETY BONDS/LETTERS OF CREDIT/LIABILITY INSURANCE

- 15.1 A surety Bond/Letter of Credit is not required for this Contract.
- 15.2 Liability Insurance Companies furnishing insurance coverage required by these General Conditions shall (a) be approved to issue insurance policies in the State of Georgia, and (b) must have no less than a "B+" Financial Rating and a Financial Size Category of "Class VI" or higher according to the most current edition of A.M. Best's Insurance Reports. If the liability insurer is rated by A.M. Best's Insurance Reports at an "A-" Financial Rating and a Financial Size Category of "Class VIII" or higher than the City Manager may waive the requirement for the insurer to be approved by the State of Georgia.

16. CONTRACT ADJUSTMENTS

- 16.1 Notwithstanding any provision herein to the contrary, the City reserves the right to modify at any time the nature, method, scope, frequency, or timing of the Contractor's obligations under this Contract (Contract Adjustments) in whatever manner it determines to be reasonably necessary for the proper completion of the Contractor's work hereunder. Both parties agree that, should any Contract Adjustments be made, the Contractor's compensation and the amount of the Performance Bond or Letter of Credit required, will be adjusted accordingly, in such amount or amounts as will be mutually agreed to by means of good faith negotiation by the City and the Contractor and, to the extent possible, by reference to any unit costs already established in the Proposal. Without exception, all deletions to the scope of work will be set forth in a written Amendment to this Contract.
- 16.2 Notwithstanding the foregoing, the City shall have the right to terminate this Contract pursuant to the provisions of Section 18.2 herein should the Contractor and the City fail to reach agreement on the adjusted compensation, or the amount of the Performance Bond or Letter of Credit, within thirty (30) days after the date of the Contract Adjustment.
- 16.3 Notwithstanding the foregoing, there shall be no upward adjustment of the compensation on account of any Contract Adjustment made necessary or appropriate as a result of the mismanagement, improper act, or other

failure of the Contractor, its employees, agents, or its subcontractors to properly perform its obligations and functions under this Contract.

- 16.4 Upon the conclusion of the contract, the City may choose, at its sole discretion, to hire employees currently employed by the Contractor. The Contractor agrees to hold the employee harmless from any action resulting from a City-initiated transfer of employment to a City employee.

17. SUBCONTRACTORS

- 17.1 The Contractor shall perform all of its obligations and functions under this Contract by means of its own employees, or by a duly qualified subcontractor, which is approved in advance by the City. Such subcontractor, which is an affiliate, parent, or subsidiary company; or had principal owners, relatives, management, or employees common to the Contractor; or any other party that has the ability to significantly influence the management or daily business operations of the subcontractor must be disclosed in writing to the City Manager. Goods and services provided by subcontractors, which are reimbursed by the City must be bona fide arm's-lengths transactions. In the event a subcontractor is employed, the Contractor shall continuously monitor the subcontractor's performance, shall remain fully responsible to ensure that the subcontractor performs as required and itself perform or remedy any obligations or functions, which the subcontractor fails to perform properly. Nothing contained herein shall be construed to prevent the Contractor from using the services of a common carrier for delivering goods to the City.
- 17.2 This Contract shall be referred to and incorporated within any contractual arrangement between the Contractor and a subcontractor and, in such contractual arrangement; the subcontractor shall give its express written consent to the provisions of this Section 17. To the extent feasible, the provisions of this Contract shall apply to any such subcontractor in the same manner as they apply to the Contractor. However, such application shall neither make any subcontractor a party to this Contract, nor make such subcontractor a third party beneficiary hereof.
- 17.3 In the event that the Contractor employs a subcontractor, then the City may require that copies of invoices for all work (including invoices submitted to the Contractor for work performed by a subcontractor) shall be submitted to the City by the Contractor and the City shall pay all compensation to the Contractor. It shall be the sole responsibility of the Contractor to deal with a subcontractor with respect to the collecting and submission of invoices and the payment of compensation. In no event shall the City have any obligation or liability hereunder to any subcontractor, including, in particular, any obligations of payment.

