

Approval of Municipal Contract for Finance and Administration



4800 Ashford Dunwoody Road
 Dunwoody, Georgia 30338
dunwoodyga.gov | 678.382.6700

To: Mayor and Council
 City of Dunwoody

From: Eric Linton
 City Manager

Date: June 13, 2020

Subject: Rebidding of Municipal Contracts

Before you today are four recommended contracts covering six service areas for municipal services for the City of Dunwoody. All are to start January 1, 2021. Staff is seeking your approval of all contracts. They are the culmination of six months of staff effort in selecting the best vendors to continue the city's public-private partnership model. Highlights include:

- The total five-year cost estimate of the areas before you today are \$28,994,596. In comparison, the same service areas for the previous five years are expect to cost \$26,049,262 or 11.3% increase. The 2021 costs are estimated to be \$5,764,573 as opposed to the \$5,765,793 million in 2020 a decrease of \$1,220 or negative 0.02%. The full analysis of this comparison is in a table within this memo as well as detailed within the accompanying narrative.
- The contracts continue the public-private partnership for the following areas: Public Works, Parks & Recreation, Planning & Zoning, Permitting & Inspections, Finance & Administration, and Information Technology. Of those areas, three services will be run by the same vendor and three services by new vendors.
- The City chose not to bid out Communications as it was determined to be more cost effective and operationally efficient to bring those actions in house. The City added Facilities Management as an area; however, the City received no bids by the deadline. That area will be rebid later this summer.
- Major service level changes within the proposals are as follows:
 - Public Works: *The overall staffing level for Public Works is proposed to be reduced by 0.4 FTEs compared to current staffing. One of the stormwater engineer positions will be reduced from full time to 10% support for a total of 2.6*

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FTEs paid for by the stormwater utility while a half time engineering technician will be added under public works administration for a total of 3 FTEs in the general fund. This change for 2021 will be a \$103,000 (24%) cost decrease in the stormwater utility, and an \$85,000 (24%) increase in cost to the general fund compared to 2020. Another change that the city requested from the previous contract is for the construction management to be included in the lump sum cost for public works rather than billed as a percentage of construction cost. Prior to SPLOST, the level of construction funding could vary significantly from year to year, and having the construction management fee based on the construction funding allowed for staffing up or down based on the amount of construction in a given year. Construction management cost will still be charged against capital project budgets and thus will not increase general fund costs. The lump sum construction management fee for 2021 is approximately 7% less than the average fee for the first 2 years of SPLOST. The five year total amount across all funds for public works increases by approximately 5.7% over the current contract.

- *Parks & Recreation: There is no change of vendor or change of current scope. The current vendor received a contract amendment for 2020 that added two additional staff, one in recreational programs and one in maintenance operations. The contract had only one FTE in 2016. The contract going forward will remain at the same level of service at which it is currently being provided with incremental cost increases year over year. While the five year cost increases by 110% due to the additional staff approved throughout the existing contract, the increase from 2020 to 2021 is only \$337,036 to \$361,178 or 7.2%.*
- *Planning & Zoning/Permitting & Inspections: Both Planning & Zoning along with Permitting & Inspections are currently run by the same firm. While the operating firm changes in this recommendation, those two areas are still united by the same vendor in this new proposal. Personnel numbers are similar with this area having numerous fractional FTEs making summary analysis rather difficult. That information is fully elaborated on in each proposal. Under the current contract, there is a lump sum for both areas and 50% of revenues are shared. Under the new contract, the lump sum is only for Planning & Zoning and 65% of revenues are shared. For comparative purposes, the 2020 year was dropped in terms of revenue sharing and the 2019 amount was used for the four years on the new contract. Given those proxies, there is a 5.0% decrease over five years (\$10.2 million to \$9.7 million) and a 1.2% increase from 2020 to 2021 (\$2.20 million to \$2.22 million).*

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- **Finance & Administration:** *Mayor and Council had already approved an Assistant Finance Director position in May 2020, indicating that the new contract would not have the Accounting Manager position. Proposals were submitted before that action was taken. The final recommendation does not include that in its scope. In this year's process, the contract also adds a risk manager position. The cost comparison from 2020 to 2021 will be an increase of only \$5,058 or 0.4% with that position swap. The five-year total amount increases from \$5.5 million to \$6.0 million or 9.3%.*
- **Information Technology:** *This recommendation expands staffing to include a 1.0 FTE Network Engineer II, a 0.4 FTE Security Engineer, and a 1.0 IT Support Specialist (the last position starting in 2023). After the recent successfully defended cyber-attack and with the nature of working remotely to be more commonplace, the added staffing levels are warranted. Also, due to the expanding workload of Geographic Information Systems (GIS), this recommendation adds an entry level 1.0 GIS Technician. The year over year increase from 2020 to 2021 is \$962,887 to \$951,085 or a decrease of 1.2%. The five-year total amount increases from \$3.9 million to \$5.5 million or 42.0%. As a note, without the additional positions, the increase for five years would have been 7.3%.*

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Summary Analysis of Cost (Previous Contracts v Proposed Contracts)

<u>5 Year Cost</u>	<u>2016-2020</u>	<u>2021-2025</u>	<u>2020</u>	<u>2021</u>	<u>Chng Five Year</u>	<u>Chng One Year</u>
Public Works (1)	5,515,895	5,828,632	1,142,410	1,097,580	5.7%	-3.9%
Parks (2)	912,932	1,917,545	337,036	361,178	110.0%	7.2%
Planning / Permitting (3)	10,232,196	9,716,621	2,195,762	2,221,964	-5.0%	1.2%
Finance (4)	5,501,973	6,014,007	1,127,708	1,132,766	9.3%	0.4%
IT (5)	3,886,266	5,517,791	962,877	951,085	42.0%	-1.2%
	26,049,262	28,994,596	5,765,793	5,764,573	11.3%	-0.02%

This table is a comparison of old versus new contracts. Please be aware in some cases, scope and staffing change occurs. Important information is footnoted below and also detailed elsewhere in this memo.

(1) Project management is now folded into the Public Works figure and not a percent of projects. The five year estimate under the old method is included for comparison.

(2) The dramatic five-year increase in Parks is primarily because the older contract contained only one FTE for one year, two FTE for three years, and four FTE for one year.

(3) The amounts shown combine Planning and Permitting cost. For 2016-2020, actual base cost plus actual fees earned shown through 2019. To keep comparisons equal, 2021-2025 also shows only four years of earned fees. For the 2020 / 2021 comparison, 2019 actual data used for earned fees against new rates.

(4) Finance's scope has limited change and is detailed elsewhere in this memo.

(5) For IT, 2020 has an additional \$125,000 of contract availability for cyber strike related costs. The 2021-2025 contract has additional staff detailed elsewhere in this memo.

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Recommendation

Staff recommend the following vendors for the specific areas. Scores and five year costs below.

Public Works and Parks (two areas): **Lowe**

Finance: **Jacobs**

Planning and Permitting (two areas): **Collaborative**

Information Technology: **InterDev**

<u>Public Works</u>			<u>Information Technology</u>		
<u>Vendor</u>	<u>Score</u>	<u>Cost</u>	<u>Vendor</u>	<u>Score</u>	<u>Cost</u>
<u>Lowe</u>	<u>143.25</u>	<u>\$ 5,828,632</u>	<u>Interdev</u>	<u>139.17</u>	<u>\$ 5,517,791</u>
Jacobs	133.44	\$ 6,647,489	VC3	119.75	\$ 4,631,200
<u>Finance</u>			<u>Permitting</u>		
<u>Vendor</u>	<u>Score</u>	<u>Cost</u>	<u>Vendor</u>	<u>Score</u>	<u>Cost (*)</u>
<u>Jacobs</u>	<u>138.98</u>	<u>\$ 6,014,007</u>	<u>Collaborative</u>	<u>126.23</u>	<u>\$ 1,562,290</u>
CPL	124.00	\$ 5,525,427	Jacobs	124.23	\$ 1,562,290
Inframark	120.36	\$ 6,254,179	SAFEbuilt	122.00	\$ 2,042,995
JAT	110.92	\$ 7,894,889	CPL	113.43	\$ 1,406,061
			Charles Abbott	99.25	\$ 1,271,938
<u>Planning</u>			(*) Figure shows one year revenue sharing.		
<u>Vendor</u>	<u>Score</u>	<u>Cost</u>			
<u>Collaborative</u>	<u>136.50</u>	<u>\$ 3,467,461</u>	<u>Parks</u>		
Jacobs	129.10	\$ 3,631,094	<u>Vendor</u>	<u>Score</u>	<u>Cost</u>
CPL	124.34	\$ 3,680,124	<u>Lowe</u>	<u>147.50</u>	<u>\$ 1,917,545</u>

**MULTI-YEAR CONTRACT
SERVICE PROVIDER CONTRACT
RFP 20-04 MUNICIPAL SERVICE PROVIDER**

This **CONTRACT** made and entered into this **15th DAY OF JUNE 2020** by and between the City of Dunwoody, Georgia (Party of the First Part, hereinafter called the "City"), and, **CH2M HILL ENGINEERS, 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, 2021. The initial term of this Contract shall be through December 31, 2021. 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, 2026.

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.

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

(Signatures Next Page)

CITY OF DUNWOODY, GEORGIA

By: _____

Lynn Deutsch, 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)

Solicitation No. RFP 20-04

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 _____, _____

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)

Appendix D –Cost Table**Submitted by (FIRM) Jacobs**

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

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

Throughout the term of the contract, changes to the scope of work may cause the need to include additional staffing to the contract. The Contract may be amended to include additional staffing requirements when the scope changes. The amount of the amendment will be actual costs to the Contractor plus the burden and profit ratios not-to-exceed those ratios proposed in Appendix D.

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

Not-to-Exceed Price by Year and Service Area FIRM (Jacobs)

	Not-to-Exceed Price by Year and Service Area					
	2021 ¹	2022 ¹	2023 ¹	2024 ¹	2025 ¹	2021 - 2025
Public Works	<u>1,252,085</u>	<u>1,289,647</u>	<u>1,328,337</u>	<u>1,368,187</u>	<u>1,409,233</u>	<u>6,647,489</u>
Finance and Administrative Services	<u>1,132,766</u>	<u>1,166,749</u>	<u>1,201,751</u>	<u>1,237,804</u>	<u>1,274,938</u>	<u>6,014,007</u>
Planning and Zoning	<u>683,933</u>	<u>704,451</u>	<u>725,585</u>	<u>747,352</u>	<u>769,773</u>	<u>3,631,094</u>
Information Technology	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>
Permitting and Inspections*	<u>911,921</u>	<u>939,278</u>	<u>967,457</u>	<u>996,480</u>	<u>1,026,375</u>	<u>4,841,511</u>
Parks and Recreation	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>
Facilities Management #	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>	<u>no bid</u>

*The City requests that all Bidders proposing for the Permitting and Inspection services shall provide the City with an alternative method of calculating the contract cost in lieu of the lump sum fee and will show the fee in the table above based on a percentage of an estimated \$1,000,000 in permitting and inspection revenues. (The City generated \$2,338,399. in 2018 and \$2,403,523 in 2019.) Please provide the proposed percentage of the permitting and inspection services revenue that the Bidder would invoice to recover the costs of service delivery for Permitting and Inspections: 65 %

The City requests that all Bidders for Facilities Management provide the city the cost by function excluding major repairs and consumable supplies. The bidder is recommended to include the breakdown in the COST TABLE BELOW of the services under 2.8 Scope of Services Facilities Management that are not specifically listed as the City's responsibility by dollar value and not list those services by FTE.

