

MEMORANDUM

To: Mayor and City Council

From: Chris Pike, Finance Director

Date: May 26, 2015

Subject: **Vendor Selection for Finance & Administration Municipal Service Provider**

ITEM DESCRIPTION

To approve a contract with Severn Trent for the Finance & Administration Municipal Service Provider.

BACKGROUND

In December 2014, the mayor established a RFP evaluation team for the purposes of identifying firms that would be recommended to Council to provide the City with our municipal service providers when our current contracts expire at the end of 2015. The team consisted of Eric Linton, Billy Grogan, Sharon Lowery, Councilmember Riticher and Mayor Mike Davis. The RFP followed a similar format to the previous RFP in that seven service areas were identified; including Finance & Administration, Information Technology, Public Relations & Marketing, Public Works (including Stormwater), Parks, Planning & Zoning, and Permitting & Inspections.

The City received proposals from 3 firms for Finance & Administration. The evaluation team read and scored each proposal using the criteria listed in the RFP. Cost proposals were provided to the City in a separate envelope and were not considered in the initial evaluation. After proposals were scored, the pricing proposals were then opened, scored and added to the technical proposals. The team shortlisted all firms and interviewed each on April 21. The committee then recorded the updated scoring for those interviewed. Lastly, the City Manager and I negotiated final contract points with the top ranked firm.

ANALYSIS

Final scores for all firms are listed below with the commensurate final pricing. All cost figures reflect a five-year period covering 2016 through 2020.

Proposals Evaluation COMBINED SCORES	Total Score	Pricing
Severn Trent	424.27	\$5,501,973
JAT Consulting	412.45	\$6,832,510
Collaborative	402.41	\$5,608,649

The proposals received indicated a service delivery similar to current operations, in most cases. Accordingly, you should expect the same professional service levels received from the past. Overall, the 2016 pricing of the top ranked firm reflects a reduction of \$311,772 (23%) from the 2015 pricing.

ALTERNATIVE

At the request of Council and the evaluation team, analysis was completed to determine the cost savings associated with bringing the positions in-house for this service area. Review of all the positions for all three proposals was completed. Salaries contained in the proposals were fairly consistent with each other as well as the market. The burden and profit ratio of the recommended firm is 65%. A conservative estimate to staff internally would be 40%. The difference amounts to 25% or \$830,803 over the life of the contract. Should Council wish to realize this savings, you should reject staff's recommendation to award a contract and instead recommend no award of a contract to any firm.

RECOMMENDED ACTION

The evaluation team respectfully requests that Council award a contract to Severn Trent Environmental Services, Inc. to provide Finance & Administrative Municipal Services for years 2016 through 2019 with an optional award for the year 2020.

**MULTI-YEAR CONTRACT
SERVICE PROVIDER CONTRACT
RFP 15-06 MUNICIPAL SERVICE PROVIDER**

This **CONTRACT** made and entered into this 26TH day of May, 2015 by and between the City of Dunwoody, Georgia (Party of the First Part, hereinafter called the "City"), and, Severn Trent Environmental Services, Inc. (Party of the Second Part, hereinafter called the "Service Provider").

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:

The services to be performed under this Contract shall commence on January 1, 2016. The initial term of this Contract shall be through December 31, 2016. This Contract 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 Contract. This Contract may be automatically renewed on an annual basis for three additional twelve-month terms along with a fourth additional twelve-month term subject to Council approval, for a total lifetime Contract term of five years, upon the same terms and conditions, as provided for in this Contract, unless previously terminated. This Contract will terminate on December 31, 2020.

2. ATTACHMENTS:

Copies of the Service Provider's proposal, clarifications and modifications, including all drawings, specifications, price lists, Instructions to Bidders, General Conditions, Special Provisions, and Detailed Specifications submitted to the City during the Bid process (hereinafter collectively referred to as the "Bid ") 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, the City's contract documents shall control.

3. PERFORMANCE:

Service Provider 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.

4. PRICE:

As full compensation for the performance of this Contract, the City shall pay the Service Provider for the actual quantity of work performed. Bid amount shown on Exhibit A is the total obligation of the City pursuant to OCGA section 36-60-13 (a) (3). The fees for the work to be performed under this Contract shall be charged to the City in accordance with the rate schedule referenced in the Bid (Exhibit A). The City agrees to pay the Service Provider following receipt by the City of a detailed invoice, reflecting the actual work performed by the Service Provider.

5. INDEMNIFICATION AND HOLD HARMLESS:

Service Provider shall indemnify 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 in accordance with the terms contained in General Conditions Section 7.14 of the RFP.

6. TERMINATION FOR CAUSE:

The City may terminate this agreement for cause as outlined in General Conditions Section Section 7.18 of the RFP. 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 agreement for convenience as outlined in General Conditions Section Section 7.18 of the RFP.

8. 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 Service Provider 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.

9. CONTRACT NOT TO DISCRIMINATE:

During the performance of this Contract, the Service Provider 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 Service Provider 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 Service Provider 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 subservice provider, providing that the foregoing provisions shall not apply to contracts or subservice providers for standard commercial supplies of raw materials.

10. ASSIGNMENT:

The Service Provider 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 except in accordance with General Conditions Section 7.20 of the RFP.

11. 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.

12. 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.

13. 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.

14. 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.

15. TRAVEL COST REIMBURSEMENT

If travel cost reimbursement is to be a part of this contract then the vendor must comply with the City's Travel Policy.

(Signatures Next Page)

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

CITY OF DUNWOODY, GEORGIA

By: _____

Michael G. Davis, Mayor
City of Dunwoody, Georgia

ATTEST:

Signature

Print Name
City Clerk/ City of Dunwoody

APPROVED AS TO FORM:

Signature
City of Dunwoody Staff Attorney

SERVICE PROVIDER: _____

BY: _____
Signature

Print Name

Title

ATTEST:

Signature

Print Name
Corporate Secretary
(Seal)

CONTRACTOR AFFIDAVIT AND AGREEMENT

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. 13-10-91, stating affirmatively that the individual, firm, or corporation which is contracting with the City of Dunwoody has registered with and is participating in a federal work authorization program* [any of the electronic verification of work authorization programs operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603], in accordance with the applicability provisions and deadlines established in O.C.G.A 13-10-91.

The undersigned further agrees that, should it employ or contract with any subcontractor(s) in connection with the physical performance of services pursuant to this contract, contractor will secure from such subcontractor(s) similar verification of compliance with O.C.G.A 13-10-91 on the Subcontractor Affidavit provided in Rule 300-10-01-.08 or a substantially similar form. Contractor further agrees to maintain records of such compliance and provide a copy of each such verification to the City of Dunwoody at the time the subcontractor(s) is retained to perform such service.

E-Verify * User Identification Number

Company Name

BY: Authorized Officer or Agent Date
(Contractor Signature)

Title of Authorized Officer or Agent of Contractor

Printed Name of Authorized Officer or Agent

SUBSCRIBED AND SWORN
BEFORE ME ON THIS THE

_____ DAY OF _____, 20__

Notary Public

My Commission Expires:

* As of the effective date of O.C.G.A. 13-10-91, the applicable federal work authorization program is "E-Verify" operated by the U.S. Citizenship and Immigration Services Bureau of the U.S. Department of Homeland Security, in conjunction with the Social Security Administration (SSA)

Chris Pike

From: Koncar, Robert <Bob.Koncar@STServices.com>
Sent: Monday, April 27, 2015 10:49 AM
To: Chris Pike
Subject: Revised Cost Chart
Attachments: Copy of Cost Proposal 4 27 2015 Final (2).xlsx

Chris, attached is our revised cost model with the changes from the previous submission:

1. Profit margin reduced
2. Several salary items increased to reflect current market
3. External Cost has been revised downward overtime in recognition of the reduction in the need for external cost over time. Further, internal costs will be billed monthly on an actual hours spent by external support personnel.

In using the charts provided by the City we did have some difficulties in working with the charts.

Bob Koncar
 Regional General Manager
 Severn Trent Management Services
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Please note my new email and mailing addresses!

#14.

	2016	2017	2018	2019	2020	Total Contract
Total Annual Contract Amount	\$1,038,225	\$1,068,173	\$1,099,326	\$1,130,828	\$1,165,421	\$5,501,973

(RFP) 15-06 Finance & Administrative Services Procurement Technical Proposal



April 15, 2015

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**Severn Trent Services**

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www.severntrentms.com

April 15, 2015

Chris Pike
Director of Finance
City of Dunwoody
41 Perimeter Center East, Suite 250
Dunwoody, Georgia 30346

Re: Request for Proposals (RFP) 15-06
Finance and Administrative Services Procurement – Technical Proposal

Dear Mr. Pike:

Severn Trent Environmental Services, Inc. (Severn Trent) is pleased to present this proposal to provide the Finance and Administrative Services component of municipal government services to the City of Dunwoody. It is our goal to be a partner with the City of Dunwoody.

In response to the specific information requested in RFP 15-06 that be included in our Letter of Transmittal, provided below are direct responses to each item in the order they occur:

- Identify the submitting organization

The submitting organization is Severn Trent Environmental Services, Inc.

- Identify the name, title, telephone and fax number and an e-mail address of the contact person of the organization

The primary contact person is:

*Bob Koncar, Regional Manager
175 Hampton Point Drive, Suite 4
St. Augustine, Florida 32092
904-940-6044 (office) or 904-625-0593 (mobile)
Bob.Koncar@STServices.com
www.severntrentms.com*

- Indicate which of the seven (7) service area(s) the Bidder is responding

Severn Trent is presenting a proposal to provide the Finance and Administrative Services component of municipal government services to the City of Dunwoody

- 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

Severn Trent formally acknowledges that no proposal may be withdrawn for a period of 180 days after the time and date of the proposal opening (April 15, 2015).



Severn Trent brings the strength and expertise to grow with the City and establish a partnership that makes a difference. Our core business is the administration and management of municipalities similar to the City of Dunwoody. Severn Trent pioneered the concept of contract operations for local governments with the City of Weston, Florida. Weston was an idea that grew from the establishment of a single development district. From this idea, our experienced team of Severn Trent professionals conceptualized and designed a comprehensive plan for incorporation and successfully carried out the vision of an emerging community. Severn Trent provided all municipal services to the City of Weston for 29 years.

The City of Dunwoody has done a great job establishing a solid base to grow on. You are now faced with the next aggressive steps that will move the City forward and provide the ideal environment for residents to enjoy a fabulous lifestyle and businesses to thrive. Severn Trent will provide the expertise and experience to help the City meet these goals. You want the best and we are committed to bringing the best team, ideas, services and management to the City of Dunwoody. We look forward to working with you and are confident we bring the strength and expertise to meet and exceed your expectations.

We believe our company's Purpose Statement defines our commitment to the City:

*We endeavor always to deliver solutions that are right
for our customers and the environment.*

*We build long-term relationships by understanding and acting on our customer's
needs, delivering value and behaving with integrity in everything we do.*

As your partner, our goal will be to deliver solutions and be a value added team member as the City moves forward to address the long-term development of the City of Dunwoody. Severn Trent is not a staffing agency that simply provides personnel to operate municipal services, we are an organization that was founded as a multi-level service provider to local governments in the Southeast. This gives Severn Trent exceptional qualifications for the City of Dunwoody. Further Severn Trent utilizes a team approach and the on-site staff will be fully supported by the balance of the Severn Trent financial services team.

Severn Trent is a major service provider in the municipal market place. Our parent company is a \$3 billion publicly-traded company providing services to more than 4.2 million households and businesses. We stand behind our commitment and deliver on our promises.

We were selected in June of 2011 by the City of Sandy Springs to provide finance, revenue, administrative and purchasing services for their City. Our management services are based in Florida, where we currently serve over 70 communities. Several of our management staff are experienced City and County Managers and bring a wealth of knowledge related to the management and operations of municipalities. This sets us apart from many of our competitors, providing Severn Trent vital insight into the unique issues that cities face in their day-to-day operations. Finally, Severn Trent has projects located throughout the Southeast and across the country that can provide support and response to major issues that may be experienced by the City.

We understand the criticality of the transition process. Any time there is change, there can be apprehension and fear. It is our responsibility to ensure the transition process is seamless and



any apprehension and fear are dispelled. Bob Koncar and our Accounting Manager will serve as Transition Managers to keep the process on track and ensure success. We will develop a detailed plan that addresses and outlines each area of the transition. Meetings will be held with the different groups involved to ensure open communications and establish a clear process that will provide direction to all. The Transition Management Team will work very closely with the Finance Director to ensure every aspect of the implementation is handled with utmost care and in a seamless manner. Having transitioned municipal operations for over twenty years, with the most recent transition having taken place in June 2011 for the City of Sandy Springs, we are confident that we will provide the City with a smooth transition.

Training is a key to the success of any organization. Severn Trent supports the growth and development of our employees, providing compensation and reimbursement for certification classes and providing money for those who want to pursue a degreed program. Health and safety is critical and each employee is required to participate on a monthly basis in the ongoing health and safety training program. We encourage mentoring programs whereby experienced employees take new or struggling employees under their wing, working with them to promote growth and development. Each year, our performance review program requires each person be assigned a series of performance objectives for overall growth and development. Finally, each manager is tasked with building his succession plan that encourages the manager to target people within his organization as a possible replacement for his position. This process includes encouraging the employee to stretch and develop through new training courses, reaching for a higher goal.

Severn Trent encourages growth and development from within. When a new position is made available in the company, it is posted for our employees to review and potentially pursue. Our first objective in filling any position is looking within to determine whether qualified staff are available and interested in filling the position. It is our goal to constantly promote an excitement from within that growth is possible and if you want to expand your horizons the opportunity is there.

One of the great benefits of an organization such as Severn Trent, we have people within the organization that can move around to support any short-term need created by sick leave or emergency situations. We also spend considerable time in our training process to cross-train personnel within the Dunwoody office to be able to perform other responsibilities and positions. This allows the employees to grow and provide coverage when someone is ill or needs to be away from work.

Severn Trent has the strength, required expertise and proven abilities to help the City of Dunwoody meet its goals as you move forward in the City's future growth and development. We want to be your partner and a member of your team.

Sincerely,

A handwritten signature in blue ink that reads "Bob Koncar".

Bob Koncar
Regional General Manager



Executive Summary

Severn Trent Services is excited about the opportunity to provide the City of Dunwoody, Georgia with a proposal to provide municipal services. Our proposal addresses the requested Finance and Administrative Services.

Bob Koncar, the General Manager for Management Services, will be the contact person for this project. He has 25 years of local government management experience along with 10 years of private sector experience providing services to municipalities and special units of local government. He will be supported by the onsite Severn Trent team who will be supported by the entire Management Services group. The executive support team includes the following:

- **Bob Koncar**, who will serve on the transition team and provide primary support and contact between the City of Dunwoody and the onsite staff.
- **Stephen Bloom**, Accounting Manager for Management Services – he has over 17 years of governmental accounting including experience with the City of Weston, Florida, City of Sandy Springs, Georgia, City of Williston, Florida and Town of Hillsboro Beach, Florida. He will serve on the transition team and provide support for the onsite team at the City of Dunwoody.
- **D'Wayne Hulbert** has 25 years of public/private experience in the accounting field. He has extensive experience in governmental accounting and is currently serving as the Accounting Manager for the Severn Trent onsite team for the City of Sandy Springs, Georgia. He has an MBA degree and will serve on an as needed basis and support team member.
- **John Cruze** has over 20 years of experience in governmental and private sector accounting in addition to revenue collection experience. He has a B.S. in Accounting and is currently serving as the Revenue Collection Manager for the City of Sandy Springs, Georgia. He will be utilized on an as needed basis to support the City of Dunwoody onsite team.
- **Jim Allen** has over 25 years of public/private accounting and purchasing experience and will serve on an as needed basis to support the City of Dunwoody onsite team.

Severn Trent offers a solid service delivery approach designed to meet and exceed the needs of the City. Our experience in providing municipal services utilizing the public-private partnership model is exceptional. We developed the model of providing local government services through private entities with the advent of the Indian Trace Community Development District. Severn Trent established the District and provided all services up to the time that the District incorporated into the City of Weston, Florida. Severn Trent personnel handled all of the incorporation functions and established all municipal services for the City. For 29 years, our personnel provided the day-to-day services for the City of Weston.

Severn Trent was founded as a municipal service provider and this service area continues to be our core business, not an addition to our existing services. Our personnel are highly trained and experienced in providing municipal services and several of our personnel have had careers in local government management. We understand what it takes to provide exceptional customer service in the local government arena. We utilize a team approach to all municipal projects and have the most highly experienced municipal service team in the business. This team approach allow us to assure the City of Dunwoody that we will be able to fully execute the scope of services required at a high level of customer satisfaction.