18. DEFAULT AND TERMINATION

- 18.1 In the event that:
- 18.1.1 the Contractor shall repeatedly fail (defined for this purpose as at least three (3) failures within any consecutive twelve (12) month period) to keep, perform or observe any of the promises, covenants or agreements set forth in this Contract (provided that notice of the first two (2) failures shall have been given to the Contractor, but whether or not the Contractor shall have remedied any such failure); or
 - 18.1.2 the Contractor shall fail to keep, perform or observe any promise, covenant, or agreement set forth in this Contract, and such failure shall continue for a period of more than five (5) days after delivery to the Contractor of a written notice of such breach or default; or
 - 18.1.3 the Contractor's occupational or business license shall terminate or the Contractor shall fail to provide the City with any bond, letter of credit, or evidence of insurance as required by the Contract Documents, for any reason; or
 - 18.1.4 the Contractor fails for any reason to provide the City with an acceptable renewal or replacement bond or letter of credit within the time period specified by a provision of this Contract; or
 - 18.1.5 the Contractor shall become insolvent, or shall take the benefit of any present or future insolvency statute, or shall make a general assignment for the benefit of creditors, or file a voluntary petition in bankruptcy or a petition or answer seeking an arrangement for its reorganization, or the readjustment

of its indebtedness under the Federal Bankruptcy laws, or under any other law or statute of the United States or any State thereof, or shall consent to the appointment of a receiver, trustee or liquidator of all or substantially all of its property; or

18.1.6 the Contractor shall have a petition under any part of the Federal Bankruptcy laws, or an action under any present or future insolvency laws or statute filed against it, which petition is not dismissed within thirty (30) days after the filing thereof; or

18.1.7 there is any assignment by the Contractor of this Contract or any of the Contractor's rights and obligations hereunder for which the City has not consented in writing; or

18.1.8 the Contractor shall default on any other agreement entered into by and between Contractor and the City, then, in its discretion, the City shall have the right to terminate this Contract for default, which termination shall be effective upon delivery of written notice of such termination to the Contractor. In the event that the City terminates this Contract for default, or the Contractor abandons or wrongfully terminates the Contract, the Contractor shall be paid for compensation earned to the date of termination or abandonment (but the City shall have the right to reduce by off-set any amounts owed to the Contractor hereunder or under any other Contract or obligation by the amount of the City's damages and any amounts owed by the Contractor to the City), but the Contractor shall not be compensated for any profits earned or claimed after the receipt of the City's notice of termination by default or after abandonment or wrongful termination. The City's election to terminate or not to terminate this Contract in part or whole for the Contractor's default shall in no way be construed to limit the City's right to pursue and exercise any other right or remedy available to it pursuant to the terms of the Contract or otherwise provided by law or equity.

18.2 Notwithstanding anything else herein contained, the City may terminate this Contract in whole or in part at any time for its convenience by giving the Contractor thirty (30) days written notice. In that event, the Contractor shall proceed to complete any part of the work, as directed by the City, and shall settle all its claims and obligations under the Contract, as directed by the City. The Contractor shall be compensated by the City in accordance with the provisions hereof, including in particular Section 2 of these General Conditions, provided, however, that in no event shall Contractor be entitled to compensation for work not performed or for anticipatory profits. Contractor shall justify its claims, as requested by the City, with accurate records and data.

18.3 Bankruptcy and Liquidation - In the event the Contractor (1) makes an assignment for the benefit of creditors, or petition or apply to any tribunal for the appointment of a custodian, receiver, or trustee for all or a substantial part of its assets; (2) commences any proceeding under any bankruptcy, reorganization, arrangement, readjustment of debt, dissolution, or liquidation law or statute of any jurisdiction whether now or hereafter in effect; (3) has had any such petition or application filed or any such proceeding commenced against it in which an order for relief is entered or an adjudication or appointment is made, and which remains undismissed for a period of sixty (60) days or more; (4) takes any corporate action indicating its consent to, approval of, or acquiescence in any such petition, application, proceeding, or order for relief or the appointment of a custodian, receiver, or trustee for all or substantial part of its assets; or (5) permits any such custodianship, receivership, or trusteeship to continue undischarged for a period of sixty (60) days or more causing the Contractor or any third party, including, without limitation, a trustee in bankruptcy, to be empowered under state or federal law to reject this Contract or any agreement supplementary hereto, the City shall have the following rights:

(i) In the event of a rejection of this Contract or any agreement supplementary hereto, the City shall be permitted to retain and use any back-up or archival copies of the software licensed hereunder under this Agreement for the purpose of enabling it to mitigate damages caused to the City because of the rejection of this Contract. The City shall exert reasonable efforts to mitigate such damages by use of such back-up or archival copies.

(ii) In the event of rejection of this Contract or any agreement supplementary hereto, the City may elect to retain its rights under this Contract or any agreement supplementary hereto as provided in Section 365(n) of the Bankruptcy Code. Upon written request of the City to, as applicable, the Contractor or the bankruptcy trustee or receiver. The Contractor or such bankruptcy trustee or receiver shall not interfere with the rights of the City as licensee as provided in this Contract or in any agreement supplementary hereto to obtain the

Source Material(s) from the bankruptcy trustee and shall, if requested, cause a copy of such Source Material(s) to be available to the City.