Firm Name: Jacobs

Position/Action	FTE Equiv	2021 Direct Labor	2022 Direct Labor	2023 Direct Labor	2024 Direct Labor	2025 Direct Labor	Burden Ratio	Profit Ratio	Not-To-Exceed Position Price
For Planning and Zoning:									
Planning & Zoning Manager	100%	96,419	99,311	102,290	105,359	108,520	69%	5%	889,938
Planner	100%	80,183	82,589	85,067	87,619	90,247	69%	5%	740,088
Planner X 2	200%	103,533	106,639	109,838	113,134	116,528	69%	5%	955,606
Land Developor/Arborist	75%	63,003	64,894	66,840	68,846	70,911	69%	5%	581,519
City Engineer	30%	50,265	51,773	53,326	54,926	56,574	69%	5%	463,944
For Building Permitting and Inspections									
Chief Building Official	100%	91,350	94,091	96,913	99,821	102,815	85%	5%	920,421
Building Inspector	100%	76,125	78,409	80,761	83,184	85,679	85%	5%	767,017
Permit Technician	100%	55,825	57,500	59,225	61,001	62,832	85%	5%	562,479
Permit Technician	100%	45,675	47,045	48,457	49,910	51,408	85%	5%	460,210
Fire Plan Reviewer and Inspector	100%	83,646	86,155	88,740	91,402	94,144	85%	5%	842,794
Code Enforcement Manager	100%	74,095	76,318	78,607	80,966	83,395	85%	5%	746,563
Code Enforcement Officer	100%	53,795	55,409	57,071	58,783	60,547	85%	5%	542,025
For Finance and Administration									
Executive Assistant - City Manager	100%	84,891	87,438	90,061	92,763	95,546	72%	5%	799,145
Assistant City Clerk	100%	45,675	47,045	48,457	49,910	51,408	72%	5%	429,973
Assistant City Clerk	100%	45,675	47,045	48,457	49,910	51,408	72%	5%	429,973
Receptionist	100%	46,446	47,840	49,275	50,753	52,276	72%	5%	437,234
Accountant	100%	55,841	57,516	59,242	61,019	62,850	72%	5%	525,675
Senior Accountant	100%	76,125	78,409	80,761	83,184	85,679	72%	5%	716,621
Accountant	100%	65,975	67,954	69,993	72,093	74,255	72%	5%	621,072
Accounts Receivable	100%	50,750	52,273	53,841	55,456	57,120	72%	5%	477,747
Senior Advisor	20%	25,375	26,136	26,920	27,728	28,560	72%	5%	238,874
Purchasing Support	100%	71,050	73,182	75,377	77,638	79,967	72%	5%	668,846
Risk Manager	100%	71,050	73,182	75,377	77,638	79,967	72%	5%	668,846
For Public Works									
Admin	100%	50,750	52,273	53,841	55,456	57,120	83%	5%	505,596
Construction Manager	100%	65,975	67,954	69,993	72,093	74,255	83%	5%	657,275
Traffic Engineer	50%	65,865	67,841	69,876	71,972	74,131	83%	5%	656,178
Transportation Engineer	100%	91,350	94,091	96,913	99,821	102,815	83%	5%	910,073
Stormwater Utility Manager	100%	101,500	104,545	107,681	110,912	114,239	83%	5%	1,011,192
Stormwater Engineer	100%	81,200	83,636	86,145	88,729	91,391	83%	5%	808,953
Field Superintendent	100%	65,975	67,954	69,993	72,093	74,255	83%	5%	657,275
Capital Projects Manager	100%	111,650	115,000	118,449	122,003	125,663	83%	5%	1,112,311
Right-of-Way Coordinator	50%	32,988	33,977	34,996	36,046	37,128	83%	5%	328,637

Please also note the following:

Jacobs respectfully requests further discussion with the City regarding the General Terms and Conditions, specifically to reach mutual agreement on the following items: reasonable parameters regarding rejection or replacement of workers which allows Jacobs to comply with applicable law, indemnity and defense obligations ties to the wrongful acts of Jacobs, minor changes to the insurance terms to align with our corporate program and the duration of the cure period and the City's self-help remedies.

Submitted by (FIRM) Jacobs

The City will not compensate the Contractor for any “phase-in” or “ramp-up” expenses. Although services should be provided immediately upon commencement of the contract, any such costs incurred should be included in the burden ratio and spread throughout the duration of the Contract’s term. City shall pay the contractors in twelve payments for each month in accordance with the Contract’s General Conditions (Section 7.11 (B)) to be reviewed and adjusted in accordance with the Contract’s General Conditions (Section 7.11 (G)).

Alternative Option One – Service Areas Included

This alternative proposal includes Public Works, Finance and Administrative Services, Planning and Zoning, and Permitting and Inspection service areas.

Jacobs believes in these uncertain times that having one firm deliver Public Works, Finance and Administrative Services, Planning and Zoning, and Permitting and Inspection service areas will provide the City the greatest benefit in terms of pricing and flexible service delivery. Jacobs has a long tenure of working successfully with its’ partner clients to offer the best services levels to match available revenues. Should the City award Jacobs the four departments we are proposing, we offer a reduction of 2.5% off our combined price for 5 years. Alternatively, we offer 1% off of our combined price for 5 years should the City award two or three of the departments that we bid on.

Alternative Option Two – Call Center Services

See attached description of our Call Center Services. Jacobs offers the City two options – 1) a 24/7 option for \$17,500 lump sum per month or an “after hours” option for \$3,150 lump sum per month. Either option also requires a one-time set up lump sum fee of \$12,593. This pricing is good for calendar year 2021 – based upon call volumes during the year the price may need to be adjusted, up or down, for subsequent years. This option is available to be added to any one of the departments awarded to Jacobs by the City.

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

Representative Signature 

Date June 4, 2020

Printed Name and Title Andrew Appleton. Vice President

Telephone Number 916.286.0261

Email Address Andrew.Appleton@Jacobs.com

The following proposal by Jacobs included multiple areas of bidding. The recommendation was for the Finance & Administration proposal to be approved. The remaining information in both the cost and technical proposals was left in for the other areas for reference only.

TECHNICAL PROPOSAL

CITY OF DUNWOODY, GEORGIA

REQUEST FOR PROPOSAL – RFP NO. 20-04

Municipal Government Services

DUE DATE: APRIL 17, 2020



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2.3.1.1

Letter of Transmittal



Section 2.3.1.1 Letter of Transmittal

Dunwoody can continue to rely on Jacobs during these unprecedented times as a trusted partner bringing unmatched resources, experience and flexibility for added value and superior service.

The City of Dunwoody (City) holds a strategic and desirable location in the metro Atlanta area. In the heart of it all, you are setting goals for advancing walkability, smart mobility and connectivity, supporting vibrant mixed-use projects and housing choices for all citizens and much more. The City needs private partners that bring world-class expertise to support your future through good times and bad. Jacobs will continue to help you get where you want to be.

This proposal is being submitted at, what is thought to be, the height of the COVID-19 pandemic in Georgia. We know that the City is evaluating the impact of the economic downturn on the City's budget. Our commitment to you is that we, as your partner, will bring the maximum amount of service to the City using a flexible cost structure that the City can afford based on adjustable staffing plans. We detail alternatives in our fee proposal.

Deepest Bench of Local Talent and Resources Available for the Most Responsive External and Internal Customer Service. Our track record of responsiveness to you on your current public relations contract demonstrates our commitment to you. For this assignment we will bring experienced professionals to each of the four departments that we are proposing on and work to retain valuable incumbent staff. Serving the metro Atlanta area for more than 60 years, we employ more than 950 employees in Georgia. Of those, approximately 300 staff provide day-to-day operations of Georgia city departments or major facilities. This gives us the ability to marshal additional local resources quickly to support a short-term additional need of Dunwoody's special projects and post disaster response for minimal service disruptions and quickly getting Dunwoody back on its feet.

Decades of Experience Managing Transition Risk and Providing Continuity. We know that the prospect of changing service providers involves the potential of increased risk. Helping alleviate that risk is our decades of experience transitioning hundreds of complex operations. We have provided low risk, seamless transitions for 13 projects with 255 employees over the past 36 months. Additionally, we have an employee turnover rate that is below the industry average.

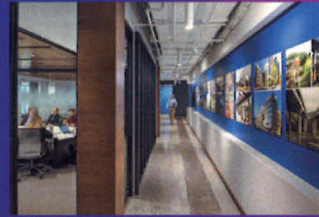
As the Client Services Manager, I am personally committed to you and the City. I will make sure the contract is running smoothly, allocate resources as needed, and be available to you any time to talk or meet. Please call me at 770.843.5111 with any questions you may have. We value our relationship and look forward to the opportunity of providing one or more departmental services.

Very truly yours,



Chuck Button, Client Services Manager

Letter of Transmittal Requirements



Firm/Contact Information

CH2M HILL Engineers, Inc.
(a subsidiary of Jacobs)
Chuck Button
Client Services Manager
770.843.5111
Charles.Button@jacobs.com

Service area(s) the Bidder is responding:

Finance and
Administrative Services
Public Works
Planning and Zoning
Permitting and Inspection

Jacobs acknowledges no Proposal may be withdrawn for a period of one hundred and eighty (180) days after the time and date of proposal opening.

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2.3.1.2

Response to Scope of Work

2.3.1.2
Response to Scope of Work



Section 2.3.1.2 Response to Scope of Work

Jacobs is proposing to deliver four departments; Finance & Administrative Services, Public Works, Planning and Zoning and Permitting & Inspections. Our responses to the basic Scope of Required Services are provided for the 31 general service delivery requirements listed in Section 1.1 of the RFP as appropriate to each section indicated by the letter followed by the five bulleted questions posed on page 56 of the RFP. Our response to the department specific scope-of-work is at the end of each section.