In 2011, Severn Trent was awarded a contract to provide financial/administrative/purchasing and revenue collection services for the City of Sandy Springs, Georgia. We have successfully renewed the Sandy Springs contract for four years and are poised to renew the contract for a fifth year. In addition, we have maintained contracts with the Town of Hillsboro Beach, Florida and the City of Williston, Florida for the past three years providing financial services for their communities.

The most important characteristics that Severn Trent possesses is our many years of developing the public private partnership model by pioneering this effort with the City of Weston, Florida. We successfully provided services to the City for over 20 years in the area of finance and administration. Severn Trent utilizes a team approach in providing service to our local government clients, thus the City of Dunwoody will not only be served by our onsite staff of highly trained and experienced professionals, but also supported by the largest financial and administrative team in the business.

Other distinguishing factors of Severn Trent include the fact that we are the only firm in the business of providing municipal services in the public private partnership model that have their own full time, dedicated human resource professionals. This means that Severn Trent provides the highest level of background screening for its employees, ongoing personnel reviews and evaluations, programs designed to provide bonus opportunities and promotion opportunities. The existence of a fully functioning human resource team also ensures that action and follow up on personnel issues that arise will be taken. This helps to reduce the liability to the City of Dunwoody through the efforts of our professional human resource team. Safety is another critical part of our business model and is a factor that separates Severn Trent from other service providers. We provide ongoing safety training for our personnel and make this a part of our initial training for all new employees.

Severn Trent believes in transparency. It is critical that the City, the City's residents and other government agencies have complete confidence and peace of mind related to the day-to-day finance and administration activities of the City. Severn Trent will maintain open communications and provide the appropriate documentation so the Finance Director, City Council and citizens are assured the contract is being administered to the highest degree of integrity and satisfaction.

We recognize our staff members will be the face of the City. Their interaction with the public is an important element in the resident's overall satisfaction with the City. If residents sense a commitment to providing the best service, they will value customer service. A continuous and ongoing training program for our employees at all levels will focus on constantly improving customer service, learning from previous outcomes and fully utilizing feedback received from the customers. In fact this training is an integral part of Severn Trent's commitment to customer service.

At Severn Trent, we fully understand the need for prompt, accurate responses to inquiries from City staff and residents. As standard practice, we will direct all inquiries to the individual best equipped to respond to the particular inquiry. We know the end user, the resident, is the final judge of how well we provide services. Our focus on a team approach ensures everyone is aware of the big picture (no question is left unanswered) and end users' needs are met. Our customer service program is designed to guarantee customers can communicate their concerns to us and be confident we will resolve them in a timely and professional manner.

We truly believe Severn Trent has the finance and administration strength, experience and expertise to take the City to the next level of growth and development.



3.3.1.2 Section II – Corporate Background & 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:

About the Company

Severn Trent Services has provided contract operations services in the U.S. continuously for more than 35 years. Building upon the experience of its predecessors, which dates back to the 1970s, the company was incorporated in Texas in 1983. Since that time, Severn Trent has grown its presence in the United States and has expanded its operations through additional acquisitions and business development activities. We currently serve communities in 21 states and continue to expand into additional states each year.

Our experience includes the City of Weston, Florida, where we began providing municipal services in 1978 (a community development district at that time) in a public-private partnership that lasted for 29 years. We provided the incorporation for the City and provided all the personnel and services for the City.

In 1998, Severn Trent purchased a company, Moyer and Associates, that was the acknowledged leader in the municipal management services business. We actually introduced the concept of a private company providing full management services for municipalities and, as a result, we have a deep understanding of the issues that municipalities face in their day-to-day administrative, management and operations responsibilities. We are confident Severn Trent is the best fit for the City of Dunwoody to meet the requirements listed in the RFP.

Severn Trent Services is a member of the Severn Trent Plc group of companies. Formed in 1974 as a regional, state-owned water authority in the UK's Midlands and mid Wales region, Severn Trent provides high quality water and wastewater services to more than 4.2 million households and businesses in the watershed areas of two of Britain's greatest rivers – the Severn and the Trent, from which the company adopted its name.

Following privatization from the UK government in 1989, Severn Trent set out on a path to build a products and services business. Building the company involved acquisitions in the U.S. and UK that began in 1990 and has grown to a comprehensive portfolio of products and services. Headquartered in the United States, Severn Trent Services has operations worldwide employing more than 2,900 personnel and providing water and wastewater services to communities and industrial customers around the globe.

Combined, the Severn Trent Plc group of companies employs 8,000 people operating nearly 2,500 facilities and serving more than 20 million customers worldwide.

Describe attributes, special capabilities, techniques or resources that make your firm uniquely qualified to provide requested services.

Capabilities & Resources

One of the unique advantages that Severn Trent brings to our clients is the depth and breadth of our experience and expertise. We have unparalleled expertise and experience in local government and fiscal management. Our management team has more than 200 years of combined experience in establishment and management of local governments. With this depth of resources in all areas of municipal management



and financial services, we anticipate and resolve issues for our clients in areas that other management firms simply have no experience or expertise such as human resource management, utility operations, asset management and risk management. As such, we bring a unique set of qualifications to effectively and efficiently meet the City of Dunwoody's needs.

Discuss your firm's involvement with similar projects at the federal, state and/or local government levels.

Relevant Experience

Severn Trent currently provides customized scopes of municipal management services to more than 70 communities. Most recently, we were awarded contracts to provide a full range of financial services to the City of Sandy Springs, Georgia, the Town of Hillsboro Beach, Florida and the City of Williston, Florida.

Our experience providing municipal management services spans decades. Severn Trent pioneered the concept of a public-private partnership for municipal services with the City of Weston. We began our work in 1978, before the City was incorporated when it was a community development district. We provided all personnel and all services (through our own personnel) with the exception of the City Manager, Assistant City Manager and City Clerk. We assisted with the incorporation of the City of Weston in 1984 and provided all personnel to run the City's operation through the fall of 2007. When we ended our 29 year relationship with the City [they decided to take the majority of our services in house], Weston had a population of 61,840 and an annual budget of \$107,740,000. We believe that our experience with the City of Weston and the other municipal governments listed herein, along with the experience set forth in our proposal gives us the professional and practical experience to meet and exceed the needs of the City of Dunwoody.

We also provide, or have provided, municipal services to the following municipal governments:

- Village of Key Biscayne
- City of Marathon
- Town of South Palm Beach
- City of Aventura
- City of Miami Lakes
- Town of Hillsboro Beach, Florida
- City of Williston, Florida

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.

Litigation

As can be expected for a company of Severn Trent's size with hundreds of contracts and responsibility for serving hundreds of communities, there have been past and are currently claims brought both by and against the company. There have been no past actions nor are there any pending actions of a material nature that have or will affect our ability to perform and meet our obligations.



Lawsuits brought by or against Severn Trent in the last five years include the following types of actions, many of which are covered by insurance. This listing does not include any litigation relating to businesses that it no longer operates (relating to businesses that have either been sold or disposed of such as Severn Trent Pipeline Services, which was formerly a division of Severn Trent Environmental Services, Inc.).

- Actions brought against Severn Trent and the company's clients by residents seeking damages for alleged unspecified water quality violations
- Action, which was later withdrawn, brought against Severn Trent by a state environmental agency seeking statutory penalties related to an alleged small chemical spill resulting from equipment failure and a water leak from a water treatment facility operated by the company
- Actions brought against Severn Trent by a third party for alleged injuries sustained on the client's or other property, generally covered by insurance
- Actions brought against Severn Trent by two former clients seeking reimbursement for the alleged inadequate rendering of management services
- Actions brought against Severn Trent by former employees seeking damages due to alleged wrongful termination of their employment
- Actions where Severn Trent sought the collection of unpaid fees owed by former clients

Additional information about these suits can be provided upon request.

Describe the "back office" attributes, capabilities and resources that will support the staff positioned at the City's premise(s).

The back office attributes and capabilities can be characterized by the following:

- A highly trained and experienced staff in the areas of municipal accounting, budgeting, accounts payable, accounts receivable, records management, customer service and revenue collection. This team of professionals provides specific support in each of the areas listed above to our 73 existing municipal and district clients.
- This team of highly experienced professionals will provide specific consultation services on an as needed basis for the City of Dunwoody onsite staff. This team will address specific transitional areas in terms of how to address the scope of services for the City of Dunwoody. As an example, our team, under the direction of Stephen Bloom will train and assist the Severn Trent employees on how to develop financial reports that the City is requesting. With our municipal software program, we can show them examples of reports we have provided to our municipal clients and assist them in developing customized reports for Dunwoody. The communications and training will be through onsite visits, Lync meetings, conference calls and information sharing. This process can and will be used for any type of training and/or program development that is needed. Severn Trent will have a kiosk computer set up at the City of Dunwoody for use by the Severn Trent employees at the City. This median will allow for specific and direct communication and training.

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.

Financial Strength

The Severn Trent Services organization features a number of companies across several divisions and operations worldwide with revenues totaling \$535 million as of March 2010. We are part of the Severn Trent Plc group of companies. Severn Trent Plc is a \$2.8 billion publicly traded company on the London Stock Exchange that was listed in Forbes Magazine's ranking of the world's top 2000 companies in 2009. Severn Trent Plc is recognized as an industry leader in the global marketplace and has received the following recognition:



- The only water and wastewater company to be listed on the Global 100 of the most sustainable corporations in the world, a ranking that Severn Trent Plc has held for three consecutive years. Rankings are determined by Innovest Strategic Value Advisors, a financial institutional research firm based in New York and are based upon how effectively companies manage environmental, social and governance risks and opportunities, relative to industry peers.
- Listed on the FTSE 100 Index, a share index of the 100 most highly capitalized companies listed on the London Stock Exchange
- Listed on the Dow Jones STOXX Sustainability Index, which tracks European sustainability leaders and is comprised of the leading 20% of the Dow Jones STOXX 600 Index
- A B1 rating in the Morley Fund Management Sustainability Matrix, which ranks FTSE 100 companies according to social and environmental criteria and provides a new measure of business sustainability. Companies are measured according to business sustainability and the vision and practices of management.



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 AS WELL AS THE SCOPE OF REQUIREMENTS LISTED IN 2.1. Bidders shall address each listed item in order as it appears. (For example, List 2.1.21 in your proposal followed by your designated person available to the City on a 24/7 basis.) Bidders should not merely affirm an item but rather expand (concisely) how each scope item will be addressed throughout the duration of the Contract. 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. For example, item 2.1.6 of the general service deliverables mentions the use of key performance indicators. Here you would discuss your methodology for delivering on this requirement and/or provide examples of when you have performed similar services previously.
- Describe your firm's approach and methodology to ensure delivery of high quality services.

Quality of services is determined by the successful completion of the scope of services requirements within the time frames established in the contract. As an example, in our existing service agreement with the City of Sandy Springs we have specific deliverables such as completion of the budget within the time frames required. This is one of the key performance indicators and our overall quality of performance is measured against our timeliness of completion of the budget document, the completeness of budget files for each department and the comparison of the year-to-year budget file. Our team develops the budget file for the City of Sandy Springs in conjunction with the City's Finance Director and through specific meetings with each departmental staff. During these meetings, the draft budget is developed and reviewed with the City Manager for consistency with his overall goals for the City and those of the City Council. Adjustments are then made to the budget to reflect these policies. A draft of the budget is prepared and reviewed by the City Manager. Once the City Manager has determined that it meets the overall goals that he and the City Council have established, meetings are set with the City Council to review the draft budget. Based upon the input from the City Council, changes are developed for the budget document in preparation for the public hearing process.

- Describe your firm's methodology to ensure collaboration with City staff to research, evaluate and, if authorized, implement efficiency and cost-saving improvements.

Our staff will draw from its successes in Sandy Springs and other municipal governments to develop cost efficiency and money saving strategies. The process will begin with a review of existing processes and procedures to identify areas where improvements can be made. A listing of these areas for potential cost savings and increase in efficiencies will be presented to the Finance Director and City Manager. Once the presentation has been made, a determination will be made by the Senior City Staff as to what specific recommendations they want to implement. Once decided, the Severn Trent personnel will move to implement the actions.

- Describe your firm's approach to maintaining appropriate and timely communication with the City Manager and City staff requests.

First, Severn Trent would like to meet with the City Manager and Senior City Staff to identify the specific work items they would like Severn Trent to address. Once the list is developed and prioritized, we will develop a regular monthly report that outlines the progress for each item. This will be an ongoing process of reporting and identifying progress in meeting the goals outlined by Senior Staff. Another method that we would suggest is to conduct regular meetings to discuss overall strategies and operational issues. The meetings would be scheduled on a biweekly basis with the Finance Director for the City. In addition, we would recommend a regular meeting with the City Manager and Finance Director to discuss overall operational and compliance issues. The initial meetings should be once a month and afterward the frequency of these meetings would be determined by the City Manager. Written progress reports can also be established to provide Senior Staff with quick updates of progress made.

- Describe your firm's methodology for addressing transition issues at both the beginning and conclusion of this contract. The existing contract for these services expires at midnight on December 31, 2015.

Severn Trent is highly experienced in the development of transition plans, having completed them in four other municipal operations. The transition plan would include the following:

- Working with the City Senior Staff, identify specific goals for the operation; i.e., which areas they believe should be addressed first, identification of problem areas, where services have not met standards and other general performance issues the team may have. Develop an action list of items that will be addressed as Severn Trent takes over the contract.
- Identify appropriate staff for the City project, screen and qualify them and complete the hiring process. Ideally, we would recommend that our team be in place 30 days prior to the contract transition date to work alongside the existing staff to cross-team and be ready to take over operations on the first day of the contract. We would be glad to consider hiring any existing personnel from the current contractor that the City believes would be of benefit to continue their employment with Severn Trent. All such employees would need to meet our employee standards and pass a background check.
- Complete the cross training over the 30 day period prior to the takeover of the contract. The cross training would specifically include training on the current software system being utilized by the City. In addition, there would be a specific review of the policies and procedures utilized by the City. A function by function review of each of the operations would be conducted; i.e., budgeting, finance, records management, accounts receivable and accounts payable and administrative support and records management (with the City Clerk). Any questions and concerns identified in the transition and training process will be brought to the attention of the City Finance Director and City Manager.
- In terms of the transition out of the contract at the end of the contract period, Severn Trent would follow a similar process of seeking to provide a cross training period with the new contract personnel. We will provide an accurate and complete record of any outstanding issues that need to be addressed and progress to date on completing these items.

- Provide and describe a list of any firm-supplied facilities, equipment and supplies you anticipate using for this contract.

Severn Trent will need office facilities, desks and chairs, computers and a full range of office supplies. It is our understanding that the contract provides for all of these supplies. Severn Trent will establish a kiosk computer at the City Hall location for direct communication with Severn Trent personnel and training.

- Describe your firm's approach to support the City's environmental sustainability goals.

Severn Trent is part of an international company that has as its highest priority environmental sustainable goals. We will support the City's goals by making sure we understand specifically what the City is seeking to accomplish and working their goals into our annual work plan. We also have a team of environmental specialists that work to identify specific environmental compliance areas that the company can address in each of its projects. Despite the fact that these services are designed primarily around the operation of water and wastewater plants, the services have broader applications that can be brought to bear for the City of Dunwoody.

We have carefully reviewed all sections of RFP 15-06 and Severn Trent is prepared to meet all of the general and specific service delivery requirements for the Finance & Administrative Services area. While Severn Trent wishes to be compliant with the RFP and has made every effort to address each item in our response to the Scope of Work, as some items are directly related to the overall functions and provision of services, we felt that in some cases a combined response would more effectively address these items. As such, please see our responses to these grouped items in the narrative immediately following.



2.1 General Requirements:

For all work in the above six sections provided to the City of Dunwoody, the Contractor(s) shall meet the following general service delivery requirements:

2.1.1 Provide services under the direction of the Finance Director. 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.

Severn Trent will utilize both on-site, dedicated staff and back office personnel to fulfill the full scope of services outlined below, as well as any other unidentified services required to fully satisfy the City's Finance and Administrative needs. Together as a cohesive unit, we will support and assist the Director of Finance with all finance functions including coordination with local, state and federal agencies.

Our staffing plan is designed to allow flexibility for the City so, in addition to meeting the requirements of the contract, we can also provide additional resources, which are particularly helpful during peak times in the year. For example, additional back office support will be available for activities such as audit and budget preparation.

Our staff will be committed to maintaining effective internal control policies and providing a high level of service to the City while preventing fraud and adhering to all state and federal statutes. We will make it our goal to support the established culture throughout the City and community of Dunwoody. We will strive to fulfill the City's mission "to provide all stakeholders in a transparent and efficient manner with professional, courteous and reliable services that are timely and accurate."