(iii) In the event of rejection of this Contract or any agreement supplementary hereto, the City may elect to retain its rights under this Contract or any agreement supplementary hereto as provided in section 365(n) of the Bankruptcy Code without prejudice to any of its rights of setoff with respect to this Contract under the Bankruptcy Code or applicable non-bankruptcy law; or In the event of a rejection of this Contract or any agreement supplementary hereto, the City may retain its rights under this Contract or any agreement supplementary hereto as provided in section 365(n) of the Bankruptcy Code without prejudice to any of its rights under section 503(b) of the Bankruptcy Code.

19. CITY'S AUTHORIZED REPRESENTATIVE

During the term of this Contract, the City Manager or designee may from time to time designate an individual to serve as the City's Authorized Representative (CAR) and an Assistant CAR designated to serve in that capacity in the absence of the CAR, who shall have such authority to act on the City's behalf as the City Manager may from time to time actually delegate to such person, but in no event shall the CAR have authority to modify or terminate this Contract, or make final decisions with respect to amendments, time extensions, assignments, cost or payment adjustments or payment disputes.

20. ASSIGNMENT

Neither this Contract nor any of the Contractor's rights or obligations hereunder may be assigned by the Contractor without the City's prior written consent, which consent may be granted or withheld at the City's sole discretion. Any transfer of this Contract by merger, consolidation or liquidation (unless the stock of the Contractor is traded on a national stock exchange or in a generally recognized over the counter securities market) any change in ownership or power to vote a majority of the outstanding voting stock or ownership interests of the Contractor shall constitute an assignment of this Contract for purposes of this Section. In the event the Contractor assigns or subcontracts or attempts to assign or subcontract any right or obligation arising under this Contract without the City's prior written consent, the City shall be entitled to terminate this Contract pursuant to the provisions of Section 17 hereof.

21. NOTICES

- 21.1 Unless otherwise stated herein, all notices or other writings which the City is required or permitted to give to the Contractor may be hand delivered, mailed via U.S. Certified Mail, or sent next-day delivery by a nationally-recognized overnight delivery service to the Contractor's address set forth in the Proposal. Any such notice shall be deemed to have been delivered upon actual delivery, or one (1) day following submission to a nationally-recognized overnight delivery service for next day delivery to the Contractor, or three (3) days following submission to the Contractor by U.S. Certified Mail.
- 21.2 Unless otherwise stated herein, all notices or other writings, which the Contractor is required or permitted to give to the City, may be hand delivered to the City Manager and the City Attorney, mailed via U.S. Certified Mail, or sent next-day delivery by a nationally recognized overnight delivery service. Any such notice shall be deemed to have been delivered upon actual delivery, or one (1) day following submission to a nationally-recognized overnight delivery service for next day delivery to City, or three (3) days following submission to the City by U.S. Certified Mail. Any such notice shall be sent to:

City of Dunwoody, GA
ATTN: City Manager
41 Perimeter Center East, Suite 250
Dunwoody, GA 30346

With a copy sent to:

City of Dunwoody, GA
ATTN: City Attorney
41 Perimeter Center East, Suite 250
Dunwoody, GA 30346

21.3 Either party may change its notice address by written notice to the other given as provided in this section.

22. NONDISCRIMINATION

22.1 During the performance of this Contract, the Contractor, for itself, its assignees, and successors in interest agrees as follows:

22.1.1 Compliance with Regulations. The Contractor shall comply with the Laws and Regulations as they may be amended from time to time (hereafter referred to as the "Regulations"), which are herein incorporated by reference and made a part of this Contract.

22.1.2 Nondiscrimination. The Contractor, with regard to the work performed by it during the Contract, shall not discriminate on the grounds of race, color, or national origin in the selection and retention of any subcontractor, including procurement of materials and leases of equipment. The Contractor shall not participate either directly or indirectly in the discrimination prohibited by the Regulations.

22.1.3 Solicitations for Subcontracts, Including Procurement of Materials and Equipment. In all solicitations either by competitive proposing or negotiation made by the Contractor for work to be performed under a subcontract, including procurement of materials or leases of equipment, each potential subcontractor or supplier shall be notified by the Contractor of the Contractor's obligations under this Contract and the Regulations relative to nondiscrimination on the grounds of race, color or national origin.

22.1.4 Information and Reports. The Contractor shall provide all information and reports required by the Regulations or directives issued pursuant thereto and shall permit access to its books, records, accounts, other sources or information, and its facilities as may be determined by the City to be pertinent to ascertain compliance with such Regulations, orders, and instructions. Where any information required of the Contractor is in the exclusive possession of another who fails or refuses to furnish this information, the Contractor shall so certify to the City, as appropriate, and shall set forth what efforts it has made to obtain the information.