2.2 Public Works

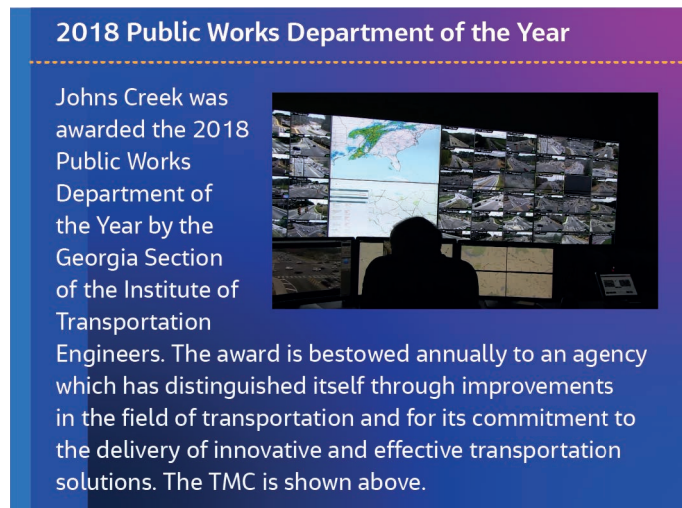
Jacobs is currently providing public works operations for several cities in the US and in the Atlanta-metro. Our experience and ongoing projects provide us with a thorough understanding of municipal operations. In some of these cities Jacobs manages field service contractors like the way Dunwoody operates. In other cities, Jacobs self-performs some or most of the field work. This familiarity with different approaches gives our senior staff a deeper understanding of what is involved in getting the work done efficiently and with a high level of quality.

Scope of Services - Bidders shall address each item within the scope of work for all section(s) being proposed

a) A key member of our proposed staff is Chuck Button. Familiar to you on our Public Relations contract, **Chuck will serve as Client Services Manager, delivering the highest level of quality service, corporate commitment, transparency, and accountability.** He will be available to the City 24/7/365. Chuck will also visit with the City on a regular basis to discuss the progress of the work and any issues that need addressing. Chuck will also support our On-site Project Manager.

As a former City/County Manager, Chuck is thoroughly familiar with the customary duties and functions required for the services to be provided as well as applicable laws, ordinances and regulations. Chuck will hit the ground running at the outset of the contract and will stay abreast of any Charter amendments that may occur over the life of the contract. He will meet periodically with our On-Site Project Manager and staff to make sure that they are operating in a manner that is fully compliant with the contract.

b) The health and safety of our staff, our clients, and the public is our first and foremost concern. **We have a stellar track record in this regard and our insurance providers recognize our lack of claims and reward us with low rates. Our extensive Safety program, "Beyond Zero", provides procedures to achieve zero workplace injuries.** For example, in the last 10 years of operating the City of Johns Creek's Public Works Department, we have experienced only one recordable injury attributable to our services.



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Jacobs

We are familiar with federal and state requirements for worker safety, whether for an office environment, on the road, or at a construction site and we will comply with all EPA and OSHA work requirements. We provide staff training appropriate for each employee's role and work environment, including OSHA required training, driver training, and office safety. Training encourages our employees to report any observed safety issues and empowers them to act appropriately and swiftly to minimize risk. Immediately upon joining Jacobs, employees participate in an orientation to our safety program, during which they learn about the policies and procedures outlined in our Accident Prevention Plan (APP). Jacobs has over 100 online safety courses which allows our employees to continue required training without disrupting operations. Jacobs also maintains a library of classroom and practical based safety training programs, some of which are designed to meet specific OSHA regulations. Examples of courses designed to comply with OSHA regulations are: hazard communication, hazardous materials, confined space entry, bloodborne pathogens, lead, benzene, lockout/tagout, working from heights, personal protective equipment, and electrical safety. We also give our employees the option to take a Red Cross sanctioned CPR class including training on the use of an Automatic External Defibrillator.

Employees who visit construction sites are provided proper safety gear, such as vests, safety glasses, hard-hats, and any required footwear and gloves. Safety will be a regular agenda item for our on-site staff meetings. We will maintain all required Safety Data Sheets on site at the City.

We will review and comment on any emergency preparedness plans the City may have in place. **Our goal will be to provide constructive input from our experiences to identify actions, priorities, responsibilities, and communications procedures for various emergency events, as well as recommend preventive measures.**

We assign an individual the responsibility to ensure work vehicles are maintained in a safe condition and are equipped with an emergency kit. Employees who visit construction sites are provided proper safety gear, such as vests, safety glasses, hard-hats, and any required footwear and gloves. Safety will be a regular agenda item for our on-site staff meetings.

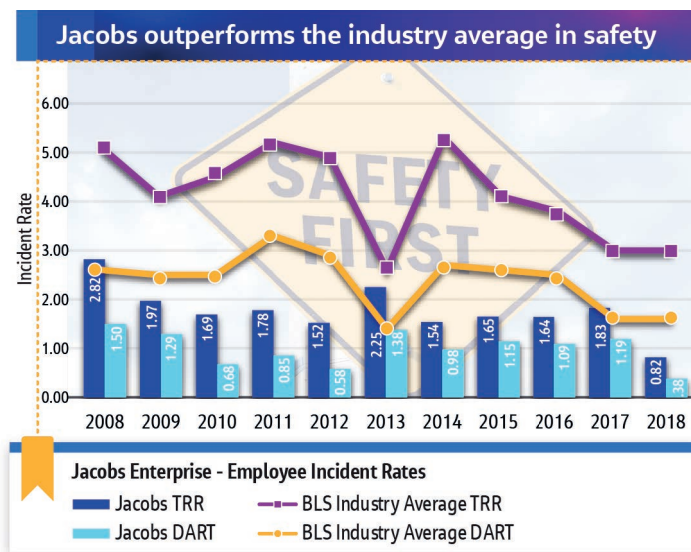
c) We have the experience of setting up policies and procedures for document retention with the seven city startups we have undertaken. As part of our startup and transition activities, we will submit to the City

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BeyondZero® is about keeping our people safe. That means not getting injured, not allowing others to be injured, and not allowing unsafe practices, behaviors, or conditions to exist. It's about creating a culture of caring by actively engaging and involving employees and influencing their beliefs and behaviors.

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Johns Creek's Safety Success

In the last 10 years of operating the City of Johns Creek's Public Works Department, we have experienced only one recordable injury attributable to our services.



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a plan for document retention that will comply with the Georgia Code and other applicable laws." As a part of this we will review the City's current structure and make suggestions for improvements as warranted.

d) The residents of the City of Dunwoody, their elected officials and municipal staff clearly share a strong commitment to superior public service, an open and participatory form of government, and view that each and every resident, business, organization and visitor to the City be served as a valued customer. Having been your partner for Public Relations services since 2012 has helped us develop a deep understanding of, and appreciation for, Dunwoody and the "sense of place" the City has helped foster.

e) We understand that the City's staff and other contractors will be co-located in the same office suite at City Hall and this arrangement promotes the attitude of working together as one. Jacobs agrees to promote information sharing and collaborative work between all City staff and fellow contractors. We do so by creating a contract-wide atmosphere of openness and teamwork. We share ideas and resources. We regularly broaden our staff's skills so that our workforce can flexibly meet shifting demand in workflows. And we keep costs low by merging the City of Dunwoody management team's expectations into our processes from beginning to end.

We commit to using our staff, at no additional expense, to help other service providers with their peak workloads to the extent that our staff can accommodate that help without jeopardizing their ability to perform their jobs.

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f) We will do this every month and/or at your discretion. We both report accomplishments using lagging indicators (indicators of past performance) and take advantage of data using analytical routines to report significant trends (leading indicators) and take proactive steps to achieve metrics.

In addition, Chuck Button will participate with City management in structured quality verification activities that include quarterly reviews of our activities and an annual vision, alignment, and expectation workshop to strengthen and evolve the partnership.

g) The cornerstone of our approach is recruiting, selecting, training and retaining well-qualified, experienced professional staff who take pride in maintaining the character and standards of the City. As a large company, we are always in the marketplace looking for new employees. Our employee retention rate is better than the industry average indicating that our employees enjoy working at Jacobs and tend to stay.

We have been in existence for more than 70 years and periodically update and revise our compensation and benefit policies and programs to fit the times and remain competitive in the markets where we operate. As a large company, we have the benefit of having in-house experts available to manage the review and implementation of the programs and policies.

Our compensation program is market-based and intended to help with talent acquisition and retention. We offer a competitive and comprehensive compensation plan, paid time off for vacations, sick leave, holidays and certain other events, medical, dental and vision insurance, 401K savings plans with employer match, life and disability insurance, incentives, career development, and a challenging and rewarding work environment.

Our employee reviews examine past performance while also considering new opportunities. Career development includes annual training, in-house training, tuition, and continuing education. As such, our program strives to make pay decisions that are equitable externally and internally, provide a market-based context for making those pay decisions, and assist in identifying potential career paths and opportunities.

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We provide an annual incentive program, Team Cash, for associates based upon project performance in the following areas: financial, safety, compliance, client satisfaction and innovation. Projects are evaluated and scored annually with project team bonuses based upon the rating achieved.

As soon as we are notified of selection, and prior to commencing the transition period, our transition team leaders will identify the incumbent workforce the City wishes to retain and will make them a job offer. Recognizing that incumbent providers transitioning out of their contract may have a few key employees that the incumbent would like to retain, we will make an enhanced effort to hire those employees if the City wants to keep them.

Our experience is that typically, most existing staff will transition to Jacobs as they are members of the community and typically enjoy their work. Should they not be available for any reason however, Jacobs will have qualified staff identified in advance so that we have a full complement of our staffing needs on day one.

h) Jacobs will not reassign staff without first obtaining the approval of the City. Typically, the only time this issue arises is when Jacobs or our employee recognizes an opportunity for career advancement. In those instances, we will make sure there's succession plan in place that meets the city's expectation before making a change.

i) As experienced service providers to governmental agencies, we can help you navigate the ever-changing regulatory environment. **For example, we have been tracking the Georgia Legislature regarding legislation that could affect local building codes.** We review regulations being developed by cities related to 5G small cell towers and electric scooters. We also monitor the effects of evolving demographics and generational issues, such as aging-in-place and attracting the Millennial generation. Our participation in professional organizations enhances our awareness of trends and laws.

We recently updated the City of Johns Creek's ordinances to address Small Cell Technology. We reviewed Ordinances from other jurisdictions, attended Georgia Municipal Association training on current practices, met with small cell providers from Verizon, AT&T, T-Mobile, Mobilitie, and American Tower, and consulted with industry experts who reside in the City. We were also asked to speak at a recent industry conference as an expert in 5G ordinances and local regulations.