In our approach to providing a high level of service, we will work hard to find ways to improve our services throughout the term of the contract by finding better and cost-effective ways to achieve our goals. With this level of service, the Mayor and City Council can focus on the business of the City and feel comfortable that the accounting activities behind the scenes run as smooth as clockwork.

Severn Trent will provide the City with a primary contact who will be available to the City on a 24-hour basis, seven days a week. In our staffing plan, the Assistant Finance Director serves this role as the primary contact to the City, in addition to being responsible for supervising all on-site staff. Our local office and regional team will also be available to provide additional support to the City and serve as a backup contact point for the City Finance Director if needed.

2.1.2 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 Safety Data Sheets (SDA) forms on site at the City.

Severn Trent will 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 (MSDS) forms on site at the City. We will implement our standard safety programs and employees will be evaluated to confirm an understanding of how to perform activities safely and any needed training will be conducted. We utilize a multi-level approach to developing, implementing and updating the health and safety program. Our health and safety policy details the responsibilities of all levels of employees within the organization.

2.1.3 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.

We will also 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. The administrative assistant will maintain and administer the City's document imaging system and records

retention management by utilizing the procedures currently in place. The administrative assistant has the skills and experience to scan and file all records accurately and efficiently and is familiar with standard file structures and processes.

2.1.4 Support the established culture throughout the City and community of Dunwoody.

Severn Trent understands the importance of a strong and transparent relationship between the City Government and the community. Severn Trent will work with the City to continue providing quality services that will ensure full financial disclosure and accountability upholding an environment that the citizens of Dunwoody can trust and rely upon.

2.1.5 Promote information sharing and collaborative work between all City staff and Contractors.

Severn Trent will promote information sharing and collaborative work between all City staff and contractors. Our staff will meet with all department heads and collaborate with individual departments to identifying workable schedules to meet the required deadlines and provide assistance to determine current needs and develop solutions.

2.1.6 Identify, record and report relevant key performance indicators for contracted service areas. Contractor(s) shall submit monthly reports based on established key performance indicators. The Contractor shall commence tracking key performance indicators already established at the time of commencement, as well as, additional key performance indicators approved by the City Manager during the term of the contract.

Established key performance indicators (KPIs) will be reviewed for any needed revisions. Severn Trent will monitor key performance metrics for each of the service functions related to the finance and general administrative services and record the progress of each KPI and provide monthly status reports. Severn Trent staff will be informed of the KPIs and how they relate to their roles and responsibilities.

2.1.7 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 as defined by the City for each position. In regards to this issue, staffing strategies are at the discretion of the Contractor. However, during the term of the Contract, the Contractor shall discuss with the City Manager and/or Finance Director on minimum qualifications and staffing requirements for each time a position is to be filled. Traditionally, existing staff members have been utilized when appropriate, for the new Contract. Contractors are expected to propose what they deem to be the most effective and efficient staffing level to meet the scope of services.

We will 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 fulfill vacancies in staffing promptly. Utilizing our team approach allows us to provide a high level of service. This approach focuses on clearly defining the roles of each staff member. Our team members will know their individual roles within the department as well as the roles of their teammates. Cross-training is a key part of this approach that allows our team to work more efficiently with other departments and provides them with a solid understanding of how their job fits into the ultimate goal of providing excellent service to the City. This level of understanding allows our team members to make better decisions, have more confidence in their work and serve as backups for other roles. This approach includes having well-defined policies and procedures and a concise reference matrix delineating areas of responsibility.

There are significant benefits and mitigation of risks within this approach including:

- Cost savings and efficiencies with less downtime
- Reduction of unnecessary and costly expenditures
- Better engaged and focused employees
- Quick, concise and accurate responses to our customers
- Continuity of services at all times



- Broader pool of institutional knowledge
- Contingency plans in case of emergencies
- Reduce stress on staff and improved retention rates

By utilizing our total team approach, we will be able to manage all functions within the Financial & Administrative Services requirements in a seamless manner thereby limiting the need for future contract changes and/or addendums

2.1.8 Staff shall not be reassigned from the City without written approval; which shall not be reasonably withheld. Furthermore, Contractors shall not approach staff regarding potential reassignments (internal or external) without prior discussion with the City Manager or Finance Director.

Severn Trent will not approach staff regarding reassignments either internal or external without prior discussion with the City Manager or Finance Director.

2.1.9 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.

Severn Trent will 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. Severn Trent staff stay informed of new trends and laws by participating in training programs, seminars and other available programs and by staying current with relevant publications.

2.1.10 Identify and apply for grants matching strategic goals of the City.

Severn Trent will use its resources to identify and apply for grants matching strategic goals of the City. Severn Trent will assist with grant accounting, tracking and maintaining of all required records. In addition, our staff will cooperate and assist grant coordinators as needed in fulfilling all obligations that accompany grants from various funding sources.

2.1.11 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 C for the detailed list of City-owned software and hardware).

Severn Trent employees are highly skilled and possess the technical knowledge to operate City-owned IT infrastructure and software within their respective departments. Severn Trent will ensure that any employees assigned to the City are experienced and have the knowledge to work within the City IT infrastructure and to operate the software.

2.1.12 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.

Throughout the term of the contract, Severn Trent will maintain and implement documented training programs. As standard policy, Severn Trent conducts continuous and ongoing training programs for employees at all levels ensuring that staff members remain at the top of their field. In fact this training is an integral part of Severn Trent's commitment to our clients.

2.1.13 Prepare an annual document in collaboration with the City 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. Such document shall include budget estimates to be paid from the education and training line item of the Contractor's burden factor. (See Section 3.3.2 for minimum funding required for training.)

We will prepare an annual document that outlines education and professional development provided to staff during the prior year and outline training that will be delivered to the staff providing services to the City.

2.1.14 Throughout the term of the contract, research and implement operational improvements to increase efficiencies, improve service and reduce operating expenses.

Throughout the term of the contract, Severn Trent will research and implement operational improvements to increase efficiencies, improve service and reduce operating expenses.

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

Severn Trent will review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standards.

2.1.16 Maintain and account for all information, equipment and property, which the City provides to the Contractor for use during the period of performance.

We will maintain and account for all information, equipment and property that the City provides to Severn Trent for use during the period of performance.

2.1.17 Manage all storage, maintenance, inspections and other necessary services related to the motor vehicles and equipment provided to the Contractor by the City.

We will manage all storage, maintenance, inspections and all other necessary services related to the equipment provided to Severn Trent by the City.

2.1.18 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.

Severn Trent will furnish and maintain for the benefit of the City all labor, supervision and equipment not otherwise provided that are necessary and proper for performing the services, duties and responsibilities set forth and contemplated as necessary to maintain the required level of service.

2.1.19 Communicate with the Mayor, City Council and media services only through the City Manager or designee, unless otherwise authorized.

We will communicate with the Mayor, City Council and media services only through the City Manager or Finance Director unless otherwise authorized.

2.1.20 Maintain, for purposes of City business, established business hours and provide appropriate staff to perform any after-hours requirements. Such hours are established by the City manager and are subject to change throughout the term of the contract.

Severn Trent will 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.

2.1.21 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.

We will provide the City with a primary contact who shall be available to the City in person or by telephone on a 24-hour basis, seven days a week.

2.1.22 Use only the address of Dunwoody City Hall and Dunwoody e-mail addresses for all City-related matters, including both incoming and outgoing mail.

Severn Trent will use the address of Dunwoody City Hall and Dunwoody e-mail addressees for all City-related matters, including both incoming and outgoing mail.



2.1.23 Prepare and provide to the City update reports submitted semi-annually 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 key performance indicators established for each service area.

We will prepare and provide to the City update reports submitted monthly and within 48 hours when requested by the City. All reports will document details of any subcontractor's work and the current status of specific performance indicators established for each service area.

2.1.24 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.

We will 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 Severn Trent.

2.1.25 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.

We will maintain and update at least semi-annually the scope of work, listing specific services to be delivered in the service area managed by Severn Trent.

2.1.26 Designate an employee responsible for the proper maintenance of all City records in accordance to the City's records retention policy including both archival and destruction.

Severn Trent will provide a Records Clerk for the proper maintenance of all City records in accordance to the City's records retention policy including both archival and destruction.

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

Severn Trent will provide onsite, manned clerical and administrative staff to provide reasonable tasks necessary to meet and exceed the City's needs.

2.1.28 Provide services under the direction of the City Manager and/or City Finance Director or designee. The Finance Director is a City employee.

Our team will support and assist the City Manager and/or City Finance Director, or designee, with all finance functions including coordination with local, state and federal agencies. We will follow all City procedures and maintain the records in accordance with applicable laws, guidelines, standards and best practices for municipal accounting.

2.1.29 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.

The Severn Trent will provide the City with a primary contact who shall be available to the City on a 24-hour basis, seven days a week. The Program Manager serves this role as the primary contact to the City. Our local office and regional team will also be available to provide additional support to the City and serve as a backup contact point for the City Finance Director if needed.

2.1.30 Provide supervision of Contractor(s) staff 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 Severn Trent Assistant Finance Director will provide supervision of all contractor's staff to ensure that all contractual requirements are performed effectively and efficiently.

2.1.31 Provide a full-time, on-site Acting Finance Director during periods of leave and vacancy with the existing position, approved by the City, with full responsibility to manage all Finance staff necessary to properly perform the services, duties and responsibilities set forth. It is reasonably anticipated this function could (but not required) be accomplished by the staff identified in Section 2.4.1.

The onsite Assistant Finance Director will lead the Management Services accounting staff and will be responsible for all areas related to accounting functions and financial reporting including preparation and coordination of annual budgets and audited financial statements. During periods of leave and vacancy, the onsite staff members will be fully empowered to support the functions of this position.

2.1.32 Provide additional staffing resources on an as needed basis to support the City, such as during financial audits, website updates and special projects.

The on-site team will be supported by our back office located in Georgia and Florida. Both locations will be available to provide much needed support and flexibility during peak times in the year.

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

The accounting staff will utilize the City's financial software (Tyler Incode) to maintain a fund accounting system in accordance with the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP). Our staff will maintain the accounting subsidiary ledgers and supporting schedules to support account balances in the general ledger.

2.1.34 Adhere to all established internal controls and procedures.

Our team will support and assist the Director of Finance with all finance functions including coordination with local, state and federal agencies. We will follow all City procedures and maintain the records in accordance with applicable laws, guidelines, standards and best practices for municipal accounting and established internal controls and procedures.

2.1.35 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.

Severn Trent will perform facility management roles related to small repairs such as equipment maintenance, door locks and key assignments and coordination with property management.

2.1.36 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.

Severn Trent will work with the City Finance Director to develop, track and report on KPIs

2.2 Administrative Assistance and Reception. The Contractor shall provide the following services:

2.2.1 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.

Severn Trent will provide dedicated, on-site clerical and administrative staff to support the City Manager and elected officials in addition to the City Finance Director. The staff will perform reasonable tasks necessary to meet and exceed the City's administrative needs.

To provide the City with a high level of service, our administrative assistants will have the following training, skills and tools:

- Cross-training on all administrative activities and functions to ensure flexibility and maximize coverage and uninterrupted service during vacation and other time-off situations



- Ability to multitask and follow directions plus the ability to think outside the box and understand individual roles and the bigger picture of how other departments work
- A written communication plan, phone list and City organization chart so that all packages, phone calls and visitors are routed to the correct place in a timely, efficient manner
- Written procedures, job descriptions and professional goals so there is a complete understanding of the expected level of service and room for personal development
- Vacation and time-out calendar to allow our staff to communicate with other departments when staff is out of the office.
- Good verbal and written skills
- Customer service experience with the ability to handle difficult situations and people while maintaining composure under pressure
- Organizational skills and proficiency in Microsoft Office

Our team will be well trained in the Official Code of Georgia Annotated (OCGA), City of Dunwoody charter, records management and retention requirements, parliamentary procedures, Georgia election process and fulfillment of open records requests.

With this training, skill set and tools, our staff will be able to perform the services identified in items 2.2.2 through 2.2.9 below for the office of the City Manager, Finance Director and elected officials:

- 2.2.2 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.
- 2.2.3 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.
- 2.2.4 Collect and sign for all incoming and outgoing mail or express packages and maintain a log of packages, monetary receipts, carrier, sender and recipient.
- 2.2.5 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.
- 2.2.6 Coordinate travel arrangements as required under the City's travel policy for the City Manager, Mayor, City Council and other staff as requested.
- 2.2.7 Provide dedicated administrative support and services to the City Manager's departmental staff to provide relief from the management of administrative details. Screen visitors and callers to minimize unproductive and/or unnecessary interruptions.
- 2.2.8 Compose correspondences and respond to general inquiries on behalf of the City Manager.
- 2.2.9 Type, proofread, edit and format meeting transcriptions and other formal correspondence.

Please see our response to items 2.2.10 through 2.2.14 in the narrative immediately following 2.2.14.

- 2.2.10 Attend all City Council meetings and hearings and other meetings, as directed by the City Manager or designee.
- 2.2.11 Respond to all inquiries as directed.
- 2.2.12 Provide and maintain access to data to other City contract providers as necessary.
- 2.2.13 Coordinate and assist various [internal] events such as holiday luncheon and teambuilding activities.
- 2.2.14 Identify and perform other administrative assistance and reception where the firm reasonably anticipates needs, which are not specifically set forth above.

The Assistant City Clerk will assist in the preparation of meeting packages, agendas, ordinances, resolutions and items to be introduced at City Council meetings as well as posting public notices as directed. Meeting packages will be prepared within the proper time frame for meeting dates as determined by the City Manager or his designee. Transcribed minutes will be prepared and provided to the City Clerk and the City Manager as part of the meeting preparation schedule for review and comment.

Resolutions, ordinances and required documents will be maintained on the City's document imaging management solution software managed by our staff.

All City records will be properly kept, recorded and formatted in the database system that is searchable for easy use by City personnel to facilitate responses to questions from the Mayor, Council and residents for records requests.

The clerking support team will also be responsible for:

- Attending every full Council meeting (Assistant City Clerk)
- Providing administrative (clerking) office support to the City Clerk
- Maintaining full and up-to-date records of the charter and ordinances, including information on Council members' terms of office
- Maintaining a full record of the Council agenda and minutes and membership of committees
- Providing written notification of issues or concerns raised at City Council meetings to the appropriate department for follow up and reporting back to the City Manager
- Providing backup and support for the City Clerk at all Council Meetings
- Recording the attendance of Council members at the meeting
- Providing Webmaster with agenda and minutes for posting as required
- Assisting the City Clerk in the coordination and operations of the election process and any other related issues arising from election matters

2.3 2.3 Administrative Assistance to the City Clerk

Please see our response to items 2.3.1 through 2.3.11 in the narrative immediately following 2.3.11.

- 2.3.1 *Provide services under the direction of the City Manager and/or City Clerk or designee. The City Clerk is a City employee appointed directly by Council.*
- 2.3.2 *Provide dedicated, full-time, on-site clerical and administrative support for the office of the City Clerk.*
- 2.3.3 *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).*
- 2.3.4 *Maintain and administer the City's document imaging system and records retention management.*
- 2.3.5 *Format, print, route and store ordinances and resolutions for the City Clerk.*
- 2.3.6 *Manage, document and respond appropriately to open records requests on behalf of the City as directed by the City Clerk.*
- 2.3.7 *Duplicate and distribute materials for City meetings.*
- 2.3.8 *Organize and store City contracts as directed by the City Clerk.*
- 2.3.9 *Post public notices as directed.*
- 2.3.10 *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.*
- 2.3.11 *Perform City Clerk's responsibilities upon the City Clerk's absence.*
- 2.3.12 *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.*

Severn Trent will provide dedicated, on-site clerical and administrative staff to support the City Manager and elected officials in addition to the City Finance Director. The staff will perform reasonable tasks necessary to meet and exceed the City's administrative needs.

To provide the City with a high level of service, our administrative assistants will have the following training, skills and tools:

- Cross-training on all administrative activities and functions to ensure flexibility and maximize coverage and uninterrupted service during vacation and other time-off situations



- Ability to multitask and follow directions plus the ability to think outside the box and understand individual roles and the bigger picture of how other departments work
- A written communication plan, phone list and City organization chart so that all packages, phone calls and visitors are routed to the correct place in a timely, efficient manner
- Written procedures, job descriptions and professional goals so there is a complete understanding of the expected level of service and room for personal development
- Vacation and time-out calendar to allow our staff to communicate with other departments when staff is out of the office.
- Good verbal and written skills
- Customer service experience with the ability to handle difficult situations and people while maintaining composure under pressure
- Organizational skills and proficiency in Microsoft Office

Our team will be well trained in the Official Code of Georgia Annotated (OCGA), City of Dunwoody charter, records management and retention requirements, parliamentary procedures, Georgia election process and fulfillment of open records requests.