22.1.5 Sanctions for Noncompliance. In the event of the Contractor's noncompliance with the nondiscrimination provisions of this Contract, the City shall impose such Contract Sanctions as it may determine to be appropriate, including but not limited to:

22.1.5.1 Withholding of payments to the Contractor under the Contract until the Contractor complies, and/or

22.1.5.2 Cancellation, termination or suspension of the Contract, in whole or in part.

22.1.6 Incorporation of Provisions. The Contractor shall include the provisions of subsections 22.1.1 through 22.1.5 in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The Contractor shall take such action with respect to any subcontract or procurement as the City may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event the Contractor becomes involved in, or is threatened with, litigation with a subcontractor or supplier as a result of such direction, the Contractor may request the City to enter into such litigation to protect the interest of the City and, in addition, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

22.2 The Contractor assures the City that it will comply with the pertinent statutes, Executive Orders and such rules as are promulgated to assure that no person shall, on the grounds of race, creed, color, national origin, sex, age, marital status, or handicap be excluded from participating in any activity conducted with or benefiting from Federal assistance. This provision shall bind the Contractor from the period beginning with the initial solicitation through the completion of the Contract.

23. COPYING DOCUMENTS

The Contractor hereby grants the City and its agent's permission to copy and distribute any and all materials and documents contained in, comprising, or which are otherwise submitted to the City with or in connection with the Contractor's Proposal or which are contained in the Contract Documents (the "Submittals"). The permission granted by the Contractor shall be on behalf of the Contractor and any and all other parties who claim any rights to any of the materials or documents comprising the Submittals. Such permission specifically authorizes the City and its agents to make and distribute such copies of the Submittals or portions thereof as may be deemed necessary or appropriate by the City for its own internal purposes or for responding to requests for copies from any member of the public regardless of whether the request is specifically characterized as a public records request pursuant to Georgia Code. This provision shall survive the expiration or termination of the Contract.

24. GENERAL PROVISIONS

- 24.1 The Contract Documents consist of the Contract, the Proposal Forms, the Instructions to Bidders, Request for Proposals, all Addendum(s) issued prior to execution of this Contract, these General Conditions, and the Scope of Work. Together, these documents comprise the Contract and all the documents are fully a part of the Contract as if attached to the Contract or repeated therein. Precedence of the Contract Documents shall be as follows: (i) addendum(s) to the Contract Documents, (ii) the Contract, (iii) the General Conditions (iv) the Proposal Forms, (v) the Instructions to Bidders, (vi) the Scope of Work, and (vii) the Request.
- 24.2 This Contract represents the entire agreement between the parties in relation to the subject matter hereof and supersedes all prior agreements and understandings between such parties relating to such subject matter, and there are no contemporaneous written or oral agreements, terms or representations made by any party other than those contained herein. No verbal or written representations shall be relied upon outside the Contract terms and amendments. Without exception, all deletions or additions to the scope of work will be set forth in a written amendment to this Contract. No amendment, modification, or waiver of this Contract, or any part thereof, shall be valid or effective unless in writing signed by the party or parties sought to be bound or charged therewith; and no waiver of any breach or condition of this Contract shall be deemed to be a waiver of any other subsequent breach or condition, whether of a like or different nature.
- 24.3 The Contractor shall, during the term of this Contract, repair any damage caused to real or personal property of the City and/or its tenants, wherever situated, caused by the intentional, reckless, or negligent acts or omissions of the Contractor's officers, agents, or employees, and any subcontractors and their officers, agents, or employees, or, at the option of the City, the Contractor shall reimburse the City for the cost of repairs thereto and replacement thereof accomplished by or on behalf of the City.
- 24.4 The Contractor warrants to the City that no work performed or materials purchased pursuant to the Contract, whether by, from, or through the Contractor or a subcontractor, shall cause any claim, lien or encumbrance to be made against any property of the City, and the Contractor shall indemnify and save the City harmless from and against any and all losses, damages and costs, including attorneys' fees, with respect thereto. If any such claim, lien or encumbrance shall be filed, the Contractor shall, within thirty (30) days after notice of the filing thereof, cause the same to be discharged of record by payment, deposit, bond, order of a court of competent jurisdiction or otherwise. This provision shall survive the expiration or termination of the Contract.
- 24.5 The language of this Contract shall be construed according to its fair meaning, and not strictly for or against either the City or the Contractor. This Contract shall be deemed to be made, construed, and performed according to the laws of the State of Georgia. Any suit or proceeding initiated for the purpose of interpreting or enforcing any provision of this Contract or any matter in connection therewith shall be brought exclusively in a court of competent jurisdiction in DeKalb County, Georgia, and the Contractor waives any venue objection, including, but not limited to, any objection that a suit has been brought in an inconvenient forum. The Contractor agrees to submit to the jurisdiction of the Georgia courts and irrevocably agrees to acknowledge service of process when requested by the City
- 24.6 The section headings herein are for the convenience of the City and the Contractor, and are not to be used to construe the intent of this Contract or any part hereof, or to modify, amplify, or aid in the interpretation or construction of any of the provisions hereof.