I would like to commend all who have been involved at the city who worked on this ordinance and ROW agreement. I have been part of several work sessions relating to new or needed revisions for small cell ordinances and this is one of the best I have seen to date. From reading this, you all have come a long way to account for the needs of the residents, the City, and incorporated almost all of the FCC regulations in terms of fees, time frames, etc."

— Matthew Hartley, Verizon Wireless

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We also worked with legal counsel to review and abide by the ruling from the Federal Communications Commission (FCC) that went into effect October 15, 2018.

j) **Jacobs experience in working for and with Federal, State and regional agencies gives us relationships and insights that will assist the City in increasing the amount of funding from various grant programs.** Jacobs works directly for several US government agencies, such as FEMA, NASA, DOD and others + Georgia agencies such as the DOT and the ARC. Jacobs was recently selected by the Georgia DOT to assist and manage local governments under the Local Administered Project Program. One of our employees recently worked for the Georgia Department of Environmental Finance.

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Working with City leadership, we will leverage our experience and relationships to make sure that the City is submitting compelling and competitive applications for various grant programs. Our expertise will carry through to make sure that the City administers the grants according to the agreements, passes requirements through to contractors and provides the documentation necessary to the grantor to confirm compliance.

k) Jacobs vast experience in providing municipal services to cities like Dunwoody has given us broad experience with commonly used software and IT networks and devices. Further, Jacobs, through the recent acquisition of KeyW, has become a major provider of cyber-security services to all levels of government.

Over the last 13 years in Johns Creek, the Public Works Department in Johns Creek, staffed by Jacobs has received over \$175M in grants and funding. Staff writes, reviews and applies for grants through a number of federal and state agencies including ARC, GDOT, NPS, and GDNR. These grants focus on maintenance and operations of existing roads, traffic signals, sidewalks and trails; as well as a focus on new multi-modal trails throughout the City. In March 2020, Johns Creek was awarded \$3M from Georgia Outdoor Stewardship for a new greenway trail along the Chattahoochee River at the new 200 acre Cauley Creek Park in the Northeast corner of Johns Creek.

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Jacobs enjoys a strong working relationship with the City's current IT service provider, InterDev, as we work with them, or have worked with them, in several other cities in the Atlanta-metro. We commit to have a similarly strong working relationship in Dunwoody with them or whomever the City selects to be its IT provider going forward.

We have reviewed the City's list of software provided in the RFP and can attest that we have familiarity with most of the software listed, either through our use of the same software at one of our municipal clients or through our staff's personal experience. We will provide any necessary training needed to make sure that we have at least one person in each department with the skills needed to operate and maintain the IT system and software in concert with the City's IT staff. Our on-site staff will be supported by Jacobs back office experts located in the Atlanta-metro as needed.

l) A key aspect of our overall employee benefit program, and one critical to making sure employees are given every opportunity to succeed, is our extensive employee training and continuing education program. We help our employees plan for a long-term career in public administration, which helps the City by resulting in less turnover, increased morale and lower costs.

Our training will focus on continual improvement in customer satisfaction and service delivery (e.g., timeliness, completeness, consistency, thoroughness, and responsiveness).

Jacobs provides every employee access to:

- » Educational expense reimbursement programs
- » Online course library (225 courses on business skills, computer desktop training, and IT-related topics available to all employees 24x7)
- » Courses ranging from Leadership and Management and Business Risk Mitigation



Our ongoing programs encompass ethics, health and safety (H&S), operations/technical and administrative procedures, quality management, certification, and other courses designed to improve skills. Our focus on our employees and their careers has led us to be consistently ranked highly in employee satisfaction by Fortune Magazine and other industry publications.

We conduct a training-needs assessment for each employee, which is then compared to the identified skills required to perform a job. We customize training programs to fit specific needs and offer a variety of standard training courses. Competency grows through a combination of a tailored learning curriculum and on-the-job training with senior technicians.

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m) We will provide the City with an annual training report each January, documenting the past year's training results and providing a schedule for the upcoming training year. Jacobs will send our employees to attend training at state and national conferences to keep up with what is current in their field, and specialized training relating to their specific job.

n) Our Efficient Operations Result in One of the Lowest Overhead Rates in the Industry. Personnel costs are the predominant cost for any service organization, including local governments. Therefore, we have invested in building efficiency throughout Jacobs, including centralizing and automating back-office and support functions, using standard operating procedures (SOPs), and performing rigorous quality control. We closely monitor staff utilization rates to keep non-billable hours, which contribute to overhead, down to a practical minimum.

Cost Control System Used to Track Expenses and Labor. We use a project cost control tool called Integrated Project Controls System (IPCS) to manage and forecast costs. IPCS offers rigorous control of earned value, forecasting, risk (contingency) management, and change control which benefits the City project by providing early identification of efficiencies and issues.

Business Process Diagrams Establish Baseline and Identify Potential Efficiencies and Cost Savings.

We will prepare business process diagrams for departmental activities by interviewing staff performing the required work. The processes will be mapped and organized by each key staff position. We will map the major workflows and critical timelines for completion. We will work with the communications staff to understand common citizen and business complaints and/or conduct customer satisfaction surveys. We will compare our metrics to those of similar communities. We will develop checklists and automation tools. **We will evaluate major cost items and the most time-consuming tasks and seek ways of reducing them that benefit the City.**

A business process diagram reflects the individuals/groups involved in working together to implement a workflow or 'business process' and the activity steps each takes to accomplish an end goal. The business process diagram also reflects decision points that result in "Yes" and "No" pathways of action and supporting technology used by staff to support process implementation. **Documenting an existing business process 1) standardizes how staff work together; 2) clarifies roles and responsibilities and communication among staff; and 3) identifies that the right data is being collected and efficiently and effectively managed.**

SOPs serve as a detailed guideline for accurate and efficient task performance. We will write the SOPs, train by them, and refine them in the continual pursuit of improved operations. SOPs provide detailed "how to" for specific tasks, provide the material to train employees, and serve as a refresher for infrequent tasks.

Management and staff can use these diagrams to determine if improvements can be made. These diagrams are also useful training tools for new staff or for reference for staff who do not use a process regularly. We recently did this for City of Johns Creek, where City Management raved about how useful the business process diagrams were for identifying improvements and training.

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To support the City's proven record of high-quality services, we will bring fresh ideas, preserve what is working well, and continually evaluate trends and innovative solutions.

o) Work with City Officials Toward Continuous Improvement. At no additional cost to the City, we propose establishing a Continuous Improvement Committee (CIC) to explore and identify innovative

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solutions for increasing service and product quality, increasing workflow efficiency, and reducing costs. **CIC's promote information sharing, asking 'what if' questions, and demonstrates best-practice tools and techniques from methodologies proven in private industry.**

Depending on the nature of the concept, the CIC will draw from a cross-section of talent (on-site staff, corporate resources, outside experts) as appropriate. The CIC leader (On-site Project Manager) will arrange meetings between our key staff and interested City representatives. The CIC would be called together annually or as needed.

Prior to each meeting, our Onsite Project Manager will strategize with the City's management team to identify areas where new approaches would be beneficial. The members of the CIC will then explore and propose potential Innovation and improvements. We will research ideas that seem appropriate and feasible and concepts will be presented to the City for consideration. While some concepts will result in no-cost process improvements, for larger initiatives, at the City's request, we will develop detailed proposals containing scope, schedule and cost information for the City's review, consideration, and decision.

p) We will maintain and account for all information, equipment, and property, which the City provides for use over the course of the contract. We appoint a Property Custodian to ensure that equipment under our supervision is properly located, secured, tagged, photographed, and entered into the appropriate equipment database. Depending on the department/ scope, and where appropriate, the Custodians review operations with staff, and ensure the necessary maintenance manuals are easily accessible. If agreeable to the City, we will work with City to develop a depreciation schedule and/or develop a replacement schedule and budget.

q) We will assign an individual the responsibility to ensure work vehicles are maintained in a safe condition and are equipped with an emergency kit.

r) Once selected, we will prepare and provide to the City a detailed Motor Vehicle Use and Safety Policy for the use of the vehicles supplied by Jacobs. This policy will enumerate the protections afforded to the City.

s) We will obtain the approval of the City for the vehicles Jacobs will bring to the City and we will brand the vehicles according to City policies.

t) We have read the RFP and received clarifying answers to our questions during the procurement process. Given our project understanding, experience and approaches described herein, we can commit to the City that we will provide the services and equipment necessary to operate as a true partner to the City and meet or exceed the level of service expected by the City.

We view this contract as a valuable opportunity to continue our long-standing partnership. In that spirit, we will not be seeking every opportunity to "nickel and dime" the City. **During our eight years of providing public relations services for the City, we have never initiated a change order.** We have provided value-add services that have included many special projects and responded positively to the occasional city requested change orders. We will do the same on this contract.

u) CommunicateOur staff will communicate with the Mayor, City Council or media only when authorized to do so. On a day-to-day basis our staff and our On-Site Project Manager will be reporting to the respective department head. We will engage with the community and other consultants as warranted in the conduct of daily business and as pre-approved by the respective department head. We will attend periodic staff meetings to coordinate as necessary and share information on the city's file servers.

- v) **Our municipal employees take pride in their cities and the community will never be able to tell which employee is a “city employee” and which is a contractor.** Our staff will operate during normal business hours as established by the City and at times outside of those hours as may be necessary to meet level of service expectations and key performance indicators, such as being available at meetings of the Mayor and City Council and special events. We will document our hours expended and provide this information to the City.
- w) Jacobs understands and acknowledges this requirement and will comply.
- x) All full-time staff provided under this contract will enjoy the same fringe benefits available to all U.S. Jacobs employees + the additional Dunwoody paid holidays. Full-time staff will also be paid during inclement weather closures in concert with the City.
- y) Jacobs is committed to providing a work environment in which employees feel that they are a valued member of the organization, are treated fairly, and are given recognition for their contribution to the company's success. We also aim to provide an environment that fosters good working relationships. Equal employment opportunity (EEO) training is part of our standard training that all Jacobs employees receive. Jacobs is committed to ensuring that all employees enjoy EEO. This means that employees are treated fairly and equally when employment decisions are made, and that unlawful discrimination and harassment does not take place. Jacobs employees located at the workplace of a Jacobs client, whether full-time or on an intermittent basis, are also obliged to comply with Equal Employment Opportunity and Workplace Harassment policies implemented by that client.
- z) Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. During normal business hours our Onsite Project Manager will be at City Hall and immediately available to respond to any issues that arise and will also be available 24/7/365. Backing up the Onsite Project Manager, your Client Services Manager, Chuck Button, will also be available 24/7/365. As has been his practice, he will regularly check in with the City's management team, ensuring our services are delivered on time and on budget and to your satisfaction. **Chuck is deeply committed to the City's success. He can be at your offices in less than 20 minutes from our Midtown Atlanta office.** During Chuck's check-ins with City Management, he will discuss the course of business and any needs that may arise. Chuck will take any actions necessary to help our team assure that the City is satisfied with our services.
- aa) All of our City related communications will be done using City stationary, mail and email addresses.
- bb) Jacobs will provide updated reports when requested by the City. Jacobs' contract with the City of Johns Creek is a local example of a contract that uses performance measures to determine either a bonus or penalty. Johns Creek Public Works KPI's include Plan and Permit Reviews, Citizen Response, Prioritizing work Orders, Community Education/Involvement, and Project delivery (on time, on schedule, on budget). Passing these KPI's varies depending on the indicator from 95% to 99% completed within the given metric.
- cc) We have been providing contracted operations for nearly 40 years with a proven track record of client satisfaction, successful performance, and reduced costs. Our success is rooted in a continuous improvement process implemented by our project managers and supported by our regional technical resources. **We will implement management systems to provide compliance, consistency, and safety for our clients and staff.**