With this training, skill set and tools, our staff will be able to perform the services identified in items 2.2.2 through 2.2.9 below for the office of the City Manager, Finance Director and elected officials:

The Assistant City Clerk will assist the City Clerk in the preparation of meeting packages, agendas, ordinances, resolutions and items to be introduced at City Council meetings as well as posting public notices as directed. Meeting packages will be prepared within the proper time frame for meeting dates as determined by the City Manager and the City Clerk. Transcribed minutes will be prepared and provided to the City Clerk and the City Manager as part of the meeting preparation schedule for review and comment.

Resolutions, ordinances and required documents will be maintained on the City's document imaging management solution software managed by our staff.

All City records will be properly kept, recorded and formatted in the database system that is searchable for easy use by City personnel to facilitate responses to questions from the Mayor, Council and residents for records requests.

The clerking support team will also be responsible for:

- Attending every full Council meeting (Assistant City Clerk)
- Providing administrative (clerking) office support to the City Clerk
- Maintaining full and up-to-date records of the charter and ordinances, including information on Council members' terms of office
- Maintaining a full record of the Council agenda and minutes and membership of committees
- Providing written notification of issues or concerns raised at City Council meetings to the appropriate department for follow up and reporting back to the City Manager
- Providing backup and support for the City Clerk at all Council Meetings
- Recording the attendance of Council members at the meeting
- Providing Webmaster with agenda and minutes for posting as required
- Assisting the City Clerk in the coordination and operations of the election process and any other related issues arising from election matters

2.4 Accounting

The Contractor shall provide the following services:

2.4.1 Provide a full-time, on-site experienced governmental Certified Public Accountant, 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. – See Section 2.1.7 regarding staff reassignments.

In addition to providing an onsite Assistant Finance Director (CPA), we will utilize both our dedicated on-site staff and support staff to fulfill all of the accounting requirements specifically listed in the RFP as well as unidentified tasks necessary to fulfill all of the City's accounting requirements.

2.4.2 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 accounting staff will utilize the City's financial software (Tyler Incode) to maintain a fund accounting system in accordance with the Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP). Our staff will maintain the accounting subsidiary ledgers and supporting schedules to support account balances in the general ledger

2.4.3 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.

Our staff will produce and deliver to the Finance Director in a timely manner any and all requested financial information and reports. This includes, but is not limited to, preparing monthly financial reports for the City Finance Director's review in order to distribute to the City Council by the 15th day of the following month.

Severn Trent has extensive experience with creating customized accounting reports. We will work with the Finance Director to develop customized management and financial reports (as requested) to ensure transparency and provide the necessary feedback to monitor and control our progress against the City's objectives and goals.

2.4.4 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.

We will 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.

Please see our response to items 2.4.5 through 2.4.8 in the narrative immediately following 2.4.8.

2.4.5 Process all invoices presented with proper approval for payment, process only invoices presented with proper approval.
2.4.6 Promptly identify and pay all City bills and obligations, including payroll, in accordance with Georgia law and sound business practices.
2.4.7 Properly code and record all financial transactions of the City under the direction of the City Finance Director.
2.4.8 Prepare and review journal entries, direct pays and wire transfers.

Severn Trent will use our extensive expertise to ensure a prompt turnaround for all vendor payments. Our team will maintain and follow the City's formal authorization guidelines, procedures and budgetary controls to ensure only approved invoices are processed. We will create monthly reports and check



registers to document and track all payments processed. We will ensure there is proper segregation of duties to prevent fraud. We will 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.

Other Accounting Activities

The accounting staff will also be responsible for the following activities as outlined in the RFP:

- Code and record all financial transactions of the City under the direction of the Finance Director
- Prepare and review journal entries, direct pays and wire transfers
- Maintain cash and investments in accordance with approved investment policies and applicable laws
- Prepare responses for surveys for other governmental agencies and authorities as directed by the Finance Director
- Assist the Finance Director and City Clerk with contract administration and supervision of contracts and agreements
- Identify and analyze financial trends and variances and report them to the Finance Director
- Compile operating and financial data to assist with the preparation of the annual budget
- Document all accounting procedures and processes as well as perform tests and walk-through to ensure sound accounting procedures and processes
- 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
- Maintain a tickler file of all reports and deadlines completed by the City regularly

2.4.9 Maintain capital asset records.

Our accounting staff will record, monitor and track all assets purchased, constructed, donated or conveyed to the City. Severn Trent will work in conjunction with engineers to maintain an inventory listing of all City property in accordance with GASB and City policies.

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

The Severn Trent accounting staff will maintain accounting subsidiary ledgers and supporting schedules to support account balances in the general ledger.

Please see our response to items 2.4.11 through 2.4.15 in the narrative immediately following 2.4.15.

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

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

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

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

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

As a result of our familiarity with the financial industry, Severn Trent enjoys relationships with a vast number of commercial lenders, trustees, investment bankers, bond counsel firms, insurers and credit rating agencies. Having these essential relationships allows us to bring a mind’s eye to the intertwining roles among the financial team and balance the independence necessary to ensure actions taken are in the best interest of the City.

Our financial advisory services include capital financial planning and cash management through coordination with the various independent financial team members. The coordination brings a comprehensive viewpoint to ensure the City’s financial decisions are compatible for short-term operational needs as well as the long term requirements of capital markets.

Our comprehensive approach incorporates the basic financial elements for the capital planning projects including:

- Evaluating revenue and security pledges for debt payment
- Managing liquidity risk for matching investment parameters within project and construction draw schedules
- Setting up the requisite integration of the City operating accounting system with the bond accounting system
- Developing annual financial disclosure requirements
- Maintain cash and investments in accordance with approved investment policies and applicable laws
- Prepare responses for surveys for other governmental agencies and authorities as directed by the City Finance Director.
- Assist the City Finance Director and City Clerk with contract administration and supervision of contracts and agreements.
- Assist the City Finance Director with obtaining financing when necessary.

2.4.16 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 as required by the City Charter (as codified).

Our staff will produce and deliver to the Finance Director in a timely manner any and all requested financial information and reports. This includes, but is not limited to, preparing monthly financial reports for the City Finance Director's review in order to distribute to the City Council by the 15th day of the following month.

Severn Trent has extensive experience with creating customized accounting reports. We will work with the Finance Director to develop customized management and financial reports (as requested) to ensure transparency and provide the necessary feedback to monitor and control our progress against the City's objectives and goals.

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

The accounting staff will identify and analyze financial trends and variances and report them to the Finance Director

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

The accounting staff will compile operating and financial data to assist with the preparation of the annual budget.

Please see our response to items 2.4.19 through 2.4.25 in the narrative immediately following 2.4.25.

2.4.19 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.

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

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

2.4.22 Document all accounting procedures and processes as well as perform tests and walkthroughs to ensure sound accounting procedures and processes.

2.4.23 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.

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



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

Our staff will coordinate and cooperate with the City's external auditors and provide requested information for year-end and interim reporting. We will assist in the preparation of 'the Comprehensive Annual Financial Report (CAFR) in accordance with GAAP as well as a Popular Annual Financial Report (PAFR) under the requirements and guidelines published by GFOA and internal deadline requirements.

In addition, we will 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, and maintain a tickler fill of all reports and deadlines completed by the City regularly.

2.5 Budgeting Services

The Contractor shall provide the following services:

Please see our response to items 2.5.1 through 2.5.11 in the narrative immediately following 2.5.11.

- 2.5.1 Comply with all requirements of the City Charter (as codified) specifying the requirements of budgeting for the City, including, but not limited to, Sections 5.02, 5.03 and 5.04.*
- 2.5.2 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.*
- 2.5.3 Assist the City Finance Director and City Manager as directed with budget preparation and preparation of reports and schedules.*
- 2.5.4 Monitor City expenditures and prepare analytical reviews as directed.*
- 2.5.5 Meet with department heads when directed and review preliminary budgets prior to developing the final City budget.*
- 2.5.6 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.*
- 2.5.7 Prepare, maintain and update the 5-year Operating and Capital Improvement Program budget, when requested.*
- 2.5.8 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.*
- 2.5.9 Serve as a liaison with all City departments on budget preparation and administration.*
- 2.5.10 Provide materials, schedules, and other documentation for all budget meetings, hearings and public meetings.*
- 2.5.11 Identify and perform other budget responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.*

Severn Trent considers the annual budget to be an essential planning and communication tool for the City, a document that establishes a roadmap for the City's short- and long-term objectives and goals for the future.

We will primarily utilize our on-site staff to assist the City in the budget process; however, we will make available additional back office resources (as needed) for the peak times in the budget process. As mentioned before, our back office staff has valuable budgeting experience to assist the City during peak times in the year. Our goal is always to make sure that the on-site staff is able to concentrate on the important budget process without worrying that they are falling behind with their other work causing unnecessary stress and errors.

To assist the Finance Director and City Manager in the budget preparation and preparation of reports and schedules, our staff will:

- Comply with all requirements of the City Charter and budget policy as approved or amended by the Mayor and City Council

- Serve as a liaison with all City departments on budget preparation and administration, meeting with department heads when directed to assist with and review preliminary budgets
- Monitor City expenditures and prepare analytical reviews as directed
- Provide materials, schedules and other documentation for all budget meetings, hearings and public meetings
- Prepare as required the annual budget book for submission to GFOA's award program

Our staff will work diligently to ensure the budget is ready for adoption by November. In addition, we will assist with other essential budgeting activities that must be performed on a monthly basis to help ensure the annual budget process is both effective and cost efficient. Our staff will:

- Work with departments throughout the year in managing budgetary thresholds and understanding their variances
- Prepare ongoing cash flow analysis, reports models and trend analysis to assist in short- and long-term financial planning as directed by the Finance Director
- Review, maintain and update the five-year capital improvement program budget
- Prepare schedules to track and monitor key contract information that will affect the budget process

2.6 2.6 Revenue Control

The Contractor shall provide the following services:

Please see our response to items 2.6.1 through 2.6.19 in the narrative immediately following 2.6.19.

- 2.6.1 *Maintain and improve, where possible, the City's processes and procedures that identify, record and secure all City revenues.*
- 2.6.2 *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).*
- 2.6.3 *Produce and deliver to the City Finance Director in a timely manner any and all revenue control information and reports as requested by the City Finance Director.*
- 2.6.4 *Bill and collect business occupation taxes and review the calculation of fees and charges for accuracy.*
- 2.6.5 *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.*
- 2.6.6 *Ensure no revenue is lost due to missing a deadline.*
- 2.6.7 *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.*
- 2.6.8 *Process applications, issue designated licenses and permits and calculate related fees and charges appropriately.*
- 2.6.9 *Collect and record revenue payments from customers for various City revenue sources while ensuring the customer's account is properly credited.*
- 2.6.10 *Greet public and answer routine questions associated with collection of taxes, fees, assessments or other charges during established business hours.*
- 2.6.11 *Collect excise taxes from commercial sources and prepare reports for management review.*
- 2.6.12 *Maintain and update the City's database of businesses within the City's financial reporting system.*
- 2.6.13 *Coordinate collection of all City-collected fees received by other departments.*
- 2.6.14 *Reconcile cash receipts collected daily and prepare daily deposits for the bank.*
- 2.6.15 *Identify record and report relevant accounting performance measurements.*
- 2.6.16 *Document all revenue control procedures and processes as well as perform tests and walkthroughs to ensure sound revenue control procedures and processes.*
- 2.6.17 *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.*



- 2.6.18 *Review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standard changes.*
- 2.6.19 *Identify and perform other revenue control responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.*

Severn Trent will administer, maintain and periodically test the existing procedures and processes in order to coordinate, track and report on the billing and collection of all revenue sources including, but not limited to, franchise fees, business licenses, alcoholic beverage licenses, franchises as well as other taxes and fees lawfully enacted by the City. Our team will 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. We will ensure no revenue is lost due to missing deadlines or poor paperwork.

Just as important, we will make recommendations to the City on alternative approaches to collect revenue due to the City as well as improvements to the City's processes and procedures that identify record and secure all City revenues.

Our staff will be responsible for maintaining 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. We will reconcile cash receipts collected daily and prepare daily deposits for the bank. Our team will also produce and deliver to the City Finance Director in a timely manner any and or all revenue control information and reports as requested.

Our staff will also perform the following activities as outlined in section 2.3.6 of the RFP:

- 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
- Identify, record and report relevant accounting performance measurements
- Greet the public and answer routine questions associated with collection of taxes, fees, assessments or other charges during established hours
- Maintain and update the database of businesses within the City's financial reporting system
- Document all revenue control procedures and processes as well as perform tests and walk-throughs to ensure sound revenue control procedures and processes
- 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

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

2.7 2.7 Purchasing Services

The Contractor shall provide the following services:

Please see our response to items 2.7.1 through 2.7.18 in the narrative immediately following 2.7.18.

- 2.7.1 *Comply with all requirements of the City Charter (as codified) specifying the requirements of procurement of the City, including, but not limited to, Sections 5.05 and 5.06.*
- 2.7.2 *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.*

- 2.7.3 *Manage and maintain the requisition and purchasing process in compliance with applicable laws and the adopted purchasing policy.*
- 2.7.4 *Monitor departmental expenditures against available budget for purchases.*
- 2.7.5 *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.)*
- 2.7.6 *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.*
- 2.7.7 *Identify and take advantage of all available discounts through purchases or competitive contracts with other governments for City purchases.*
- 2.7.8 *Prepare and maintain contracts and contract files, while also coordinating with the City Clerk for proper maintenance of City contracts.*
- 2.7.9 *Manage and maintain vendor information and registration within the City's financial reporting system.*
- 2.7.10 *Evaluate vendor performance, addressing vendor performance issues and removing vendors from eligible list when issues are not resolved. This includes, but is not limited to, preparing a contract compliance checklist for every formal procurement and ensuring its timely completion during the term of each contract.*
- 2.7.11 *Manage and maintain the City's procurement.*
- 2.7.12 *Prepare solicitations and oversee the competitive procurement process for projects funded through the City.*
- 2.7.13 *Coordinate, as needed, with the City Attorney on issues that may arise during the procurement process.*
- 2.7.14 *Prepare, manage and oversee competitive procurement processes, including coordination with other City departments.*
- 2.7.15 *Reconcile encumbrances to the general ledger as requested by accounting.*
- 2.7.16 *Maintain inventory of all furniture, fixtures, supplies and equipment that do not qualify as capital assets.*
- 2.7.17 *Document all purchasing procedures and processes as well as perform tests and walkthroughs to ensure sound purchasing procedures and processes.*
- 2.7.18 *Identify and perform other purchasing responsibilities where the Contractor reasonably anticipates needs, which are not specifically set forth above.*

Severn Trent will comply with all requirements of the City's charter and purchasing policies. The purchasing process is not a stand-alone service but an integral part of the overall process of providing services to the residents. A properly run and administered purchasing process can save the residents significant money for goods and services throughout the year.

Through our many years of managing municipalities and other special purpose governments, we have complied with all applicable local and state statutes regarding purchasing. Severn Trent understands the complexities and potential issues that may arise through the public purchasing process. The specific items listed in section 2.7 of the RFP are part of a routine purchasing process and do not pose any issues for us in providing the requested services.

In addition to the compliance aspects of purchasing, a key factor is the maintenance of appropriate documentation to ensure the process is compliant with all applicable requirements. This includes placing all appropriate information into the accounting system to ensure proper tracking and expenditures. This also facilitates the budgeting process and allows for better forecasting.

Whenever possible, we work with other governmental agencies to secure goods and services through a public competitive bidding process. Interlocal agreements and bidding in groups allows for greater purchasing power for the City. State bids, county bids and cooperative bidding ensure the City makes the most of its purchasing dollar.

Throughout the term of the contract, we will evaluate the City's purchasing manual and processes to offer recommendations as to where the City may change its policies to gain efficiency and maintain compliance with changing statutes.



2.8 Risk Management

The Contractor shall provide the following services:

Please see our response to items 2.8.1 through 2.8.10 in the narrative immediately following 2.4.10.

- 2.8.1 *Design, implement, manage, document and maintain a citywide risk management program.*
- 2.8.2 *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.*
- 2.8.3 *Design, implement, manage, document and maintain a risk management claims review process.*
- 2.8.4 *Recommend and advise the City's Finance Director of the appropriate amounts and types of insurance.*
- 2.8.5 *Assist in the procurement of all necessary insurance.*
- 2.8.6 *Process and assist in the investigation of insurance claims, coordinating with legal representation as needed.*
- 2.8.7 *Review insurance policies and coverage amounts of contractors and make recommendations for changes.*
- 2.8.8 *Document all risk management procedures and processes as well as perform tests and walk-throughs to ensure sound risk management procedures and processes.*
- 2.8.9 *Identify, record and report key performance indicators relevant to risk management.*
- 2.8.10 *Identify and perform other risk management responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.*

Severn Trent will work with the City Manager and City Finance Director to tailor a city-wide risk management program that will reduce risk and be dynamic, interactive and responsive to change. Our mission is to achieve continual improvement and enhancement of the City's existing risk management program. Being an integral part of the City's processes and procedure will help us set standards to perform test and walk-throughs to ensure systematic and structured risk management procedures and processes are in place. As part of our ongoing service, we will process and assist in the investigation of insurance claims in coordination with the City Attorney, City Manager and City Finance Director as needed and develop and maintain a systematic and structured risk management claims review procedure.