- 24.7 The use of any gender herein shall include all genders, and the use of any number shall be construed as the singular or the plural, all as the context may require.
- 24.8 The delay or failure of the City at any time to insist upon a strict performance of any of the terms, conditions, and covenants herein shall not be deemed a waiver of that breach or any subsequent breach or default in the terms, conditions, or covenants of this Contract. The Contractor shall not be relieved of any obligation hereunder on account of its failure to perform by reason of any strike, lockout, or other labor disturbance.
- 24.9 If the City shall, without any fault, be made a party to any litigation commenced between the Contractor and a third party arising out of the Contractor's operations and activities at the premises, then the Contractor shall pay all costs and reasonable attorney's fees incurred by or imposed upon the City in connection with such litigation for all trial and appellate proceedings. The City shall give prompt notice to the Contractor of any claim or suit instituted against it by such third party. The provisions of this Section supplement and are not intended to be in lieu of the indemnification provisions of Section 5 hereof. The provisions of this Section shall survive the acceptance of the services and payment therefore, and the expiration or earlier termination of this Contract.
- 24.10 The City shall have the right to recover from the Contractor all of the City's costs and expenses incurred in enforcing the provisions of this Contract including, but not limited to, (1) the cost of administrative investigation and enforcement (including, without limitation, audit fees and costs, attorneys' fees) and (2) the cost of any trial, appellate or bankruptcy proceeding (including, without limitation, investigation costs, audit fees and costs, attorneys' fees, court costs, paralegal fees and expert witness fees). This provision shall survive the expiration or termination of the Contract.
- 24.11 The Contractor shall be required, during the term of the Contract, at no additional cost to the City, to take such reasonable security precautions with respect to its operations at City Hall as the City in its discretion may from time to time prescribe. The Contractor shall comply with all regulations, rules, and policies of any governmental authority, including the City, relating to security issues.
- 24.12 The City may, but shall not be obligated to, cure, at any time, upon five (5) days written notice to the Contractor (provided, however, that in any emergency situation the City shall be required to give only such notice as is reasonable in light of all the circumstances), any default by the Contractor under this Contract; whenever the City so cures a default by the Contractor, all costs and expenses incurred by the City in curing the default, including, but not limited to, reasonable attorneys' fees, shall be paid by the Contractor to the City on demand.
- 24.13 The Contractor and its subcontractors, if any, shall maintain complete and accurate books and records in accordance with generally accepted accounting principles, consistently applied, and shall be in a form reasonably acceptable to the City Manager or designee. The Contractor and its subcontractors shall account for all expenses of any nature related to transactions in connection with this Contract in a manner, which segregates in detail those transactions from other transactions of the Contractor and subcontractors and which support the amounts reported and/or invoiced to the City. At a minimum, the Contractor's and subcontractor's accounting for such expenses and transactions shall include such records in the form of electronic media compatible with or convertible to a format compatible with computers utilized by the City at its offices; a computer run hard copy; or legible microfilm or microfiche, together with access to the applicable reader. All such books and records and computerized accounting systems, shall upon reasonable notice from the City be made available in DeKalb County, Georgia, for inspection, examination, audit and copying by the City through and by its duly authorized representatives at any time for up to four (4) years after the year to which books and records pertain. Such inspection, examination, or audit may include, but is not limited to a review of the general input, processing, and output controls of information systems, using read only access, for all computerized applications used to record financial transactions and information. The Contractor and subcontractor shall freely lend its own assistance in a timely manner in making such inspection, examination, audit, or copying and, if such records are maintained in electronic and other machine readable format, shall provide the City and/or its representative such assistance as may be required to allow complete access to such records. The City Manager may require the Contractor and subcontractors to provide other records the City Manager, in his or her sole discretion, deems necessary to enable the City to perform an accurate inspection, examination or audit of expenses incurred in and transactions related to performance of this Contract. Such records shall be provided within thirty (30) days of request thereof. In the event that expenses incurred or reimbursed are found by such inspection, examination, or audit to have been overpaid, the Contractor and its subcontractors agree that such amounts shall be payable to the City. If, prior to the expiration of the above-stated four (4) year record retention period, any audit or investigation is commenced by