Through our decades of work on similar assignments, we have evolved a proven set of project management tools to monitor progress toward completion of assignments against an approved schedule, changes in the scope of work, actual cost versus budgeted cost, and development of key performance indicators. As we learn more about the specifics of the assignment, we will continue to refine our plan in

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collaboration with the City. The Strategic Management Plan (SMP) will be drafted after completion of contract negotiations, during the startup/transition period and presented to the City immediately after our Notice-To-Proceed (NTP). The SMP will be a living document over the life of the contract and will address:

- Staffing plan
- Ethics policy
- Safety procedures
- Vehicle policies
- Communication protocols and contact information
- Responsibility/authority matrix for clear lines of accountability and decision making
- Develop key performance indicators as a part of QA/QC assurance plan
- Data management (access and security, and document retention requirements)
- Reporting requirements and procedures
- Startup and closeout procedures
- Risk management related to the various functions, such as succession planning

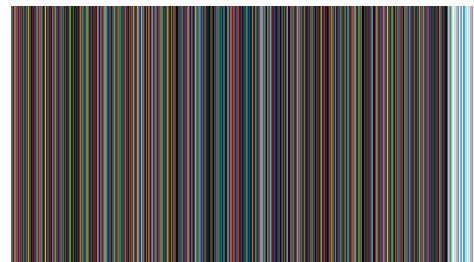
dd) As noted in our previous communications, Chuck Button will be meeting regularly with City management. These meetings will serve as opportunities to confirm the scope of services. Should the City determine that additional, out-of-scope work needs to be performed, Chuck will meet and discuss needs. Our On-Site Project Manager will then assess with the departmental team managers the tasks being requested to determine the hours needed and the type of individual(s) who can perform the tasks. He/she will then price the work using the existing rates in the contract. For smaller assignments, our On-Site Project Manager will meet with the City and finalize the value of the change. For larger assignments, he/she will review the change with Chuck and Wayne. After developing a scope of work and fee proposal, the proposal will be presented to the Department Head and/or the City Manager for review and processing.

ee) We will designate an employee to be responsible for the proper filing and storage of all records.

Describe your firm's approach and methodology to ensure delivery of high-quality services

Jacobs offers the City of Dunwoody (City) the value of our experience, stability, local support resources, and experienced staff to expand upon our long-standing partnership with you in supporting an honest, efficient, responsive, and customer-friendly government operation.

We can help you get where you want to be, guide you on the potential impacts of rapidly evolving technologies, and bring you the senior leadership, depth of knowledge and proven practices to help the City achieve its goals. We will act in a manner to earn the title of your Trusted Advisor and treat everyone with respect.



Jacobs offers the City of Dunwoody innovative solutions for superior service delivery, the very best internal and external customer service, the deepest bench of local talent and resources, and unparalleled experience for delivering best practices.

Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. The full-time onsite leader for Jacobs will be the "Project Manager." This will be a senior leader of one of the service areas awarded to Jacobs. The individual selected will, of course, depend on which service areas are awarded to Jacobs. This key position will serve two important functions in addition to his or her service area role: to lead the Jacobs team in Dunwoody, and to serve as Jacobs on-site connection with the department heads and city manager.

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Having four former city/county managers and several former department heads on staff is a major part of the reason why Jacobs has a deep understanding of what makes the City tick and where you want to go. This experience will help us define and achieve success for you. We offer you the broadest and deepest range of skills in the metro Atlanta area, whenever you need. We can tap into integrated capabilities across our organization – in city management, planning and zoning, economic development, water resources, transportation, energy, environment, and buildings, including smart city technology.

Innovative Solutions for Superior Service Delivery.

We provide thoughtful solutions to technical issues that save time and money. We respond quickly to unplanned events, such as major storms. We make your challenges our own, and help you derive the very best results from your investment in us. **We consistently achieve established metrics for customer service and efficiency, as documented in our performance reports.**

Our work developing Smart City Solutions with other city partners has saved citizens and businesses time and money and improved safety. One recent example – we implemented a pilot project placing ultrasonic sensors on five bridges to measure the height of rivers/streams for the City of Johns Creek. The technology alerts key staff with text messages and emails when rivers/streams reach predetermined levels to alert the community to likely flooding.

Delivering Superior Internal and External Customer Service

We strive to ensure that citizens and customers of the City have a good experience and are well-served by friendly, helpful staff who can resolve issues quickly. **Our goal is that everyone is taken care of by being a one-stop-shop for accurate information and processes. We do this by recruiting, hiring, and training an efficient, caring, and compassionate staff.**

Upon commencement of services, we conduct a series of on-site customer service workshops with all employees to ensure our operations deliver a consistent customer experience. **The workshops are taught by our Malcolm Baldrige National Quality Award-winning instructors, who each bring more than twenty years of industry experience.**

“Hiring Jacobs was the biggest, most consequential, and undoubtedly the best foundational decision we made.”

— Tucker Mayor, Frank Auman
discussing the startup of his new city

126_DNWDY-MS_1_DEN

“Centennial prides itself on being innovative and doing business differently, which includes innovative partnerships that not only benefit individuals and businesses, but also our community and the environment. The partnership the City has with Jacobs has led to the implementation of effective and efficient programs that benefit the citizens of Centennial.”

— Centennial Mayor, Stephanie Piko

127_DNWDY-MS_1_DEN

Our work helped the City of Peachtree Corners, right, earn high marks in customer satisfaction in Community



Development services in surveys conducted in 2016 by the Carl Vinson Institute of Government. The purpose of the survey was to determine the level of customer satisfaction with the business licensing and permitting functions, as well as identify any areas of customer concerns to improve service. Results showed that 94 to 97% of those surveyed in both building permitting and business licensing responded favorably in their respective categories. Dr. John Barner of the Institute noted that in the decades since he has been involved in customer satisfaction surveys, he has never experienced such a high percentage of survey responses nor such a high favorable percentage rating of customer satisfaction.

115_DNWDY-MS_1_DEN

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One indication of the quality of our systems implementation and consistent deployment was the winning of the Malcolm Baldrige National Quality Award for our O&M projects—Jacobs is the only company in our industry that has won this award. The award process included a week-long audit by a team of third-party auditors who visited approximately 30 of our projects unannounced to confirm systems implementation.

After the initial workshops, our customer service specialists will spend several days on-site, studying existing customer service protocols and looking for opportunities for enhancements. We continue to conduct the customer service workshops with all employees regularly throughout the duration of the contract to ensure customer service levels remain strong.

Our customer service approach focuses on three areas:

- 1) High-performance work culture: An engaged workforce provides amazing customer service. We promote a culture of highly motivated teams.
- 2) Efficient systems and procedures: work-flow mapping, where inefficiency is driven out of our systems and procedures, ensures each customer experience is resolved efficiently and consistently.
- 3) Meaningful customer interactions: Proper training leads to meaningful, constructive interactions with customers in both face-to-face and remote engagements.

Address Performance Issues. We will quickly respond to and resolve any situation where on-site staff are having difficulty meeting or exceeding established performance metrics. Our on-site project manager will meet with the employee(s) to direct corrective actions. If necessary, he will initiate disciplinary actions as well. Corrective actions may include reviewing the workflow diagrams to see if there is something in the process that could be improved to address the causal factors for substandard performance, sending the employee(s) to additional training (perhaps related to software use), or in consultation with the City's other corrective measures, as necessary. Our industry leading renewal rate is an indicator of high client satisfaction which proves that we consistently meet our clients' expectations and quickly address any service issues.

If it is a prioritization issue, we first look at ways to accomplish the need within the existing contract, such as revamping or rearranging other tasks and/or reassigning staff accomplish the goal. If this is not possible, then we discuss a detailed scope of work that would meet the needs of the City.

Effective Communication in Action

Jacobs has been serving the City of Tucker since 2016. At the time, the new city government was fielding more and more calls from people needing help with problems with county services or local utility.



We recommended, and Tucker adopted, a position known as the Citizen Responder, a staff member who advocates for the resident with a high water bill or the business owner who's battling persistent internet outages.

We quickly discovered the best person for the new Citizen Responder role was Camille Taylor. Camille came to us with a proven track record of helping people from her time in Code Enforcement and 911 operations. More importantly, she was passionate about it.

In Camille's second week on the job, she got the chance to put that passion to work.

After a series of water main breaks during a particularly hot May, one break caused flooding and structural damage along busy Lavista Road. While much of the attention was focused on alleviating traffic, there were other problems for residents. Water had flooded homeowner Dmitri Spireiv's front and backyard, but worse, water had accumulated in his crawlspace, shorting out his HVAC unit, and causing the power company to turn off his electricity for his own safety.

Camille toured Mr. Spireiv's property, then briefed the Mayor and City Manager on the damage. She then went to work. Within 24 hours, Mr. Spireiv had the water pumped from his crawlspace, and power was restored to his home. Grateful for the amazing service, he was even more grateful it was at no cost.

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

Please see our response under n) on page 7.

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

Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. The full-time onsite leader for Jacobs will be the "Project Manager." This will be a senior leader of one of the service areas awarded to Jacobs. The individual selected will, of course, depend on which service areas are awarded to Jacobs. This key position will serve two important functions in addition to his or her service area role: to lead the Jacobs team in Dunwoody, and to serve as Jacobs on-site connection with the department heads and city manager.

Your Client Services Manager, Chuck Button, will serve as the City's off-site single point of contact, available 24/7/365. As has been his practice, he will regularly check in with the City's management team, ensuring our services are delivered on time and on budget and to your satisfaction. **Chuck is deeply committed to the City's success. He can be at your offices in less than 20 minutes from our Midtown Atlanta office.** During Chuck's check-ins with City Management, he will discuss the course of business and any needs that may arise. Chuck will take any actions necessary to help our team assure that the City is satisfied with our services.