Severn Trent will assist with the procurement of all necessary insurance to ensure the City is getting the best coverage at the best value. In this process, we will recommend and advise the City's Finance Director of the appropriate limits and insurance types. We will review vendor insurance policies and coverage amounts and recommend changes to the City. We will track as part of the accounts payable system contractor insurance to ensure that vendors insurance is in place as part of the vendor contract, to mitigate the City's exposure.

We will also coordinate and administer safety and drug-free workplace programs to ensure the safety of the City employees. As part of this program, we will coordinate and/or prepare the annual workers compensation reports in a timely manner.

Effective risk management is a practice of systematically selecting cost effective approaches for minimizing the effect of threat realization to the City. In our program, we will select appropriate controls or countermeasures to measure each risk. A solid risk management plan should propose applicable and effective security controls for managing the risks. Our goal is to provide the City with effective mitigation or solution of risks using available technological, human and organizational resources.

3.3.1.4 Section IV – Proposed Personnel

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. It is not necessary to include the resume of any person not contributing a significant (greater than 20% of their time to this Contract.)

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. The organizational chart should include on-site, subcontracted and Contractor-provided (back office) service positions along with the anticipated percentage of time (FTE) devoted to the Contract during the first year.

In response to the items from the RFP listed above, please refer to the below narrative for a complete explanation of our staffing methodology and qualifications.

Proposed Staff Qualifications

As mentioned previously, Severn Trent has an experienced staff with over 200 years of combined experience in establishment and management of local governments. All of the staff discussed below will serve key roles both in the project transition, hiring of on-site staff and ongoing fulfillment of Financial and Administrative services. Of particular importance, is that these professionals will be using their depth of experience and knowledge to perform all the recruiting, interviewing and hiring of on-site staff. We feel this approach allows us to ensure we find and hire the most qualified staff to meet the City's needs.

Bob Koncar, *Regional General Manager*, will have ultimate responsibility for the project's performance and customer satisfaction. He will provide general oversight for the City's project on an ongoing basis and have the overall responsibility for ensuring the Dunwoody project is succeeding in every way. He brings more than 30 years of senior management experience from both the private and public sectors. He has been recognized by the International City County Management Association as a Credentialed Manager, has served as a County Administrator and City Administrator in Florida and Alabama and has a Master's Degree in Public Administration. Mr. Koncar holds a general oversight and management role with responsibility for ensuring contract compliance and appropriate customer service levels.

Stephen Bloom, *Finance Manager*, leads the Management Services accounting staff and is responsible for all areas related to accounting functions and financial reporting including preparation and coordination of annual budgets and audited financial statements. He also coordinates the banking and investment activities as well as hiring, training and supervision of accounting personnel. Mr. Bloom holds bachelor's degrees in finance and management and has more than 12 years of accounting and finance experience with a background that includes managing financial services provided to multiple municipal organizations.

Paula Davis, *Accounts Payable Manager*, is responsible for managing accounts payable activities and payroll and for coordinating insurance on behalf of our clients. She has 25 years of accounting experience and a background that includes responsibility for payroll, insurance, accounts payable and human resources support.



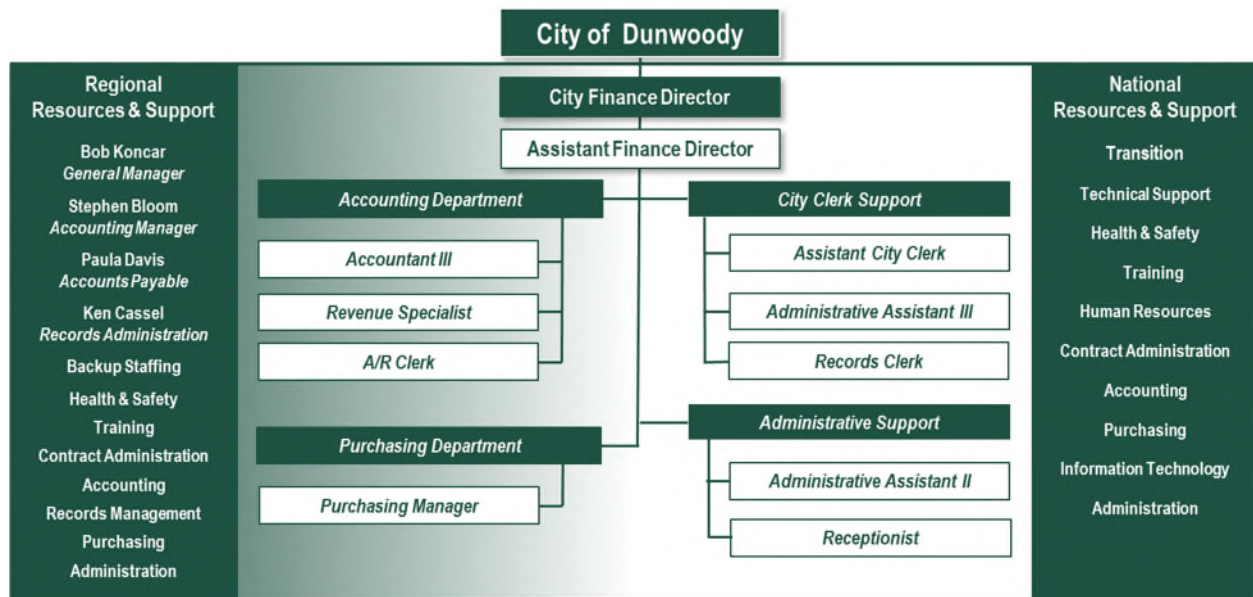
Kenneth Cassel has 36 years of experience in private and public sector positions that include land development and municipal management. His background includes city management, administration of federal regulations (NPDES, NFIP, etc.), emergency management, strategic project planning and management, technical engineering product development and deployment, budgeting and financial tracking and process development and implementation. Mr. Cassel holds a bachelor's degree in business administration and a master's degree in public administration.

Our full-time employees who focus on municipal management services come from a variety of backgrounds that include:

- Certified Public Accountants
- Public administrators
- Government managers and leaders
- Financial and investment advisors
- Certified Project Management Professionals
- Engineers
- Attorneys
- Software developers
- Real estate developers
- Construction managers

Proposed Staffing Levels & Methodology

Based upon our experience and understanding of the requirements within the RFP and the current staffing levels, we propose an on-site staff of 10 to meet the City's needs. Our on-site staff will benefit from the support by regional staff based in Georgia and Florida as well as the full strength of the entire Severn Trent organization.



We will make every effort to interview the current staff to minimize the learning curve and maintain continuity of service for the City. This process *will* include input from the City. Wherever a replacement is required, we will seek local talent first followed by an expanded search for qualified candidates.

Recruiting & Staffing Continuity

It is Severn Trent's policy to compensate all employees on a fair, equitable basis and to recognize demonstrated performance and contribution to the successful operation of the organization. Our compensation policy is structured to:

- Attract and retain competent employees
- Provide employees with compensation opportunities that are related to their responsibilities, skills and accomplishments
- Provide incentives for improved performance
- Maintain an effective organization designed to meet current and future business needs

Severn Trent's policy is to promote qualified individuals from within the company. If an employee asks to be considered for promotion to an open position, he/she will be given preference over applicants from outside if they are equally or better qualified. When a job vacancy occurs, employees are encouraged to utilize the job posting process to formally apply for a vacant position. The goal of job postings is to ensure that all employees are made aware of and have the opportunity to apply for open positions. All regular part-time and full-time employees with six or more months of continuous service and who have a satisfactory performance and attendance record are eligible to apply for posted openings. Voluntary transfers between geographic locations are also possible.

To fill vacancies, Severn Trent stays in contact with trade schools as a source of potential employees. We also have an employee referral program in which existing employees are financially rewarded for referring new employees to the company.

Severn Trent's hiring process includes interviews by at least two people and checking of references. All applicants who are being considered for hiring are subject to drug testing. Investigation into criminal backgrounds, education, Social Security number and the like will take place as appropriate for a given position. Motor vehicle records will also be accessed for those who will be driving company vehicles.

Once hired, employees participate in on-the-job training and are often paired with another employee to learn the site-specific skills needed to successfully perform in their new positions.

Training

At Severn Trent, we recognize that much of the success of the company rests on the skills and commitment of our most valuable resource – our people. This is why, at every level, training and developing our employees is seen as central to the health and growth of our organization. Training is a tool that enables employees to sharpen existing expertise and gain new skills that will help them develop personally and professionally and contribute to increased productivity, higher standards and improved client service.

It is essential that accounting staff stay abreast of all new and future changes in accounting standards. Severn Trent also believes it vital that more than one person can perform each of the accounting tasks in case of emergency. Our approach also includes training staff on the roles of other departments, providing a broader picture of the City's objectives and goals and how they individually and as a department can contribute.

We encourage every employee to take the opportunities to develop and increase his/her effectiveness either through on-the-job training, in-house or external specialized courses, correspondence courses and/or professional and management certifications. Severn Trent provides each employee up to \$1,000 per year for job-related classes and seminars and up to \$3,000 per year for accredited job-related college courses.



We will also provide webinar training seminars for all Severn Trent employees working at the City. These will cover a broad range of topics and ensure all employees receive the most effective training on an ongoing basis. Additionally, we will be providing onsite training in selected areas for all personnel.

Safety Training

Severn Trent is committed to the safety of its employees and of those in the communities it serves. As a result, we will begin our ongoing safety training for all employees once the base contract period begins on January 1, 2016. Our safety professionals will be in the City of Dunwoody for the initial training and periodically during the course of the project. We will also utilize safety personnel from our Plaquemines Parish operation for safety training functions.

Severn Trent is constantly keeping up-to-date with new safety legislation and developing appropriate training initiatives. Our knowledge base is continuously examined to ensure that each of our operations has the advantages of knowledge and experience gained both within the United States and through our worldwide operating companies.

Total Team Approach to Providing Services

Utilizing our team approach allows us to provide a high level of service. This approach focuses on clearly defining the roles of each staff member. Our team members will know their individual roles within the department as well as the roles of their teammates. Cross-training is a key part of this approach that allows our team to work more efficiently with other departments and provides them with a solid understanding of how their job fits into the ultimate goal of providing excellent service to the City. This level of understanding allows our team members to make better decisions, have more confidence in their work and serve as backups for other roles. This approach includes having well-defined policies and procedures and a concise reference matrix delineating areas of responsibility.

There are significant benefits and mitigation of risks within this approach including:

- Cost savings and efficiencies with less downtime
- Reduction of unnecessary and costly expenditures
- Better engaged and focused employees
- Quick, concise and accurate responses to our customers
- Continuity of services at all times
- Broader pool of institutional knowledge
- Contingency plans in case of emergencies
- Reduce stress on staff and improved retention rates

By utilizing our total team approach, we will be able to manage all functions within the Financial & Administrative Services requirements in a seamless manner thereby limiting the need for future contract changes and/or addendums.

Internal Controls in All Areas of the Contract

In order to meet all the performance requirements of the contract, a solid foundation and set of controls and standards must be maintained at all times. We will maintain

- A high level of financial reporting and accountability in accordance with all local, state and federal requirements and statutes

- Purchasing processes within applicable statutes and City ordinances
- A strong fiscal policy in accordance with established authorization and budgetary levels
- Controls on all capital and grant programs to ensure compliance with all state and federal guidelines and regulations

Continual Improvement Program

Our understanding of our clients' needs and our relentless pursuit of those goals has been a critical part of our long-term success. This philosophy of constant and never-ending improvement is critical to growth and must permeate the organization at all levels. We have successfully incorporated this approach into our services by implementing the following programs with our clients:

- An annual audit of the team by external Severn Trent staff not part of the contracted staff. This review offers the team with an outside perspective on ways to streamline processes, fosters advancements and employee growth.
- Continuing education for our staff. The best way to keep a staff motivated, focused and effective is to continuously challenge them to grow as individual employees and as members of a team. This can be accomplished in many ways such as ongoing education programs, CPEs, team building exercises, attending conferences, joining trade associations and establishing mentor programs.
- Increasing staffing efficiencies. As the contract progresses, the Regional General Manager will, with the City Manager, assess the effectiveness of each department and make changes as needed in order to ensure that performance continues to grow and improve.

Collaborating on Efficiency, Cost Savings

Severn Trent is experienced in the evaluation and implementation of efficiency and cost saving improvements. Any new improvement would be made in conjunction with the City's long-term needs and vision and reviewed with the Finance Director. Prior to our review with City Finance Director, our staff would consider and discuss the following key factors:

- Cost-benefit analysis to determine whether the technology is feasible for the City's needs and costs structure
- Compatibility with current systems
- Ease of implementation
- Support and training requirements
- Further enhancement requirements and upgrades
- Adaptability across multiple departments and functions

Implementing Improvements

Severn Trent has several projects we would propose to implement during the initial contract period.

We propose to implement a revenue enhancement program designed to analyze existing business licenses and addresses to identify unlicensed businesses operating in the City. This information will provide a basis for taking action to secure past due business license revenue due to the City.

We propose to implement a contract review team to systematically review all existing City contracts to determine how well the contracts are meeting the City's needs and whether they are being performed in accordance to the terms and requirements outlined in the contract. We have often found this to be an area that requires some focus and the review itself lends itself to averting risk in the future. This contract review is a primary part of the procurement process that ensures the City receives full value.



Comprehensive reviews of existing contracts prevent missed contractual deadlines and ensure deliverables are received and stated terms are being met. Knowing that contracts are being reviewed ensures end users pay attention to developing their scope of service and helps clarify what services are being obtained under the contract. Finally, this review adds value because it addresses one of the primary problems often found in city government, which is staff often allocates more time to awarding contracts rather than administering existing contracts. This lack of oversight often leads to problems with contractor performance, cost overruns, unnecessarily complicated processes and delays in receiving goods and services. Our primary objective of contract review is to establish a best practice that the City uses to improve contracts to assure responsiveness to our taxpayers.

We propose to implement an audit review team to review the past three years of audit reports and develop an action plan with the Finance Director that addresses any issues in the report. This action plan will ensure the City follows up in a systematic and timely manner with the associated department to ensure resolution of all findings and/or suggestions described in the report.

Finally, we would recommend the implementation of a Quality Improvement Program that would benefit all City departments. The program would serve as a platform to suggest improvements to processes already in place throughout the City or to suggest new processes that would save time for City employees or save money for the taxpayers of Dunwoody.

Communications

The importance of an effective and efficient communication strategy cannot be understated. Ensuring and promoting open lines of communication across all departments and contractors is of vital importance to the long-term success of our partnership. To foster effective communication, we recommend implementing several important processes:

- Identify key personnel within each department and establish a weekly and/or bi-monthly staff meeting with the City Manager to review day-to-day operational issues and discuss new ideas and corrective measures.
- Key personnel review goals and open items within their respective staffs to ensure proper communication
- The Assistant Finance Director maintains an open issue log and coordinates the resolution and communication to the Finance Director
- Establish personal goals with each staff member in conjunction with City goals and hold quarterly meeting to discuss progress toward goals and provide feedback on performance

Severn Trent will establish a clear and concise communication plan with City staff. The lines of communication will be established so all personnel can be responsive to questions from the City staff, residents and Council. Our responsiveness will be critical to our success in performing our duties under the contract. Since Severn Trent personnel will be responding and interacting directly with City residents, we will ensure they are well versed in their duties and responsibilities, polite and professional in everything they do. In terms of responsiveness to City staff or Council members, the staff will exhibit the same responsiveness and professionalism that is required of them as Severn Trent employees.

Severn Trent will share the monthly metrics information with the City Manager and senior City staff members. The Assistant Finance Director will prepare a monthly report on the metrics and provide proposed solutions for resolving shortcomings identified. Further, we will share the customer follow-up logs with the City Manager and senior City staff. These logs will identify customer service calls, complaints, compliments, phone calls and emails, how issues were resolved and the timeframes involved.



To the extent possible, the Severn Trent team will communicate through the email system in order to ensure documentation of issues and facilitate communications with the City Manager and his staff.