the City, or any claim is made or litigation commenced relating to this Contract by the City, the Contractor, or a third party, the Contractor shall continue to maintain all such records, and the City shall continue to have the right to inspect such records in the manner stated above, until the inspection, examination, audit, claim, or litigation is finally resolved (including the determination of any and all appeals or the expiration of time for an appeal). This provision shall survive the expiration or earlier termination of this Contract. In the event of any conflict between any provision of this Contract and generally accepted accounting principles or generally accepted auditing standards, the provisions of this Contract shall control even where this Contract references such provisions or standards. In particular, without limitation, the Contractor and subcontractors shall maintain all records required under this Contract to the full extent required hereunder, even if some or all such records would not be required under such generally accepted accounting principles or auditing standards. If as a result of an inspection, examination or audit, it is established that amounts are due from the Contractor to the City, the Contractor shall forthwith, upon written demand from the City, pay the City such amount, together with interest on the amount due at the rate of eighteen (18%) percent per annum, or if less, the maximum rate of interest allowed by law, from the date such additional amounts were overpaid by the City. Further if such inspection, examination or audit establishes that the Contractor has over billed such amounts for any Contract period by two (2%) percent or more, then the entire expense of such inspection, examination or audit shall be paid by the Contractor.

- 24.14 The City shall, in its discretion, be entitled to deduct from the compensation to which the Contractor is otherwise entitled hereunder, an amount equal to any liabilities of the Contractor to the City, which are then outstanding. In the event that additional work beyond the scope of this Contract is requested by the City Manager and it results in any extra charges to the City, the Contractor shall so advise the City in writing of the amount of the extra charges. The City is not required to pay any extra charges for additional work unless such work and the charges therefore have been approved in advance and have been confirmed in writing within twenty-four (24) hours by the City Manager, in his or her exclusive discretion.
- 24.15 The Contractor is an independent contractor and nothing contained herein shall be construed as making the Contractor an employee, agent, partner, or legal representative of the City for any purpose whatsoever. The Contractor acknowledges that it does not have any authority to incur any obligations or responsibilities on behalf of the City, and agrees not to hold itself out as having any such authority. Nothing contained in this Contract shall be construed to create a joint employer relationship between the City and the Contractor with respect to any employee of the Contractor or of its subcontractors.
- 24.16 The Contractor and subcontractors shall prepare and provide the City with all detailed reports as required under the Contract on a timely basis. The City reserves the right to modify the reporting procedures or the form and content of any report, as it deems necessary.
- 24.17 There are no third party beneficiaries to this Contract and nothing contained herein shall be construed to create such.
- 24.18 Time is of the essence for the performance of each of the Contractor's obligations under this Contract.
- 24.19 In computing any period of time established under this Contract, except as otherwise specified herein the word "days," when referring to a period of time that is ten (10) days or less means business days, and when referring to a period of time that is more than ten (10) days means calendar days. The day of the event, from which the designated period of time begins to run shall not be included. A business day is any day other than Saturday, Sunday, or Federal, State of Georgia or City holidays.
- 24.20 The Contractor agrees to perform all acts and execute all supplementary instruments or documents, which may be reasonably necessary to carry out or complete the transaction(s) contemplated by this Contract.
- 24.21 The City reserves the right to further develop, improve, repair and alter the facilities and all roadways, and parking areas, as it may reasonably see fit, free from any and all liability to the Contractor for loss of business or damages of any nature whatsoever to the Contractor occasioned during the making of such improvements, repairs, alterations and additions, including, but not limited to, any damages resulting from negligence of the City or its employees, agents or contractors.
- 24.22 The Contractor and the City hereby mutually waive any claim against each other and their respective members, officials, officers, agents and employees for damages (including damages for loss of anticipated profits) caused by any suit or proceedings brought by either of them or by any third party directly or indirectly attacking the validity

of this Contract or any part thereof, or any addendum or amendment hereto, or the manner in which this Contract was solicited, awarded or negotiated, or arising out of any judgment or award in any suit or proceeding declaring this Contract, or any addendum or amendment hereto, null, void or voidable or delaying the same, or any part thereof, from being carried out.

- 24.23 At the option of the Contractor, the products and/or services provided under the Contract resulting from this solicitation may be provided to other governmental agencies, including the State of Georgia, its agencies, political subdivisions, counties and cities under the same terms and conditions, including price, as such products and/or services are provided under this Contract. Each governmental agency allowed by the Contractor to purchase products and/or services in connection with this Contract shall do so independent of the City or any other governmental entity. Each agency shall be responsible for its own purchases and shall be liable only for goods and services ordered, received, and accepted by it. The City shall have no liability to the Contractor or any governmental agency resulting from the purchase by that agency of products and/or services from the Contractor in connection with this Contract.

* * * * * END OF GENERAL CONDITIONS * * * * *

Appendix C - Sample Affidavit Verifying Status for City Public Benefit Application

By executing this affidavit under oath, as an applicant for a City of Dunwoody, Georgia Business License or Occupation Tax Certificate, Alcohol License, Taxi Permit or other public benefit as referenced in O.C.G.A. Section 50-36-1, I am stating the following with respect to my application for a City of Dunwoody, Business License or Georgia Occupational Tax Certificate, Alcohol License, Taxi Permit or other public benefit (circle one) for _____.