Working closely with Chuck will be Wayne Wright, Jacobs Regional Operations Manager. Wayne served as a city manager in Georgia for 22 years before moving to the private sector to lead contracted government operations in metro Atlanta for the last 11 years. He will work cooperatively with Chuck overseeing all aspects of Jacobs' services in Dunwoody. Initially, Wayne will be responsible for managing the transition of staff and services and will continue to support the onsite team for the life of the contracts.

Authority and Autonomy of the On-Site Project Manager. Our On-Site Project Manager will have a significant amount of authority and autonomy to operate and lead the project team and will:

- be 100 percent dedicated to the City and will direct the activities of our staff and establish their priorities.
- hold regular staff meetings to review performance metrics and assist front-line staff in addressing any concerns or problems.
- provide direct support for staff, monitor budgets, support recruiting and staffing needs, and monitor division managers' assignments for workload balance.
- work directly with each Department Director and onsite managers to maintain open lines of communication to achieve objectives.

Chuck, Wayne and our On-Site Project Manager will work very closely together to deliver our services, manage staff, and serve as liaisons between the City, the staff, and our local office. Our on-site team will receive regular support from staff that include former city/county managers and city department heads, along with an extensive in-house training program described elsewhere and wide-ranging reach-back expertise.

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Our goal is to serve as an extension of your staff and bring the best value to your customers. Jacobs will interact with the City's representatives with a long-term, successful, open, and transparent partnership in mind. Communication is critical to our mutual success and is reflected in our proposed procedures. We encourage day-to-day communication between the City and Jacobs staff, and empower decision-making throughout our organization to provide you with immediate attention and response, enabling you to focus on your priorities.


Exhibit 1-3

illustrates our project communications plan, which will be updated during negotiations to include the expectations outlined in our contract, as well as any other preferences you may have.

Exhibit 1-3. Project Communication Structure

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, 2020.

 WHEN	 WHAT	 WHO
Day-to-Day	Meetings & Discussions	» Open exchange of information to ensure transparency and collaboration » City/Jacobs Supervisors and Project Management Teams
Weekly	Weekly Meeting	» Review the previous week events » Discuss future week plans » Document decisions » City/Jacobs Project Management Teams
Monthly	Monthly Reviews	» Progress update and collaboration » Review process performance » Review maintenance performance » Review CIP and impact to operations » City/Jacobs Project Management Teams
Quarterly	Quarterly Business Review	» Review quarterly progress » Discuss future objectives and opportunities for continuous improvement » Jacobs Regional Management » City/Jacobs Project Management Teams
Semi-Annually	Reports	» Review and update reports submitted documenting subcontractor's work » Maintain and update SOW » Jacobs Regional Management
Annual	Annual Innovation Workshop	» Review prior year's accomplishments while establishing new goals and objectives for the following year to ensure continuous improvement » Provide strategic management plan for continued services in the specific service areas » Jacobs Executive Team » External Jacobs Experts » City Leadership Team » City/Jacobs Project Management Teams

Our Phase-In Plan is Collaborative, Caring, and Respectful of Current Staff

Transitioning to a new organization and way of working is an extremely sensitive subject. Current project staff members are valuable assets and important for long-term success. **Our goal is to combine our vast resources with the institutional knowledge and proven service of the current employees to enhance each aspect of service delivery.**

Selecting a new provider can mean the potential for a decrease or interruption in customer service and/or a reduction in employee morale. **Our decades of experience transitioning hundreds of complex operations projects allows us to bring invaluable lessons learned and best practices that mean a seamless transition process.** We deliver high quality and reliability of services, employment opportunities for qualified existing personnel, and greater protection of managed assets through the adoption of superior technologies and management controls.

We have achieved successful transitions of former public-agency employees and those employed by other contract operators, bringing more than 19,500 new employees into our company and recently transitioning 13 projects with 255 employees over the past 36 months.

The greatest risk of any transition plan is the potential impacts related to the incumbent personnel, including the loss of institutional knowledge or a loss of morale due to change. As one of your current partners, we know that you have many good incumbent staff that you would like to keep. In consultation

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with you, we will attempt to hire incumbent personnel as needed to fulfill our proposed staffing plans and team them with our senior professionals, a full array of relevant tools and techniques, and the inherent flexibility of a scalable Public-Private Partnership (P3) to support your needs and goals. **We structure our staffing and compensation plans so that the City only pays for what matters most—a highly skilled and motivated workforce with minimal turnover. To accomplish this, our compensation plan provides competitive Atlanta-area wage level and fringe benefits, consistent with our experience on other contracts. Our employee fringe benefit rate is one of the best in the industry.**

While we have not had the benefit of knowing the salary of incumbent personnel and have had to estimate a market-rate salary for each employee position, we will make every effort to offer all existing transitioning personnel a salary that is at least equal to their current salary. A secondary consideration will be how the benefit program of the incumbent company compares to ours. Again, our goal will be to make the employees “whole”. **We will honor the tenure of incumbent employees transitioning to Jacobs as it relates to employee benefits including vacation and sick leave accrual rates. We assume that any employees that transition to Jacobs will be paid by their incumbent employer for any unused leave at the time of transition.**

Our proven approach for transitioning current staff with care and respect delivers systems and processes that are fully operational and functioning on the first day of the contract commencement. This is imperative to provide 100 percent compliance and complete protection of the City’s assets, while maintaining continuity of operations.

Immediately after contract execution and Notice-To-Proceed, our Client Services Manager, Chuck Button and our Regional Manager of Operations, Wayne Wright, will begin the transition with a Kick-off Meeting with the City Manager and other key City personnel. Working in concert with the City, we will prepare and present for approval a Transition Plan. The Jacobs Transition Process outline is presented in Exhibit 1-4. Our transition plan is simplified as we will not be using subcontractors for this assignment.

Communication and Coordination. We will establish, as part of its overall transition plan and schedule, protocols for communicating with city management, city contractors for other departments, the incumbent contractor’s management for the department in question, “outside” agencies and the group of incumbent employees. We will establish, in conjunction with the City’s management, a meeting schedule to report on and discuss issues regarding the progress of the transition.

Over the course of the transition period, we will continue to attend various public meetings held by the City to develop a greater awareness of what is transpiring in the City and will certainly attend all required City Council and Planning Commission meetings.

Exhibit 1-4. Proven Transition Process



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Transition Requirements	Jacobs Strategy
Startup and Transition Plan	<ul style="list-style-type: none"> Formalize Startup and Transition Plan following selection Organize integrated support staff with the City as key partner Designate and assign key transition managers Execute phased startup prior to commencement Implement required operation, maintenance, and management (OM&M) process systems Develop and implement functional startup and transition contingency plans and mitigation measures in cooperation with the City Incorporate technology, instrumentation, and data management systems
Transition Staffing Plan	<ul style="list-style-type: none"> Integrate new employees in phased and coordinated manner, resulting in seamless transition and startup at commencement while maintaining uninterrupted operations Interview, orient, train, and communicate with new employees to facilitate training and effective transition Mobilize operations, maintenance, and engineering specialists for staff training and startup assistance
Internal and Client Communications	<ul style="list-style-type: none"> Establish communication and reporting protocols Facilitate communications between City staff and other contractors including the incumbent Initiate project document control systems and tools to facilitate communications and track progress during transition

The Transition Plan will contain a schedule from the date of the approval of the Plan continuing through to December 31st and beyond. We will be flexible and adapt to the City's transition timing needs and circumstances to provide continuity of operations.

We are proposing to begin formal execution of the Transition Plan immediately upon its approval by the City. In the period of time from the Plan's approval to October 31st, Chuck and Wayne will meet with City leadership and discuss who of the incumbent staff the City wishes to retain. In concert with City leadership, Chuck and Wayne will make initial contacts with the identified incumbent staff and open a dialog with them. On or around November 1st, we will execute the sequence of tasks listed in Exhibit 1-5, as modified by the approved Transition Plan. Regional, national, and global experts will support Chuck and Wayne in the areas of human resources, safety, process control, planning, and other needs for a smooth transition and superior long-term results.

Exhibit 1-5. Draft Transition Schedule

Timeline	Activity
60 Days Before Commencement	<ul style="list-style-type: none"> Formalize startup and transition plan Organize integrated support staff with the City as key partner Designate and assign key transition managers Develop functional startup and transition contingency plans and mitigation measures in cooperation with the City Begin assessing the City's technology, instrumentation, and data management systems Initiate recruiting process

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Exhibit 1-5. Draft Transition Schedule

Timeline	Activity
45 Days Before Commencement	<ul style="list-style-type: none"> Integrate incumbent employees in phased and coordinated manner, ensuring seamless transition and startup at commencement while maintaining uninterrupted operations Interview, orient, and communicate with transitioning employees to facilitate training and effective transition Host introduction workshops Assess and interview potential employees
30 Days Before Commencement	<ul style="list-style-type: none"> Establish communication and reporting protocols Initiate project document control systems and tools to facilitate communications and track progress during transition Initiate administrative functions setup (e.g., vendor setup, local supplier agreements) Make employment offers to new prospective (transitioning) employees and begin orientation Conduct H&S review of facility for safety and security plan
Commencement Date	<ul style="list-style-type: none"> Implement functional startup and transition contingency plans and mitigation measures in cooperation with the City Initiate project training programs for safety and compliance Commence asset inventory followed by condition assessment of the assets
30 Days Post Commencement	<ul style="list-style-type: none"> Conduct check-in with transitioned employees to address any lingering issues related to benefits Update emergency response plan's notification list Evaluate technology, instrumentation, and data management transitions Submit a post transition report to city management

Note: These timelines provided are fully flexible and will be modified to meet the City's transition schedule.

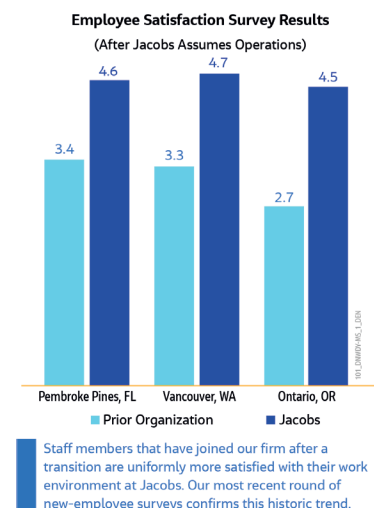
We will handle the process with the utmost respect and professionalism, using our proven process to seamlessly transition new employees into our company, which has been ranked numerous times by *Fortune* Magazine as one of the best companies to work for. Our processes have been tested and modified over time to provide the smoothest transition possible by effectively communicating with associates and their spouses regarding the Jacobs organization and our comprehensive benefits program.