Generally speaking, City staff will be asked to communicate directly with the appropriate management personnel to resolve identified problem areas that may arise. As an example, for issues related to our overall financial services operations, we would recommend the Assistant Finance Director be contacted and made aware of any problems. The Assistant Finance Director will then be responsible for addressing the issue and reporting back to the City staff member that brought the issue to his attention as to how the matter was resolved. This will avoid having too many people involved in the resolution of problems. The Regional General Manager should be contacted for overall management issues related to the contract. The Assistant Finance Director will maintain a log of contact issues that occur and those logs will be shared with the City Manager along with the Regional General Manager.

In the event City staff, residents or Council members have attempted to resolve an issue with the Assistant Finance Director and without success, they may contact the Regional General Manager directly. The contact information for the Severn Trent management team will be made available to the City staff, Council members and public through business cards located in City Hall.

Transition

With any community or organization, there is a great deal of apprehension and concern whenever significant change occurs. Over the years, Severn Trent has been involved in hundreds of transitions. Our ultimate goal is a seamless transition, one in which:

- Service levels are maintained with minimal impact to the residents.
- The community has a sense of confidence and peace of mind that all facets of the process are being handled appropriately and efficiently.

Severn Trent's past experience has demonstrated our ability to provide quality services from day one, in most cases at a higher level than what was currently being provided. In the case of the City of Dunwoody, one of the keys to a successful transition will be our commitment to hire locally as much as possible. This strategy allows us to fill positions immediately with employees that understand the local community's objective and vision.

Severn Trent's quality management approach commences with a transition planning session that will be conducted with the City Manager, Finance Director and key City staff to establish project goals. The outcome will be a clear understanding of Dunwoody's vision and values, which will then establish the direction around which we will align the City's business processes and systems. We will establish formal and informal reporting systems to keep the City Manager and Finance Director informed of our progress toward meeting these goals.

We will also conduct periodic internal audits of key operational components as part of our support services program to further analyze our performance. These reviews – performed by regional management and corporate support staff – help our local managers analyze their current performance, identify areas for improvement and provide opportunities to recognize and reward successes.

Our recruiting efforts will begin in advance of the transition to ensure we meet the deadlines established in the Request for Proposals. Because we understand the benefit of retaining existing personnel, current staff will be encouraged to participate in the recruitment process.



We will begin the transition process with a Career Day to interview local candidates for positions required under the contract. We will hire as many personnel locally as possible.

We will also host a meet and greet event for the City Manager, Finance Director and staff to meet candidates for the key positions. Rather than simply filling the positions without any City input, this will give the City Manager and Finance Director the opportunity to participate in the selection process.

Should the City decide to replace Severn Trent with another contractor, we will work with the new contractor during the phase-out transition period. Our professional and ethical standards dictate that we work professionally up to the last day on the contract. We will make our employees available for interviews with the new contractor in case they desire to pick up the employees. We will transfer and provide all appropriate documents related to our work with the City. Our position is that any transition should be smooth and amicable between all parties involved.

Phase-in Plan

We propose to start with an organizational meeting with the City Manager, Finance Director and transition team to provide guidance and direction to help smooth out transitional overlaps between Finance and Administrative Services and other departments. Based upon the feedback and direction, we will modify our planned implementation and review it with our key staff members to establish milestones and associated timelines for our transition. This would include documenting and validating levels of existing authority, reviewing accounting and purchasing policies and procedures and beginning to address areas of weakness that require further attention.

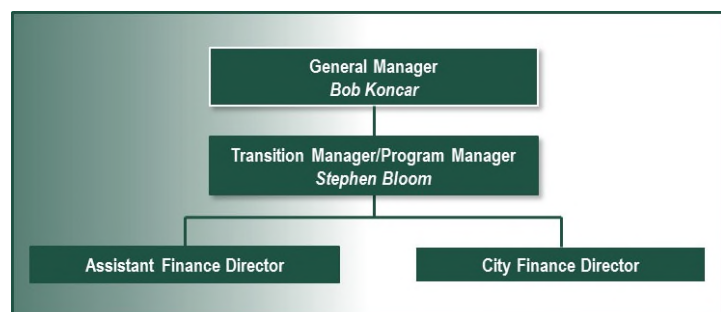
Our successful business transition will focus on a commitment for excellence in financial services, which will be communicated extensively and often. The first 30 to 60 days will be critical and require our team to focus their time and energy on understanding our roles in the organization and the procedures and interfaces between the various departments in the City. While it is difficult, if not impossible, to measure its success until months after the actual implementation, we will work towards a seamless transition and take steps to improve service delivery out of the gate.

We will focus on reducing inefficiencies throughout the transition process with an eye toward continuous improvement. We will leverage best practices and lessons learned from other implementations to improve our learning curve. We will emphasize teaching and training our key people to become more knowledgeable and cross-trained in financial services, making us a better resource with alternate in-house experts for the City.

Organization (Phase-In Team)

The Regional General Manager will provide oversight on the proper and timely implementation of the phase-in of the contract.

The Transition Manager/Project Liaison, located locally, will be responsible for assisting during the transition period and later serving as a back-up contact point for the City.



The Assistant Finance Director will perform on-site, day-to-day implementation activities to ensure we meet target goals for the smooth implementation of our contract and ensure all specific requirements for work milestones and requirements are met through our personnel.

The Finance Director will provide advice and consultation on any specific phase-in requirements.

Schedule (Phase-In Activities)

Once the contract has been executed and the notice to proceed is received, we will begin the phase-in process (illustrated in the table on the following page).

Throughout the transition period, the Transition Manager will continually review our progress and provide monthly reports to the Regional General Manager. The Regional General Manager will review the reports and meet with the City Manager on a regularly scheduled basis, depending upon his schedule.

Phase-In Approach	
By September 2	Regional General Manager and Program Manager meet with the City Manager and Finance Director to provide introductions and establish any expectations that may not be included in the Request for Proposals
	Program Manager, Regional General Manager and Finance Director tour City Hall and meet with the employees. We will identify the performance requirements and develop implementation plans for the transition and deliverables. We will also solicit input from staff in the transitional activities and contract performance requirements.
By October 3	Meet with the current service provider and discuss details for the transition of employees to Severn Trent
	Initial recruiting and hiring of staff including receiving approval from City for the Assistant Finance Director position
	Meet with key City staff to provide introductions and discuss issues that will generally need to be addressed during the transition
By October 14	Complete the final review of all transitional requirements and submit the final transition plan to the City Manager for review and approval
By October 21	Transition plan finalized, published and distributed to the City Manager and key City staff. Meetings will be held with Finance and Administrative Services staff to review the plan.
By November 1	Finalize recruiting and hiring of staff
By December 2	Human Resources team meets with all employees to review our benefit plans, pay rates and all other documents and requirements of becoming a Severn Trent employee. We will also discuss the required background checks and begin that process. In the event an employee does not meet the background requirements and is unable to be transitioned, we will then have the opportunity to identify another employee to take their place

Ongoing Performance Metrics

The performance metrics that will be utilized to track our performance during the transition period will consist of the following:

- On time delivery of deliverables required during the daily City activities
- Completeness and accuracy (in terms of them being error free) of work produced by the Finance and Administrative Services team
- Timeliness of Finance and Administrative Services team responses to email, telephone, written and verbal requests
- Number of unresolved issues, if any



- Number of contacts with the Regional General Manager required to resolve problem issues not handled by onsite personnel

These metrics will be utilized to determine the success of our transitional period up through the start of the base contract.

Initial Staffing

Our recruiting efforts will begin in advance of the transition to ensure we meet the deadlines established in the Request for Proposals. Because we understand the benefit of retaining existing personnel, current staff will be encouraged to participate in the recruitment process.

Facilities, Equipment & Supplies

Severn Trent will provide laptops to key personnel as well as cell phones and other communication devices. We will also utilize some staff from our Georgia office to provide additional internal administrative support.

Environmental Sustainability

Severn Trent understands the importance of environmentally sustainable operations and fully supports the City's efforts in this area. Our approach to supporting the City's efforts in this area will include the following:

- Making certain environmentally sustainable procedures established by the City are maintained in the overall operation of the City's Finance and Administrative functions
- Report periodically on key performance indicators for environmentally sustainable operations as it relates to the Finance and Administrative operations
- Review purchasing policies to ensure that they are supporting the acquisition of environmentally sensitive supplies and equipment
- Environmentally preferable purchasing programs
- Carpooling coordination
- Car sharing programs (public or private)

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, in writing, a complete and uncensored testimony.

Reference Projects

Severn Trent currently provides customized scopes of municipal management services to more than 80 communities. We have provided reference information for selected projects on the following pages. Additional references are available upon request.

Celebration, Florida

Severn Trent has provided management services for Celebration CDD (population: 8,500) since the District was established in 1994. We have been involved with the District from its inception through the years as it has grown and evolved to its current state.

Our history with the District began in 1993 when we participated with The Celebration Company in the formulation of the District. The next year, we participated in the process to establish the District. We participated in all work related to the issuance of District bonds and the implementation of the infrastructure program.

Severn Trent oversees the day-to-day management of the District with responsibilities that include field management, financial reporting and accounting. We are also responsible for general fund accounting, administrative, budgetary and clerking activities. We routinely participate in community activities including funding, labor and materials for such things as the Celebration K-8 ball field construction, annual holiday lighting at Market Square Park and other field-related enhancements outside the scope of our management contract.

Severn Trent provides the full spectrum of financial services as part of our overall management of the District (municipal management services). This includes:

- Revenue collection
- Purchasing
- Accounting
- Budget support
- Administrative support

As the primary manager during the 2004 hurricanes, Severn Trent was responsible for following up with contractors for site cleanup and restoration and for seeking reimbursement from FEMA. Our efforts in Celebration have also included assisting the Board with the transition of consultants and with the transition from landowner-elected Supervisors to the General Election and the education process that accompanies new resident Board members being seated and serving on the Board.

Celebration is an innovative, real town that successfully combines architecture, education, health and technology in ways that promote a strong sense of community. Celebration, conceived as a small central Florida town with pre-1940s architecture, was developed by The Celebration Company (a subsidiary of The Walt Disney Company) in northwest Osceola County, Florida.



The District's infrastructure includes primary and village-specific roadways and bridges, street lighting, domestic water distribution system, wastewater/sanitary sewer collection system, reuse (reclaimed) water distribution system, storm water management facilities, drainage collection systems, off-site roadways and intersection improvements, wetland compliance and common area development.

Reference Information:

John Gebhardt, Chairman
509 Longmeadow Street
Celebration, Florida 34747
321-939-6480
john.gebhardt@celebrationcdd.org

Enterprise, Florida

Enterprise Community Development District (population: 12,500) comprises approximately 6,548 acres within Osceola County adjacent to the Walt Disney World Resort. Severn Trent has provided management services to the District since it was established in 1994. The District was designed to include office, medical, retail, theme park, recreational, commercial and other facilities.

Severn Trent provides the full spectrum of financial services as part of our overall management of the District (municipal management services). This includes:

- Revenue collection
- Purchasing
- Accounting
- Budget support
- Administrative support

District improvements include primary and Village-specific roads and bridges, street lighting, domestic water distribution system, wastewater/sanitary sewer collection system, reuse (reclaimed) water distribution system, stormwater management facilities, drainage collection systems, off-site roadways and intersection improvements, wetland compliance and common area development.

Severn Trent assumed responsibility for operation and maintenance of the District's distribution and collection systems in 1995. We also provide meter reading, billing and customer service.

Reference Information:

K. Todd Rimmer, Chairman
1365 Avenue of the Stars
Lake Buena Vista, Florida 32830
407-560-7462
todd.rimmer@disney.com

Port of the Islands, Florida

The Port of the Islands Community is a unit of local government in the state of Florida. As such, all requirements for local governments must be met by the Port of the Islands community through their contract with Severn Trent. We provide all financial, recordkeeping, reporting and operational functions that are required of all local governments. Given the range of requirements and services provided by Severn Trent to the community, all services for community operations is provided through the Severn Trent contract with the exception of water service and police and fire services.

Severn Trent provides the full spectrum of financial services as part of our overall management of the District (municipal management services) and utility services. This includes:

- Revenue collection
- Purchasing
- Accounting
- Budget support
- Administrative support

Since Port of the Islands is a self-contained community (i.e. all services for residents are provided through the unit of local government), Severn Trent is responsible for providing the full spectrum of services. Environmental compliance and the required schedules and records requirements associated with the utility functions is an ongoing requirement. In addition, the full schedule of financial requirements must also be met on an ongoing basis. Cost performance issues include seeking to maintain a stable utility rate base for customers while meeting all State of Florida environmental performance requirements. This has been particularly challenging as the cost of supplies to operate the utility have risen. In order to mitigate the cost increases, we have utilized the size of our operation to purchase materials in bulk and keep the cost of supplies and materials down. Due to economic conditions, not all of the properties in the community paid their assessments timely and financial plans had to be developed and implemented to work through the issues. The financial arrangements included restructuring their debt load in order to meet the shortfall created by those that failed to pay their assessments. Additionally, budget changes and operational changes were implemented to make certain that service requirements could be met with a reduced revenue plan.

Severn Trent has provided management services to the District since it was established in 1986. Port of the Islands is a resort and real estate development project situated on approximately 500 acres in southeast Collier County just outside of Naples, Florida. Primary facilities include two hotel buildings with approximately 200 rooms, an RV park, a skeet range, a marina and several low- and medium-density real estate development projects that, when completed, will include between 1,000 and 2,000 residential units. The development is substantially self-contained with its own on-site water, wastewater and cable television system. Facilities include two wastewater treatment and disposal facilities, a well field and water treatment and distribution system. Existing facilities also include a large hotel complex consisting of a main lodge with 13 guest rooms, five patio buildings with 48 guest rooms and a marina apartment building consisting of 26 apartments, located in the southern portion of the development. A second hotel is located in the northern portion of the development contains 100 rooms and meeting facilities for up to 400. Recreational facilities include a river front recreational vehicle park with 100 spaces, a boat ramp, a recreational center and support facilities, a hunt club with six fields of trap and skeet and a moving target range and a marina. The development is located within the boundaries of the Big Cypress National Park “area of environmental concern” and is further surrounded by vast areas of state and national parks.

Reference Information:

Joel Anthony Davis, Chairman
25053 Peacock Lane #202
Naples, Florida 34114
239-430-0806
anthony@jadavis.com



Riverwood, Florida

Riverwood is a 1,265-acre master planned mixed-use community located in northwest Charlotte County. Severn Trent has provided management services to the District since it was established in 1991.

Severn Trent provides the full spectrum of financial services as part of our overall management of the District (municipal management services). This includes:

- Revenue collection
- Purchasing
- Accounting
- Budget support
- Administrative support

In addition to providing management services, Severn Trent also provides operation and maintenance of the wastewater treatment plant and collection and distributions system. When we assumed these responsibilities in 2003, the wastewater plant was significantly out of compliance and major system components were inoperable. Within 30 days, Severn Trent had repaired or replaced critical mechanical and instrumentation components and brought the facility back to meeting stringent effluent reuse requirements.

Reference Information:

Rita Anderson, Chairman
2659 Myakka Marsh Lane
Port Charlotte, Florida 33953
941-613-1526
randerson@riverwoodcdd.org

Severn Trent provides the full spectrum of financial services as part of our overall management of the District (municipal management services). This includes:

- Revenue collection
- Purchasing
- Accounting
- Budget support
- Administrative support

Westchase CDD

Severn Trent has provided management services to Westchase East CDD, a 946-acre community, since it was established in 1995. One of the unique and challenging projects Severn Trent has managed is the merger of the Westchase and Westchase East Community Development Districts. This has been a five-year project that will come to a close in October 2012. In the management role, Severn Trent has guided the project to keep it on track and focused on the goal of providing efficiency gains and cost savings.

The District is part of the Westchase Development, which is located on approximately 2,100 acres of land in northwest Hillsborough County. Development plans called for a total of more than 5,700 single- and multi-family residential units, 320,000 square feet of commercial space and 300,000 square feet of office space. The residential development is situated within individual pods located around an 18-hole golf course designed by Lloyd Clifton. Plans for the District included 983 single-family and 1,620 multi-family units, community parks and the protection of over 250 acres of wetland areas.

Reference Information:

Mark Ragusa, Chairman
401 E. Jackson St., Suite 2700
Tampa, Florida 33602
813-222-6619
seat2@westchasecdd.com

Austin, Texas

Severn Trent provides customized scopes of management, operations and maintenance services to utility districts throughout the Austin area. We currently provide accounting and/or finance services for the following clients:

- Burnet County WCID #1
- Hays County MUD #4
- Hays County MUD #6
- Hays County WCID #1
- Hays County WCID #2
- Meadows at Chandler Creek MUD
- River Place MUD
- Williamson-Travis Counties MUD #1

We have provided references for the two largest districts.