[Name of natural person applying on behalf of individual, business, corporation, partnership, or other private entity]

1) _____ I am a United States citizen

OR

2) _____ I am a legal permanent resident 18 years of age or older or I am an otherwise qualified alien or non-immigrant under the Federal Immigration and Nationality Act 18 years of age or older and lawfully present in the United States.*

In making the above representation under oath, I understand that any person who knowingly and willfully makes a false, fictitious, or fraudulent statement or representation in an affidavit shall be guilty of a violation of Code Section 16-10-20 of the Official Code of Georgia.

Signature of Applicant: _____ Date _____

Printed Name:

SUBSCRIBED AND SWORN
BEFORE ME ON THIS THE
____ DAY OF _____, 2011

* _____
Alien Registration number for non-citizens

Notary Public
My Commission Expires:

*Note: O.C.G.A. § 50-36-1(e)(2) requires that aliens under the federal Immigration and Nationality Act, Title 8 U.S.C., as amended, provide their alien registration number. Because legal permanent residents are included in, the federal definition of “alien”, legal permanent residents must also provide their alien registration number. Qualified aliens that do not have an alien registration number may supply another identifying number below:

Appendix D - Information Technology Inventory

The following is an overview of the City of Dunwoody IT workloads (Table 1) as well as the list of servers running business applications (Table 2).

Table 1. IT Workloads

Workload Measures	2009 (Actual)	2010 (Actual)	2011 (Projected)
Workstations Supported	78	80	80
Enterprise Applications Supported	5	8	10
Servers Supported	18	22	22
VOIP Phones Supported	76	83	85
Cell phones/PDAs' Supported	0	0	0
Pubic Safety MDUs' Supported	36	41	45
Mobile Broadband Devices	40	42	48
Productivity Measures	2009 (Actual)	2010 (Actual)	2011 (Projected)
Service Requests Received	n/a	1044	800
Service Requests Completed	n/a	978	800
Certifications/Training Courses Completed	4	2	2
Enterprise Software Deployments	3	4	2
Laptops/Desktops Installed	78	2	45
Servers Deployed	18	4	4

Table 2. Servers and Applications

Model	Manufacturer	Operating System	Applications	Purchased	Notes
PowerEdge 1950	Dell Inc.	Windows Server 2008 STD	Symantec Backup Exec	2010	DPD Data Back Up Server
PowerEdge 2950	Dell Inc.	Windows Server 2008 STD	OSSI RMS, Microsoft SQL Server 2008, Crime Reports Publisher, IIS	2010	DPD Records Server
PowerEdge R300	Dell Inc.	Windows Server 2008 STD	FileZilla FTP Server, IIS, SIRE Pub Web Front End	2010	DPD Police Web Server
PowerEdge 1950	Dell Inc.	Windows Server 2008 STD	OSSI Message Switch	2010	DPD Message Server for MDTs
PowerEdge 2950	Dell Inc.	Windows Server 2008 STD	Peachtree Quantum 2009	2009	Retired Accounting Server
PowerEdge 2950	Dell Inc.	Windows Server 2008 STD	Active Directory, Blackberry Enterprise Server, Microsoft SQL Server 2005, IIS	2009	Domain Controller, BES Server
PowerEdge 2950	Dell Inc.	Windows Server 2008 STD	Exchange Server 2007, IIS	2009	E-Mail Server
PowerEdge 1950	Dell Inc.	Windows Server 2003 R2 STD	FileZilla FTP Server, Microsoft SQL Server 2005, NetMotion Mobility Console	2009	Virutal VPN Server - PD & Code
PowerEdge R710	Dell Inc.	Windows Server 2008 STD	Microsoft SQL Server 2008, SIRE Minutes Plus, SIRE Forms Administrator, SIRE Workflow Administrator, IIS	2011	SIRE Server
PowerVault 500	Dell Inc.	Windows Storage Server 2003 R2	Microsoft SQL Server 2005, MailArchiva Server, Data Protection Manager 2007, CommVault Simpana 9	2009	Mail Archive Server, Backup Server
System x3650 M2	IBM	Windows Server 2008 STD	Tyler InCode, Microsoft SQL Server 2005, Apache Tomcat 5.0, IIS	2010	Tyler Incode - Courts and Fin.
PowerEdge R300	Dell Inc.	Windows Server 2008 STD	Active Directory	2009	2008 Active Directory Server
PowerEdge R300	Dell Inc.	Windows Server 2008 STD	Fileshare	2009	2008 Active Directory Server
VMware Virtual Platform	VMware, Inc.	Windows Server 2003 Enterprise	ArcGIS Server	2010	CPL Support GIS Server
ProLiant ML150 G6	HP	Windows Server 2008 STD	SIRE Video Plus	2011	Video Encoder and Web Stream
VMWare Virtual Platform	VMware, Inc.	Windows Server 2008 STD	XmediasFAX	2010	Fax Server