Staff members we have acquired are uniformly more satisfied with their work environment at Jacobs. Our most recent round of new-employee surveys confirms this historic trend, as shown in Exhibit 1-6.

Our on-boarding process for new employees includes putting each person through a background check and a drug screen.

For any employee positions where an incumbent employee will not transition, our vast network of existing employees and significant

Exhibit 1-6. Employee Survey Results



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recruitment and HR resources mean we are able to bring the best qualified new staff to the assignment. We are continuously networking within professional societies, conferences and the local community to develop relationships with talented individuals. When recruiting personnel from outside the firm, we post positions on various websites and professional organizations.

For each position, we will use the City's job descriptions and minimum qualifications for personnel positions and augment these as necessary. Once we bring someone on board, we work with them to establish an individualized program of continuing education and professional training that will help them remain abreast of the latest practices in the industry, stay current with applicable laws and regulations, and achieve credentials that benefit the City, themselves and our firm.

To mitigate the risk of transitioning and the loss of institutional knowledge, we will create a “zippering plan” to connect our incoming staff members to any incumbent staff members who will not be retained. Our goal is to quickly absorb the tools, techniques and procedures being used by each person to perform their job, the status of their current assignments and where they are storing their files. We will also coordinate with the IT department staff to retain the ability to access the emails of the employees that will be leaving so we can maintain communications regarding ongoing activities.

Finally, our extensive city services staff and expertise in the metro Atlanta area provides the greatest level of redundancy available on short notice to the City, should there be unexpected departures of existing staff or a need to ramp up staffing levels for unforeseen circumstances.

Phase-out Plan

The purpose of this plan is to provide guidelines for the successful termination of service between us and the City. Adherence to the plan will ensure that the exit transition is seamless. This plan will be developed during the initial contract period and updated annually. The objective of the Exit Transition Plan is to ensure:

- No deterioration in the quality of service to the City during the transition
- Full cooperation for the efficient and effective transfer of all managed assets to the City of Dunwoody or successor contractor
- The City is provided with all appropriate material documentation, books, and records that are relevant to the continued operation and maintenance of the city's assets
- Transition costs are minimized
- A full financial reconciliation of our response pursuant to the terms and conditions of the Service Contract
- All affected employees of Jacobs are kept informed of the Exit Transition process as appropriate
- The exit transition begins when the City provides formal notice to Jacobs that the service contract is to end. For planning purposes, the exit transition period is assumed to be 45 days. An exit transition manager and team (as appropriate) will be appointed by us.

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

- | | | |
|----------------|------------------|-----------------|
| ▪ 9 tablets | ▪ 2 sedans | ▪ 7 sets of PPE |
| ▪ 3 cellphones | ▪ 5 light trucks | |

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

By selecting Jacobs for one or more departments, the City of Dunwoody will continue to have a trusted partner to work alongside you to strengthen your already successful community, and continue to innovate in ways that add to the city's already high regard for the pillars of Sustainability – Environment, Economy and Equity.

Our Global Sustainability Commitment Statement sets out our intent to integrate sustainability throughout our business by making it part of our culture. Our commitments are to:

- Positively contribute to our global PlanBeyond goals that were developed in consultation with the UN Sustainable Development Goals.
- Foster a culture of sustainability that promotes economic prosperity, environmental benefit and social value.
- Continue a dialogue with all our stakeholders to raise awareness of sustainability and provide feedback on how we can do better.
- Research and develop innovative methods and applications for enhanced sustainability performance.
- Enable knowledge sharing and capacity-building around sustainability across our enterprise and all our projects.
- Be accountable for delivering our strategy through the sustainability governance structure that reports up to our Board

Sustainable solutions for clients

Together, we craft solutions that affect the way people live. From accelerating the next generation of innovators to the world's first ultra-low emission zone, from helping communities recover to monitoring water quality to protect public health, we solve for better, never losing sight of our responsibility to each other.

Jacobs first launched our Operation & Maintenance (O&M) Sustainability Program in 2009 and have produced outstanding results for our O&M clients as shown in Exhibit 1-7. Producing real impact, the program drives continuous improvement focused on reductions and/or savings in chemicals, energy, fuel, water use, waste minimization, or emissions.

Another key component of our O&M Sustainability Program is to help build and support sustainable communities. As such, we also focus on fostering stewardship activities related to community enhancement projects or environmental benefits such as transitioning to durable goods or local ecosystem restoration.

We would be happy to work with the City to prepare or update a citywide sustainability masterplan.



Exhibit 1-7. Sustainability Successes

Public Works – Specific Scope of Services

1.2.1 General Requirements

Jacobs will comply with the complete scope of services the City provided in the Public Works section of the RFP.

Jacobs understands that the City has direct contracts with several construction and maintenance contractors that provide the staff and equipment to respond to workorders to maintain and repair pavement, street signs, traffic signals, road shoulders, et cetera. Jacobs is familiar with this model as it what is also employed at several of our other client cities where we provide public works services. Jacobs will act as the City's staff in developing work programs, administering to field service contractor's contracts, issue workorders, inspect the work, review and approve contractor pay requests and manage budgets.

1.2.2 Street Maintenance and Striping

A complete asset inventory as it at the heart of a solid and well-orchestrated asset management strategy designed to extend asset life and reduce public safety hazards and risk costs.

We know that the City completes a pavement evaluation and condition assessment of the City's roads every four of five years using truck-mounted technology. If the City's database of all its roadway related and/or drainage assets are not up to date, we propose to use LiDAR technology to create an up-to-date digital road and drainage asset inventory, similar to what we have done recently in Peachtree Corners, Johns Creek and Tucker.

We will upload assets identified through the LiDAR task (storm drains, signs, signals, sidewalks, curb cuts, etc.) into the supporting GIS to reflect asset locations and asset connectivity by geographical area. We will also upload assets into the supporting Computerized Maintenance Management System (CMMS) (if not already tied to the GIS) so that service requests from the public and preventive and corrective maintenance work orders can be issued to perform work on these assets and track all associated costs (labor and materials).

We will first confirm the desired asset hierarchy before assets are uploaded into the supporting GIS and CMMS systems. An asset hierarchy that is too detailed or too high level can create problems. We will review the current asset hierarchy of existing assets in the GIS and CMMS, recommend changes if necessary, and identify an appropriate asset hierarchy for new asset types that will have been gathered through the LiDAR task. We typically define an appropriate asset hierarchy by considering three important factors:

- 1) Asset reporting requirements to internal and external stakeholders
- 2) Maintenance tasks (internal and contracted)
- 3) Trending and data analysis

Once assets are in the GIS and CMMS, we will tie previously gathered condition data to the asset so that it is displayed to maintenance staff who are responsible for making decisions about maintenance and point repairs, and to an asset manager who can identify optimized timings for when an asset needs to be replaced based on condition or "likelihood of failure". We will prioritize asset replacements with the most critical assets first. Criticality is typically defined by asset location, i.e. it is more important to replace an asset or set of assets in a highly populated area than asset(s) located in a more remote area.

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Once assets are in the GIS and CMMS, reports can be pulled to understand frequency of maintenance at an individual or grouped asset level, as well as provide the ability for a user to perform data analysis intended to minimize/avoid public safety issues and reduce overall risks costs.

We will update the database as roadway and drainage projects are completed. We will also update the database with proactive inspections of the system after major wind and rain events.

1.2.3 Traffic Signals, Street Signs and Street Lights

Dunwoody is at the crossroads of Georgia 400 and I-285. The reconstruction of the 285/400 interchange, top end and Georgia 400 improvements will continue to cause disruptions on these important regional arteries. As commuters look for ways around the construction, these disruptions will add traffic to the already strained roadway networks in Dunwoody. Proactive and intelligent management of the city's road network will be key to maintain mobility for the community.

Jacobs is a leader in smart mobility planning, design and operations. We use technology to manage traffic for entire roadway networks. We will work with you on upgrades and/or expansion of the City's traffic management center (TMC), as well as upgrades to the signal control systems to accommodate the additional demands.

We recommend considering an intergovernmental agreement with the City of Sandy Springs to expand the TMC to include roads that cross into both cities. Given the level of major roads common to the City and the City of Sandy Springs, this partnership would better address traffic flow issues affecting both cities.

Additionally, we are working with transportation agencies across the US in preparing for and implementing autonomous vehicle technology. Jacobs expertise isn't limited to automobile traffic. We work closely with MARTA as a consultant on capital projects administration. Our expertise with current and emerging technologies will also help with bus rapid transit routes, transit signal priority, and other MARTA projects are brought online.

1.2.4 Sidewalks, Gutters and Related Street Areas

There are a lot of City assets in the road shoulders as well as public and private utilities. Jacobs will work with the City to develop and/or update the database of assets for such things as street signs, streetlights, curb inlets, et cetera. Maintenance and repairs to these assets will be administered in a fashion similar to the roadways.

Jacobs also recognizes that grass medians and roadway shoulders offer an opportunity to impact community appearance. We have worked in our other communities to make sure that the grass gets mowed regularly related to the growing season. We have also helped our communities obtain funding for low maintenance roadway landscaping and manage its design, installation and maintenance.

1.2.5 Traffic and Transportation Engineering

As the City continues to grow, it will continue development of compact, walkable areas. In this context it will be more and more important to focus on mobility alternatives to single occupant vehicles such as transit, walking and biking balanced with the needs of vehicular mobility. Even as transportation technology continues to move toward connected and autonomous vehicles, it will remain important to plan for and build facilities that improve quality of life. People make up the community and people must be kept at the forefront when thinking about the future of transportation.

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We can provide the City with the help it will need in strategic planning, operational planning, right-of-way acquisition, and relationship coordination drawing from decades of experience assisting communities throughout Georgia and beyond. We have extensive experience developing multimodal transportation plans, as well as comprehensive plans. This also includes coordination between those planning efforts and in creating shorter-term capital investment programs that meet Department of Community Affairs requirements and allow local jurisdiction priorities to complete well for regional, state, and federal funding. We have also developed numerous modal-specific, subarea and corridor plans that recommend specific strategies to meet user and area needs.

We utilize the latest best practices, data sources, and methods to analyze the transportation at various scales and across modes to understand current and potential future trends and can draw upon our global reach to bring to bear new technologies and methods to ensure the City is on the leading edge of planning for mobility and accessibility for residents, workers, and visitors. Our team brings its existing relationships and knowledge on how to coordinate with regional, state, and federal agencies. This experience will benefit the City when competing for funding and shepherding projects from planning through to implementation. We are a full-service firm that understands transportation planning cannot happen in a vacuum and benefits from bringing together planning with roadway and traffic engineering, environmental evaluation, and community and stakeholder engagement to develop plans and projects that are implementable and supported.