River Place MUD Reference Information:

Jim Casey, Board President
10123 Treasure Island Dr.
Austin, TX 78730
512-346-4809
jcasey@austin.rr.com

Williamson-Travis Counties MUD #1 Reference Information:

Linda Garrett
Board President
1307 Texas Oak Way
Cedar Park, TX 78613
512-424-1150
lgarrett@wtcmud1.org



Severn Trent Clients

The following matrix lists projects that currently receive finance and administrative services from Severn Trent:

Client	Client Reference	Start
Arbor Greene CDD, FL	Steven Eckhardt, Chairman 17913 Arbor Haven Drive, Tampa, Florida 33647 813-765-1182; steve.eckhardt@arborgreene.com	1996
Beacon Lakes CDD, FL	Scott Gregory, Chairman 8355 N.W. 12th Avenue, Suite 108, Doral, Florida 33126 305-392-4270; sggregory@prologis.com	2003
Bobcat Trail CDD, FL	Marjorie Lawson, Chairman 1989 Coconut Palm Circle, North Port, Florida 34288 941-423-9872; mlawson@bobcatcdd.com	1997
Briger CDD, FL	Joseph Powlis, Chairman 5192 Victoria Circle, West Palm Beach, Florida 33409 561-420-1893; jp-lap@hotmail.com	2001
Brighton Lakes CDD, FL	Michelle Incandela, Chairperson 2539 Chapala Drive, Kissimmee, Florida 34746 407-288-3670; mincandela@brightonlakescdd.org	2000
Burnet County WCID #1, TX	Clint Madison, Board President 3500 Maple Avenue, Suite 2200, Dallas, Texas 75219 972-692-1750; smadison@capstarcommercial.com	2007
Cedar Hammock CDD, FL	Thomas D. Cook, Chairman 3981 Cordgrass Way, Naples, Florida 34112 239-352-2123; tcook@cedarhammockcdd.com	1999
Celebration CDD, FL	John Gebhardt, Chairman 509 Longmeadow Street, Celebration, Florida 34747 321-939-6480; john.gebhardt@celebrationcdd.org	1994
Cheval West CDD, FL	Rohn Harmer, Chairman 5203 Avenue LaCrosse, Lutz, Florida 33558 813-949-2879; rohn@chevalwest.com	1990
City of Williston, FL	Scott Lippmann, City Manager 50 N.W. Main St., Williston, Florida 32696 352-528-3060; scott.lippmann@ciwilliston.fl.us	2011
Colonial Country Club CDD, FL	Antonio DeSantis, Chairman 9216 Independence Way, Fort Myers, Florida 33913 239-561-0342; tdesantis@colonialcdd.com	2002
Coral Springs Improvement District, FL	Dr. Martin Shank, President 10035 SW 1st Court, Coral Springs, Florida 33071 954-752-8277; dr.martinshank@gmail.com	1996
Country Greens CDD, FL	Kenneth Bolser, Chairman 33939 Venice Lane, Sorrento, Florida 32776 352-357-7761; kennethbolser@earthlink.net	1991
Dovera CDD, FL	Stacy Mello, Chairperson 1200 Duda Trail, Oviedo, Florida 32765 407-365-2079; stacy.mello@duda.com	1992
East Park CDD, FL	Angel L. Colon, Chairman 9800 Caroline Park Dr., Orlando, Florida 32832 407-460-4004; acolon9667@aol.com.com	2002
Eastlake Oaks CDD, FL	Joseph Dinelli, Chairman 1604 Shady Oaks Drive, Oldsmar, Florida 34677 813-855-8014; joseph.dinelli@level3.com	1995
Enterprise CDD, FL	K. Todd Rimmer, Chairman 1365 Avenue of the Stars, Lake Buena Vista, Florida 32830 407-560-7462; todd.rimmer@disney.com	1994

Client	Client Reference	Start
Fleming Island Plantation CDD, FLp	Mike Cella, Chairperson 1630 Calming Water Drive, Fleming Island, Florida 32003 904-375-0628; mcella@fipcommunity.com	2000
Gateway Services CDD, FL	William Guy, Chairman 10501 Bellagio Drive, Fort Myers, Florida 33913 239-454-7577; wguy854438@aol.com	1986
Golden Lakes CDD, FL	Rich Weaver, Chairman 1050 Reflections Lake Loop, Lakeland, Florida 33813 800-683-0221 Ext. 129; rweaver@asr-assoc.com	1992
Griffin Lakes CDD, FL	Teresa West, Chairperson 2265 Mariner Court, Unit 2610, Fort Lauderdale, Florida 33312 954-963-6717; tbprice310@gmail.com	2002
Habitat CDD, FL	Mark J. Novitski, Chairman 21101 Palese Drive, Estero, Florida 33928 239-250-9536; mnovitski@habitatcdd.com	2003
Hammocks CDD, FL	Michelle Motschman, Chairman 8517 Brushleaf Way, Tampa, Florida 33647 508-341-6860; missm68@aol.com	2008
Harmony CDD, FL	Steve Berube, Chairman 6913 Beargrass Road, Harmony, Florida 34773 407-491-3469; steve@harmoniycdd.org	2000
Harmony Central CDD, FL	William Kouwenhoven, Chairman 6310 Capital Drive, Suite 130, Lakewood Ranch, Florida 34202 941-388-0707; bkouwenhoven@starwoodland.com	2008
Harmony West CDD, FL	William Kouwenhoven, Chairman 6310 Capital Drive, Suite 130, Lakewood Ranch, Florida 34202 941-388-0707; bkouwenhoven@starwoodland.com	2008
Hays County MUD #4, TX	Christina McCutchin, Board President 2406 Marilton Drive, Austin, Texas 78703 512-495-6139	2007
Hays County MUD #6, TX	Mons Anderston, Board President 908 Lipan Trl., Austin, Texas 78733 512-970-2644; maanderson@sbcglobal.net	2008
Hays County WCID #1, TX	Doug Botts, Board President 291 Grafton Lane, Austin, Texas 78737 512-394-9992; dbotts@hayswcid.org	2001
Hays County WCID #2, TX	Thomas Phillips, Board President 440 Harris Drive, Austin, Texas 78737 512-495-6400	2001
Heritage Greens CDD, FL	George Coombs, Chairman 1712 Morning Sun Lane, Naples, Florida 34119 239-325-8420; gcoombs@heritagegreenscdd.com	1993
Heritage Harbor CDD, FL	David Penzer, Chairman 19316 Seamist Lane, Lutz, Florida 33558 813-948-4558; penzers@tampabay.rr.com	1993
Heritage Isles CDD, FL	Dan Barravecchio, Chairman 10624 Grand Riviere Drive, Tampa, Florida 33647 813-907-2664; dan.barravecchio@gmail.com	1992
Heritage Lake Park CDD, FL	Albert Hamilton, Chairman 22580 Heritage Lake Boulevard, Punta Gorda, Florida 33983 941-270-3213; ahamilton@hlp-cdd.com	2004
Heritage Oak Park CDD, FL	Olin Earl Bell, Chairman 1275 Red Oak Lane, Port Charlotte, Florida 33948 941-255-8419; hopccd3@outlook.com	2005
Heritage Palms CDD, FL	Stan Switzer, Chairman 8014 Tiger Palm Way, Fort Myers, Florida 33912 239-274-8494; stanjans@earthlink.net	1998



Client	Client Reference	Start
Heritage Springs CDD, FL	Steven Wertovitch, Chairman 1131 Ashbourne Circle, Trinity, Florida 34655 727-375-0852; switscs@aol.com	1998
Laguna Lakes CDD, FL	Jonathan Busa, Chairman 15540 Laguna Hills Drive, Fort Myers, Florida 33908 239-489-1515; jbusa@lagunalakescdd.com	2002
Lake Bernadette CDD, FL	Michael Berman, Chairman 35031 Fawnville Way, Zephyrhills, Florida 33541 813-862-2036; michaelcdd@berman.nu	1996
Lexington CDD, FL	Bryon Klepper, Chairman 5712 115th Drive, East Parrish, Florida 34219 941-527-9070; bklepper_lexingtoncdd@yahoo.com	2003
Lexington Oaks CDD, FL	Jennifer Mooney, Chairman 5430 Riva Ridge Drive, Wesley Chapel, Florida 33544 813-907-1053; louisemooney813@verizon.net	1998
Live Oak No. 1 CDD, FL	Michael Ceparano, Chairman 20026 Nob Oak Avenue, Tampa, Florida 33647 813-417-6698; ceppym@yahoo.com	2002
Live Oak No. 2 CDD, FL	Elizabeth Hubbard, Chairman 20022 Bright Oak Court, Tampa, Florida 33647 813-333-9301; bjhubbard@aol.com	2002
Maple Ridge CDD, FL	Eliezer Botton, Chairman 3578 SW 51st St., Fort Lauderdale, Florida 33312 954-987-1000; botton02@yahoo.com	2000
Marshall Creek CDD, FL	Richard Hurley, Chairman 751 Cypress Crossing Trail, St. Augustine, Florida 32095 904823-3691; dthurley5@gmail.com	1999
Meadow Pointe CDD, FL	Dennis Smith, Chairman 29325 Birds Eye Drive, Wesley Chapel, Florida 33543 813-994-9832; dsmith@meadowpointecdd.com	1991
Meadow Pointe II CDD, FL	Michael Cline, Chairman 29707 Allegro Drive, Wesley Chapel, Florida 33543 813-994-8555; mikecline@mpicdd.org	1994
Meadows at Chandler Creek MUD, TX	Nancy Beleckis, Board President 2107 Aster Way, Round Rock, Texas 78665 512-238-0960; nbeleckis@yahoo.com	1994
Naples Heritage CDD, FL	Peter Lombardi, Chairman 7768 Naples Heritage Drive, Naples, Florida 34112 239-793-1417; plombardi@naplesheritagecdd.com	1996
Oakstead CDD, FL	Norman Keith, Chairman 19507 Ardwick, Land O' Lakes, Florida 34638 813-948-8374; normankeith2013@gmail.com	2005
Overoaks CDD, FL	Michael Magruder, Chairman 1727 Golfview Drive, Kissimmee, Florida 34746 407-846-9164; scladelaw@yahoo.com	1990
Palm Coast Park CDD, FL	Dave Root, Chairman 14 Fern Court, Palm Coast, Florida 32137 386-446-6226; drroot@cfl.rr.com	2005
Pine Tree Water Control District, FL	Paul Brewer, Vice President 12321 NW 35 St., Coral Springs, Florida 33065 954-753-5210; brewerin@bellsouth.net	1998

Client	Client Reference	Start
Piney-Z CDD, FL	Joe Didier, Chairman 983 Watersview Drive, Tallahassee, Florida 32311 727-753-8529; joe@pineyzcdd.com	1997
Poinciana CDD, FL	Robert Zimbardi, Chairman 524 Catania Lane, Poinciana, Florida 34759 863-427-1531; bobz48@aol.com	1999
Poinciana West CDD, FL	Anthony S. Iorio, Jr., Chairman 395 Village Drive, Poinciana, Florida 34759 863-427-7124; t.iorio@avhomesinc.com	2006
Port of the Islands CID, FL	Joel Anthony Davis, Chairman 25053 peacock Lane #202, Naples, Florida 34114 239-430-0806; anthony@jadavis.com	1986
River Place MUD, TX	Jim Casey, Board President 10123 Treasure Island Drive, Austin, Texas 78730 512-346-4809; jcasey@austin.rr.com	2008
Riverwood CDD, FL	Rita Anderson, Chairperson 2659 Myakka Marsh Lane, Port Charlotte, Florida 33953 941-613-1526; randerson@riverwoodcdd.org	1991
Sandy Springs, City of, GA	John McDonough, City Manager 7840 Roswell Rd., Bldg. 500, Sandy Springs, Georgia 30350 770-730-5600; jmcDonough@sandyspringsga.gov	2011
Seminole Improvement, FL	Janet Kroll, President 4400 West Sample Road, Suite 200, Coconut Creek, Florida 33073 954-973-4490; jkroll@sidistrict.com	2013
South Fork CDD, FL	Susan Zagorski, Chairman 10904 Golden Silence Drive, Riverview, Florida 33579 813-273-0050; spyrited@verizon.net	2003
Spicewood CDD, FL	Eric Martinez, Chairman 23944 S.W. 109th Place, Homestead, Florida 33032 305-253-2244 Ext. 33205; emmnp@yahoo.com	2003
Spring Ridge CDD, FL	Guillermo Velez, Chairman 8793 Fetterbush Court, Brooksville, Florida 34613 352-200-5500; billvelez19@yahoo.com	2000
St. Johns Forest CDD, FL	Philip Messana, Chairman 938 Gallier Place, St. Johns, Florida 32259 904-826-1613; philip.messana@gmail.com	2003
Stevens Plantation CDD, FL	Rebecca Fernandez, Chairperson 3935 Marietta Way, St. Cloud, Florida 34772 407-957-7334; rebecca.fernandez@stevensplantationcdd.com	2003
Stoneybrook West CDD, FL	Hector O. Clemente, Chairman 13933 Eylewood Drive., Winter Garden, Florida 34787 407-614-4760; hclement1@cfl.rr.com	1999
Tampa Palms Open Space & Transportation CDD, FL	Jeffrey D. Smith, Chairman 8330 Torrington Avenue, Tampa, Florida 33647 813-394-4296; seat2@tpostcdd.com	1990
Town Center at Palm Coast CDD, FL	Dave Root, Chairman 14 Fern Court, Palm Coast, Florida 32137 386-446-6226; drroot@cfl.rr.com	2003



Client	Client Reference	Start
Tradition CDD, FL	Priscilla Helm, Chairperson 8210 Lakewood Ranch Blvd., Bradenton, Florida 34202 941-328-1034; phelm@nealcommunities.com	2006
Town of Hillsboro Beach, FL	Dick Maggioro, Mayor 1210 Hillsboro Mile, Hillsboro Beach, Florida 33062 954-427-4011; rmaggioro@townofhillsborobeach.com	2011
University Place CDD, FL	Richard Romanoff, Jr., Chairperson 8203 Planters Knoll Terrace, University Park, Florida 34201 941-359-9005; ric@theromanoffs.com	2001
Urban Orlando CDD, FL	Christopher Geiger, Chairman 2995 Stanfield Avenue, Orlando, Florida 32810 407-927-9868; christopherchallengeiger@gmail.com	1999
Vasari CDD, FL	Richard Brant, Chairman 11091 Corsia Trieste Way #203, Bonita Springs, Florida 34135 724-321-0270; richardbrant203@comcast.net	2001
VillaSol CDD, FL	Drew Camolilla, Chairman 2997 Siesta View Drive, Kissimmee, Florida 32807 407-340-6424; drewcwayne@yahoo.com	2001
Vista Lakes CDD, FL	Ronald J. Cumello, Chairman 6702 Vista Park Boulevard, Orlando, Florida 32829 407-243-2334; rcumello@bellsouth.net	2000
Waterchase CDD, FL	Jim Terry, Chairperson 11811 Glen Wessex Court, Tampa, Florida 33626 813-852-1326; jterry1@gmail.com	2001
West Lake CDD, FL	John Vetter, Chairman 1050 Papaya St., Hollywood, Florida 33019 954-929-3854; jvetter@bellsouth.net	1993
West Lakeland Water Control District, FL	Anthony Fridovich, President 2600 S. Florida Avenue, Lakeland, Florida 33803 813-680-3322; tfrido@aol.com	1998
Williamson-Travis Counties MUD #1, TX	Linda Garrett, Board President 1307 Texas Oak Way, Cedar Park, Texas 78613 512-424-1150; lgarrett@wtcmud1.org	1995
Westchase CDD, FL	Mark Ragusa, Chairman 401 E. Jackson St., Suite 2700, Tampa, Florida 33602 813-222-6619; seat2@westchasecdd.com	1990
Woodlands CDD, FL	Carl Impastato, Chairman 2574 Thyme Way, North Point, Florida 34289 847-528-8891; cai417@yahoo.com	2004
Xentury City CDD, FL	Steven R. Ivins, Chairman 7575 Dr. Phillips Blvd., Suite 260, Orlando, Florida 32819 407-363-7883; sivins@xenturycity.com	1998

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 D 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

In this section, we have provided the executed Proposal Form (Section 5 of the RFP), which includes acknowledgement of all addenda to the RFP.

Cost Proposal:

- Appendix D –Cost Table (to be submitted with Cost Proposal)

Appendix D has been provided as part of our Cost Proposal under separate cover.

5 PROPOSAL FORM**PROPOSAL FORM
CITY OF DUNWOODY, GA
RFP 15-06 FINANCE & ADMINISTRATIVE SERVICES PROCUREMENT**

Terms of this proposal form may not be altered except as provided for in Section 6.2(A).