Appendix E –Cost Table Page I

Submitted by _____

Bidders can submit proposals for provision of municipal services in one, multiple or all service areas. There will be no additional points awarded to firms bidding on more than one service area. The City will evaluate the qualifications of the Contractors to provide the requested services in each service area separately. However, the City recognizes that there are potential economies of scale and cost saving opportunities related to having one contractor providing work in more than one service area. In that spirit, the City encourages proposing firms to respond to more than one service area, as long as the responding firm possesses the required experience in all selected service areas and has the capacity to properly staff and manage the delivery of high quality services for the City.

Pricing may be, but is not required to be, included for each potential combination of service areas in addition to the individual service areas. For example, Bidder submitting a proposal for Parks and Recreation as well as Public Works may include a schedule for Parks and Recreation, a schedule for Public Works, and a schedule if awarded for both service areas. With seven service areas, this creates a potential for an excessive number of alternative pricing options. Accordingly, the City asks each Bidder to consider limiting the number of alternative schedules to the three most likely or most desirable combination of services in addition to the schedule(s) for individual service(s). Contractors may provide additional options, but they are not expected or required.

Throughout the term of the contract, changes to the scope of work may cause the need to include additional staffing to the contract. The Contract may be amended to include additional staffing requirements when the scope changes. The amount of the amendment will be actual costs to the Contractor plus a multiplier for overhead and profits. The City will negotiate with the Contractor to establish a reasonable multiplier if the services are requested.

Please provide the proposed costs for all applicable service areas. If your organization is not proposing for a specific service area, please indicate so by marking N/A in the corresponding row.

	Price by Year and Service Area				
Service Area	2012 ¹	2013 ¹	2014 ¹	2015 ¹	Total 2012 – 2015
Public Works					
Finance and Administrative Services					
Planning and Zoning					
Information Technology					
Building Permits and Inspections*					
Parks and Recreation					
Public Relations and Marketing					
Total					

*The City requests that all Bidders proposing for the Building Permits and Inspection services shall provide the City with an additional, alternative method of calculating the contract cost in lieu of the lump sum fee listed in the table above. (The City generated \$439,410 and \$559,356 for the first two fiscal periods of operation.) Please provide the proposed percentage of the building permits and inspection services revenue that the Bidder would invoice to recover the costs of service delivery for Building Permitting and Inspections: _____%

The city encourages Bidders proposing for the Building Permits and Inspection services to provide multiple methods of calculating contract costs. Alternate methods may include a percentage of fees collected and any hybrid approaches based partly on fixed fees, partly on percentage of fees and potentially caps on amounts invoiced if activity is above a specified threshold. You may provide a flat percentage above or attach an additional page to the cost proposal describing your pricing for a hybrid approach.

¹ City shall pay the Contractors in twelve payments for each month in accordance with the Contract's General Conditions (see Appendix B, section 11.2.)

Appendix E –Cost Table
Page III

Submitted by _____

Alternative Option One – Service Areas Included _____

Alternative Option Two – Service Areas Included _____

Alternative Option Three – Service Areas Included _____

	Alternative Pricing Options				
	2012 ¹	2013 ¹	2014 ¹	2015 ¹	2012 - 2015
Alternative Option One					
Alternative Option Two					
Alternative Option Three					

Contracts may present additional options but an additional option(s) is not expected or required. If submitted, please use the format provided.

¹ City shall pay the contractors in twelve payments for each month in accordance with the Contract’s General Conditions (see Appendix B, section 11.2.)

Representative Signature _____

Date _____

Printed Name and Title _____

Telephone Number _____

Fax Number _____

Email Address _____

Appendix F – Motor Vehicles Inventory

On January 1, 2012, the City will own all vehicles currently used by the Contractors performing the current Public Works and Community Development contracts. The City intends to transfer all vehicles to the Contractor(s) awarded the new contracts commencing January 1, 2012. Provided below is an inventory of the motor vehicles currently utilized by the City of Dunwoody, listing the make and model, the general condition, and the mileage for each specific vehicle.

User	Description	General Condition	Mileage
Community Development	2008 Ford F-150, V6 4.2L, Automatic with AC	Good	15334
Community Development	2008 Ford F-150, V6 4.2L, Automatic with AC	Good	11736
Community Development	2008 Ford F-150, V6 4.2L, Automatic with AC	Good	15610
Community Development	2008 Ford F-150, V6 4.2L, Automatic with AC	Good	33545
Public Works	2008 GMC Sierra 2500	Good	8000
Public Works	2008 GMC Sierra 2500	Good	4000