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 below (RFP 15-06 properly completed in accordance with said Proposal Documents), and the Contract Documents for RFP 15-06 FINANCE & ADMINISTRATIVE 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 6.10 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

104/11/15

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, 2016.

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: Severn Trent Environmental Services, Inc.

Termination for Cause or Convenience: The City may terminate this agreement for cause or convenience as outlined in Section 7.18 of the RFP.

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 Severn Trent Environmental Services, Inc.

Federal Tax ID 62-1168252

Address

175 Hampton Point Drive, Suite 4 St. Augustine, Florida 32092

Does your company currently have a location within the City of Dunwoody? Yes ☐ No ☒

Representative Signature

Bob Koncar

Printed Name Bob Koncar

Telephone Number 904-940-6044

Fax Number 904 940 6045

Email Address Bob.Koncar@STServices.com



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.



Appendix A Resumes – Key Personnel



BOB KONCAR

General Manager
Severn Trent Services

Summary

Mr. Koncar brings extensive public-private management experience in his role as Regional General Manager. He has county and city management experience in Florida and Alabama, which has provided an excellent foundation for his role as Regional General Manager for Severn Trent Management Services. Mr. Koncar has also served as a consultant to public and private organizations in the areas of finance, operations and special projects. He has award winning experience in budget and finance, as well as extensive experience in personnel management, land use and comprehensive planning. In addition, his experience in overseeing complex construction projects makes him a highly valuable resource to the community development districts he serves.

Education/Training

B.A. in Social Work, University of West Florida, 1977

Master's in Public Administration, University of West Florida, 1979

Certifications

Credentialed Manager, International City County Management Association (currently inactive)

Professional Affiliations

International City County Management Association

Florida City County Management Association

Committee for the Development of 9J 5 Administrative Rules for Implementation of Growth Management Act

Phi Alpha Honor Society for Public Administration

Specific Experience

General Manager, Severn Trent Services, St. Augustine, Florida (2007 – Present)

Overall management and oversight responsibility for services provided to community development districts, municipalities and community associations in the Southeast. Leads a staff of more than 80 district management, finance and records management professionals at offices throughout Florida, Georgia and the Southeastern United States.

District Manager, Severn Trent Services, Jacksonville, Florida (2005 – 2007)

Responsible for providing professional services to the community development districts and homeowner associations located in the Jacksonville/St. Augustine area.

Capital Projects Strike Team Leader, Martin County, Florida (2004 – 2005)

Highly successful in the implementation of a capital projects construction program including work on local government projects and within special districts.

Interim Division Administrator [Assistant County Manager] Osceola County, Florida (2003 – 2004)

Responsible for the supervision and management of four departments within a large complex organization with a \$530,000,000 annual budget and 2,100 employees; conducted law enforcement staffing pattern analysis that resulted in \$750,000 in savings over proposed staffing pattern; identified a \$5,000,000 surplus in the workers compensation fund through trend analysis.

County Administrator, Baldwin County, Alabama (2001 – 2002)

Responsible for the management of a complex organization with a \$95,000,000 annual budget and 750 employees; developed a strategic planning process to identify organizational goals, establish budget priorities and formulate an annual work plan to accomplish goals. Worked with major credit rating agencies to upgrade the County's credit rating and thus saved hundreds of thousands of dollars in interest expenses. Developed plan for accomplishing needed road improvement program that saved the County millions of dollars over the original proposal.

Consulting Manager (2000 – 2001)

As Interim Budget Director for Flagler County, responsibilities included the development of the County's annual budget and supervision of budget personnel.

As Interim Community Services Director for Martin County, responsibilities included the management of four departments and all personnel.

County Administrator, DeSoto County, Florida (1995 – 1999)

In his role for a \$20,000,000 local government organization with 135 employees, responsible for the oversight of all County departments and development and implementation of the County's annual budget. Created and established highly effective program measures system that statistically reduced services into measurable units; this system generated annual recurring savings of \$300,000 in one area alone. Formulated a turnaround plan that enabled the organization to retain a major asset rather than selling it as recommended by the County's consultant.

Managing Consultant, Private Industrial Council and Others (1994 – 1995)

Developed a regional jobs program for the Panhandle area that included job placement functions, training, benefit provision and "one stop" convenience for clients.

County Administrator and Assistant County Administrator for Escambia County, Florida (1985 – 1994)

In his role for a large complex local government organization with a \$209,000,000 annual budget and 1,100 employees serving 275,000 residents, developed and implemented innovative financial solutions for large complex organization that eliminated a \$4,500,000 budget deficit and an \$8,000,000 budget shortfall without increasing revenue. (Inducted into national professional honor society for this accomplishment.) Worked with other officials to establish a public/private economic development organization that created 1,300 jobs in 13 months and saved an additional 400 jobs from potential elimination. Initiated financial management review that resulted in the restructuring of long- and short-term debt that reduced overall debt by \$20,000,000 and annual debt service payments by \$650,000. Served as the Acting Building Official and restructured the organization and its functions to upgrade its capabilities and increase efficiency of operations. Helped author the County's first comprehensive plan, first wetlands protection ordinance and first airport zoning ordinance while serving as the Interim County Planner. The new system brought the County into full compliance with the permitting requirements of the Growth Management Act. Established the County's first investigative process for sexual harassment complaints and initiated the first county wide anti sexual harassment training and nondiscrimination training programs. Developed and implemented a "one stop" permitting function which allowed residents and commercial interests to come to one location to obtain all necessary County permits and approvals.

Administrative Assistant to Mayor and City Commission City of Valparaiso, Florida (1978 – 1985)

Responsible for a wide range of special projects including large public works projects. Served on multi-jurisdictional construction board that constructed a regional sewer plant facility serving 100,000 residents and later served on the operational board as President. Developed financial analysis of the City's finances that led to the acquisition of low interest loans that saved the City \$1,000,000 in interest expenses for infrastructure projects. Developed one of the first evaluation and appraisal reports for a comprehensive plan in the State of Florida. Served on the 14-member Committee that authored the implementation rules [Florida Administrative Code 9J-5] for the Growth Management Act in the State of Florida. Served on the Ethics and Personnel Committee for the Florida League of Cities. Completed an operational audit of all City functions and developed a reorganization plan that improved efficiency and operational effectiveness.



STEPHEN J. BLOOM

Accounting Manager
Severn Trent Services

Summary

Mr. Bloom has 17 years of accounting and finance experience and a background that includes managing financial services provided to multiple municipal organizations.

Education/Training

B.S. in Finance, Florida Atlantic University, Boca Raton, Florida

B.S. in Management, Florida Atlantic University, Boca Raton, Florida

CPA Candidate

Specific Experience

Accounting Manager, Severn Trent Services, Coral Springs, Florida (2007 – Present)

Responsible for all areas relating to accounting functions and financial reporting including preparation and coordination of annual budgets and audited financial statements for more than 70 communities. Coordinates the banking and investment activities for over \$85 million in public funds. Researches and resolves financial issues raised by Auditors, District Managers and District Board members. Responsible for hiring and training of accounting personnel and for supervising accounting staff in meeting reporting standards in accordance with GASB & GAAP as well as ensuring that all state, federal and bond compliance filing deadlines are met.

Financial Accountant, Severn Trent Services, Coral Springs, Florida (2006-2007)

Responsible for supervising all accounts receivable and payable activities. Reconciled general ledger and managed the monthly closing processes. Prepared and analyzed monthly financial statements. Interpreted and investigated sales margins and operating variances. Tracked and analyzed capital expenditures. Prepared annual budgets and quarterly estimates. Established standard costs for new products and assisted in annual costing revaluation. Developed custom queries and reports to analyze financial data more efficiently. Prepared government and corporate tax packages. Supported and supervised international and domestic facilities. Implemented and trained accounting department on new ERP software.

Senior Accountant, Cooper Electronic Technologies, Boynton Beach, Florida (1998-2004)

Responsible for supervising all accounts receivable and payable activities. Reconciled general ledger and managed of monthly closing processes. Prepared and analyzed monthly financial statements. Interpreted and investigated sales margins and operating variances. Tracked and analyzed capital expenditures. Prepared annual budgets and quarterly estimates. Established standard costs for new products and assisted in annual costing revaluation. Developed custom queries and reports to analyze financial data more efficiently. Prepared government and corporate tax packages. Supported and supervised international and domestic facilities. Developed an Access database to monitor and control worldwide fixed assets. Implemented and trained accounting department on new ERP software. Worked with international facilities to transition their accounting systems and procedures.



KENNETH G. CASSEL

District Manager
Severn Trent Services

Summary

Mr. Cassel has 36 years of experience in private and public sectors including municipal management, land development and contracting. His background includes administration of Federal Regulations (NPDES, NFIP, etc.), emergency management, strategic project planning and management, technical engineering product development and deployment, budgeting and financial tracking and process development and implementation.

Education/Training

B.S. in Business Administration, Florida International University

M.S. in Public Administration, Florida International University

Professional Affiliations

International City Managers Association, 1999-2002

Florida City and County Management Association, 1996-2002

Dade City/County Management Association

- President, 1997-1998
- Vice President, 1996-1997
- Secretary/Treasurer, 1995-1996

American Water Works Association, 1983-1999

Florida Association of Stormwater Utilities, 1994-1999

Biscayne Bay Aquatic Preserve Policy Advisory Committee, 1984-1986

- Chairman, 1986

Dade County Solid Waste Recycling Task Force, 1989-1994

Specific Experience

District Manager, Severn Trent Services, Coral Springs, Florida (2008 – Present)

Provides District Manager functions to nine community development districts in Southeast Florida. Attends and records all Board meetings and provides the Board of Supervisors with meaningful dialogue on issues before them for action. Identifies significant policies including analysis of policy implementation with an administrative and financial impact statement and anticipated effect on the District. Prepares District budgets and implement budget directives. Prepares and coordinates insurance services, independent auditor services and other services as needed. Provides all required annual disclosure information to the local government in the county in which the District resides (such as public facilities report, designation of registered office and registered agent, public meeting schedule and audited financial statement). Ensures compliance with Florida Statutes (annual financial audit, annual financial report, public depositor report, proposed budget, district map and amendments, public facilities report, registered agent and registered office and regular public meeting schedule).

Land Development Manager, Lennar Carolinas L.L.C. (2004-2007)

Managed development projects with budgets ranging from \$5 million to \$14 million. Responsibilities included infrastructure, staffing and subcontracting development; budgeting, project bidding, financial tracking and contract administration; asset and evaluation management; acquisition/due diligence; and leading and coordinating engineering professionals and multiple subcontracts. Managed a production pipeline of approximately 1,500 homesites for the greater Charleston area. Managed contract takedowns from third party developers and internal transfers from land division to homebuilding as well as monitoring pending acquisitions.

Project Director, Housing Trust Group of Florida L.L.C. (2001-2003)

Managed development projects ranging from 150 units to 400 units for each location with budgets ranging between \$9 million and \$15 million. Responsibilities included coordinating engineering professionals; developing building specifications and site plans and acquiring government permitting; securing necessary approvals (ACOE, FDEP, SFWMD, SJWMD, cities and counties); budgeting and financial tracking; project planning timelines; administering contracts and subcontracts; and invoice tracking, approval and payment. Achievements included creating a project manual designed to improve efficiency and effectiveness and function as a training and post analysis tool.

Assistant City Manager, City of Homestead, FL (1999-2001)

Responsible for four departments with a combined budget of approximately \$41 million: Electric Utility (a 60-megawatt electric utility), Water/Wastewater Department (an 8.2-MGD water utility and a 3.5-MGD wastewater utility), Public Works Department and Parks and Recreation. Achievements included initiating participation in the National Flood Insurance Program's Community Rating System, reviewing and recommending changes to land development regulations, developing a strategy for positioning the City and its electric utility in the face of deregulation, and initiating and managing revisions and updates to the hurricane preparation plan.

Assistant Town Manager, Town of Bay Harbor Islands, FL (1991-1999)

Responsible for Water and Wastewater Utility, Public Works, Public Transportation and Toll Road departments. Responsibilities included administering NPDES, NFIP, NFIPCRS and LMS programs; administering a MS4 stormwater utility; administering the Clean Water Act and serving as disaster/recovery administrator. Achievements included serving as one of two lead proffers in editing and drafting Miami-Dade County's Volume Sewer Customer Ordinance in response to an EPA consent decree, initiating and implementing the establishment of a municipal stormwater utility (MS4) and drafting the town's Local Mitigation Strategy (LMS) planning document. Proposed a geographical information system (GIS) to manage the Town's infrastructure; then researched, selected and implemented the system. Initiated participation in and administered the National Flood Insurance Program Community Rating System (CRS). Wrote Bay Harbor Islands' proposal for Miami-Dade County's Neighborhood Parks Bond Program and presented it to the County's committee for funding. Upon funding approval, administered construction contract for two neighborhood passive parks.

Director of Public Works, Town of Bay Harbor Islands, FL (1983-1991)

Responsible for the control, operation, budgeting and purchasing of the Public Works Department which included Streets & Parkways, Water/Wastewater, Solid Waste, Public Transportation, Broad Causeway Toll Facilities and the Bascule Bridge with a combined annual budget of \$6.2 million. Additional responsibilities included management of infrastructure projects, utility plan review, comprehensive master land planning, union negotiations and intergovernmental relations. Achievements included restructuring and organizing the work force to increase productivity; drafting operational policy manual for the Public Works Department including toll plaza and bridge operations; initiating development of computer modeling for the wastewater collection system and implementing its utilization during building plan review process; writing, implementing and administering Bay Harbor Islands' recycling program; serving as Project Manager for Broad Causeway Toll Plaza and road renovation project that included state-of-the-art computerized toll collection equipment; and managing the installation of four miles of a potable water system (including restoration) under budget and on time.

Part Owner/Manager, James M. Anderson, Inc., Miami, FL (1978-1983)

Responsible for all aspects of the engineering concrete contracting company operating in Miami-Dade and Broward Counties. Eliminated previously accrued indebtedness within five years. Served clients that included the Town of Bay Harbor Islands, Coral Ridge Construction and H. L. Edwards Construction.

Owner/President/Manager, J. V. Hisey, Inc., Miami, FL (1974-1978)

Responsible for administrative planning and oversight of all aspects of the company, sales, project estimating and scheduling, managing crews and office staff, quality control and customer satisfaction for the specialty flooring company.



PAULA DAVIS

Accounts Payable Manager

Severn Trent Services

Summary

Ms. Davis has 26 years of accounting experience and a background that includes responsibility for payroll, insurance, accounts payable and human resources support.

Education/Training

Accounting and Management Classes, Broward Community College

Specific Experience

Accounts Payable Manager, Severn Trent Services, Coral Springs, Florida (2006– Present)

Supervises Accounts Payable Department with staff of seven providing services to nearly 100 clients. Management responsibilities include the processing and verifying of vendor invoices for accuracy within budgetary guidelines, ensuring vendors are paid within the terms of the State Statutes and handling all vendor inquiries. Provides information and assists staff accountants with annual budget preparation and audits. Coordinates the year-end payable process and completes all IRS compliance forms and requirements.

Payroll/Risk Manager, Severn Trent Services, Coral Springs, Florida (2004-2006)

Responsible for setting up and processing payroll for more than 500 employees. Established payroll taxes direct deposits, 401(k), 457(k) and FRS pension plans, and supporting schedules for year-end audits. Filed necessary UTC6, 941, W-2, W-3, 1099 and 1096 documentation. Other responsibilities included addressing issues raised by the IRS and Florida Department of Revenue including compliance audits.

Secured insurance coverage for all new clients and provided ongoing management of the insurance program for more than 150 community clients. Completed year-end insurance audits for all clients, including 20 workers compensation audits. Established an appraisal program to review current market property values.

Supported District Manager staff on payroll and insurance issues. Served as liaison to Human Resource Department and provided HR support for 15 locations in Florida.

Controller, Brice-Southern, Hialeah, Florida (1995-2003)

Managed Accounting Department for manufacturing company with \$7,000,000 in annual revenue. Provided cash management, investment analysis and treasury services. Set up banking relationships and helped establish a \$1,000,000 line of credit. Determined credit levels and payment terms for existing and new customers. Coordinated the annual audit including work paper preparation and final review. Performed annual inventory and standard cost evaluations. Filed federal and state tax returns and U.S. Department of Labor Manufacturing Census Reports.

Managed Human Resource Department. Responsible for all staffing-related requirements, administering employee benefits, and coordinating safety programs. Negotiated contracts for general liability, workers compensation and health insurance.

Assisted with implementation of manufacturing, accounting and payroll software.

Assistant to Controller, Brice-Southern, Hialeah, Florida (1984-1995)

Responsible for general ledger entries, bank reconciliations, payroll for all (70) employees, accounts receivable and accounts payable.