1.2.6 Stormwater

Jacobs will handle all regulatory stormwater reporting requirements for the City of Dunwoody. A major component of this includes managing and submitting annual reports and required stormwater management plan updates to the Georgia Environmental Protection Division (EPD) in compliance with the National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) program. The Metropolitan North Georgia Water Planning District (MNGWPD) also has reporting requirements concerning water, wastewater, and stormwater and Jacobs will manage all communications and reporting to support compliance with this program. Both the MS4 and MNGWPD programs require that the city adopt and keep current specific codes and ordinances. We are currently managing all of these processes and programs in other jurisdictions and can leverage the common programmatic elements and our relationships with the regulatory personnel involved to ensure successful implementation.

Jacobs will manage the intake, review, approval, inspection, and enforcement of stormwater management plans and hydrology reports for new development and redevelopment projects within the city. The MS4 and MNGWPD programs require tracking and reporting of these element as part of the development permitting process. Jacobs will also handle all erosion & sediment control reporting to the local Soil & Water Conservation District and the Georgia Soil & Water Conservation Commission.

Jacobs will manage the Stormwater Utility program within the city which includes maintaining the city's GIS stormwater infrastructure database and updating it periodically as new infrastructure is added to the system, as well as managing elements of the parcel data to ensure accurate billing calculation. Capital projects can be identified to replace aging infrastructure where needed and Jacobs will provide the design review, budgets and schedules, construction management, and utility coordination to support such projects.

1.2.7 Capital Project Management

Jacobs will assist the City in making the most out of its capital improvement and maintenance dollars. We will employ the latest thinking and proven techniques to prioritize projects and obtain the best value from

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construction contractors. We know how to turn taxes into transportation, managing expectations and maintaining an atmosphere of positive progress and transparency.

We will use our substantial capital improvement program and construction management expertise, along with our various tools and techniques, to support our on-site team in facilitating the completion of projects on time and in budget. We are fully pre-qualified with the Georgia DOT to provide road and bridge design, environmental approvals, and program and construction management which allows us to understand what is needed to design projects and manage construction contractors.

Our local staff bring award-winning best practices that drive efficiency, are practical, and provide for transparency into the program's metrics. They have been working continuously in the Atlanta-metro for more than 10 years and offer experience in all phases of transportation projects:

- Concept Development and Verification
- Data Base Development
- Environmental Approvals and Permits
- Public Involvement
- Design Development
- Right-of-Way Acquisition
- Bidding/Letting to Construction
- Utility Coordination
- Construction Administration
- Documentation and Project Closeout

We will evaluate project scopes and designs to select the best combination of scope versus needs and budget, and initial versus life-cycle costs. We also recognize that projects must fit into their surroundings and that expensive disruption of adjacent properties needs to be minimized. Our familiarity with the City allows us to better understand how projects should fit within the community.

We will use the transition period as an appropriate time to take a fresh look at the status of all the projects being pursued in the short-term work program. Knowing that the transition may result in the loss of some incumbent personnel with institutional knowledge of individual projects, we will assemble a multi-disciplinary team to conduct an updated program-wide review of scope schedule and budget. Our evaluation will consider:

- Conservative estimate of monthly sales tax distributions from the Georgia Department of Revenue
- Available data on each project
- Field conditions
- Up-to-date land acquisition and construction costs
- Evaluation of utility relocations requirements and costs
- Opportunities for leveraging state and local funding
- Review of key stakeholder input

Should we identify significant discrepancies and/or unrecognized opportunities between a project's scope, schedule and/or budget, our Program Manager will meet with the City's management to discuss the issues and develop modifications as necessary. Deliverables from the program-wide review will include a Project Implementation Plan for each project, an updated Master Schedule for the Program (and each project within it), and a projected cash-flow chart for the duration of the program. We will recommend appropriate contingency accounts for each project, and the program.

1.2.8 Utility Coordination

Jacobs currently performs utility coordination for several cities in the Atlanta-metro where we are either operating their public works departments and/or are managing their capital improvement programs. Utility coordination falls into two categories; 1) requests from utilities to access the public right-of-way for work on utility lines, and 2) moving utilities out of the way of roadway improvement projects.

Utility Permits for work within the ROW

- Review permit applications
- Approve permits
- Log permits
- Create a map for active permits
- Reply to all questions concerning utility work from both residents and utility providers
- Inspect the work
- Close out the permit and document the work in the appropriate data base

Utility coordination for Construction Projects

- Manage any relocation that includes cost to the City
- Step in when utility companies are not responding or relocating the lines in time
- Review franchise agreements to ensure the City is not paying for more than they should
- Assist the contractor and engineer (if construction administration is included for the project) and with additional help as needed

Jacobs understands the importance of utility coordination and has instituted several procedures to minimize construction delays on capital projects. We know that utility relocations are the biggest reason construction projects are delayed and we have established relationships with the major utility companies in the metro Atlanta area. Our first step in coordination is to avoid the utility altogether; therefore, we involve our Utility Coordinator in the early stages of the design process to identify potential major conflicts. Additionally, we have experienced issues with receiving inaccurate information from utility companies on the location of their existing underground facilities. If these inaccuracies are not found early on, then they are surely found during construction (which leads to major delays).

Jacobs utilizes subsurface utility engineering (SUE) when suitable, but our primary tool for accurately identifying utilities is to call in a "utility locate" during the survey phase of the design process. This allows the surveyor to survey the paint markings to better identify "existing utility" locations. Once we are comfortable, we have accurate locations of the existing utilities, we can take steps to design around utility conflicts or attempt to minimize conflicts. The utility companies appreciate our level of effort to avoid their facilities and tend to work better with our project staff to resolve conflicts when they do occur.

In order to meet tight project schedule and when feasible, we have given power companies NTP to move power poles prior to the contracts being signed with the prime. This allows a project "jump start" and frees up areas for the prime contractor to immediately begin working. Our specialized/experienced staff is actively involved in local Utility Coordinating Councils to maintain our strong relationships with utility companies.

1.2.9 Emergency Preparedness

We have a proven track record of preparedness and post disaster response that minimizes service disruptions and helps our client communities quickly get back on their feet quickly.

To achieve the highest level of responsiveness and ease of access to our temporary personnel and equipment resources in time of need, we have organized our multifaceted team and approach to provide Dunwoody the following customized plans and resources:

- Contingency and emergency response plans
- Identification of local and regional emergency response resources
- Continuity of operations planning;
- Access to FEMA certified respondents;
- Access to NIMS implementation support applications;
- FEMA public-assistance coordination; and
- Disaster recovery & restoration

Jacobs' proven FEMA-endorsed approach addresses all aspects of disaster preparedness, disaster restoration, FEMA public-assistance coordination, and disaster recovery.

Jacobs will respond to emergency situations 24/7/365 such as water main breaks, gas main breaks, down trees, weather events (tornadoes, thunderstorms, high winds) and associated debris removal and repair, floods, utility poles/lines in road, traffic signal malfunctions, and "red series" signs down (STOP signs, etc.). We will help coordinate the city's response with appropriate, public safety departments and agencies (including but not limited to police, fire, and 9-1-1 center), neighboring jurisdictions, communications departments, and city administration.

Jacobs will contract with local contractors to provide staffing, equipment, materials and facilities to address any and all emergency responses. In regard to preparedness. Jacobs project leadership will work with contractors to:

- Provide a facility in conjunction with the contractor to allow for equipment, materials shelter to address emergencies 365/24/7.
- Assure equipment is in working order, plow trucks with sanders and deicing equipment, submersible pumps and hose for flooding events, asphalt repair trailer/truck to address sinkholes in the road, chainsaws and other equipment to address downed trees in an expedient manner.
- Assure that materials are stored at the facility nearby, such as deicer, sand/salt, asphalt patch material, traffic control equipment.

Several of our Florida OM project teams, including Key West, Pembroke Pines, West Melbourne and The Villages, are recipients of WEF's [Water Heroes Award](#) for 2018, for their response to the devastating hurricanes that roared through the southern U.S. in 2017. When local communities began evacuating, our corporate support teams came in, hunkered down with our on-site staff, and prepared our facilities for impact.

We will review and comment on any emergency preparedness plans the City may have in place. **Our goal will be to provide constructive input from our experiences to identify actions, priorities, responsibilities, and communications procedures for various emergency events, as well as recommend preventive measures.**

2.3 Finance and Administrative Services

Jacobs will utilize our on-site and support staff to fulfill all of the scope of services outlined below. We will follow all of the City's procedures and maintain the records as required by state law and City ordinances, the City's Director of Finance, the City's auditors and policies established by City for management of City funds. Our team will support and assist the Director of Finance with all finance functions including coordination with local, state and federal agencies.

Scope of Services - Bidders shall address each item within the scope of work for all section(s) being proposed

a) A key member of our proposed staff is Chuck Button. Familiar to you on our Public Relations contract, **Chuck will serve as Client Services Manager, delivering the highest level of quality service, corporate commitment, transparency, and accountability.** He will be available to the City 24/7/365. Chuck will also visit with the City on a regular basis to discuss the progress of the work and any issues that need addressing. Chuck will also support our On-site Project Manager.

As a former City/County Manager, Chuck is thoroughly familiar with the customary duties and functions required for the services to be provided as well as applicable laws, ordinances and regulations. Chuck will hit the ground running at the outset of the contract and will stay abreast of any Charter amendments that may occur over the life of the contract. He will meet periodically with our On-Site Project Manager and staff to make sure that they are operating in a manner that is fully compliant with the contract.

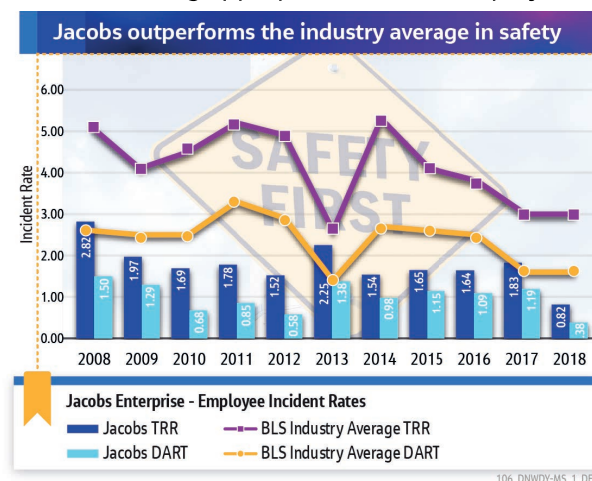
b) The health and safety of our staff, our clients, and the public is our first and foremost concern. **We have a stellar track record in this regard and our insurance providers recognize our lack of claims and reward us with low rates. Our extensive Safety program, "Beyond Zero", provides procedures to achieve zero workplace injuries.** For example, in the last 10 years of operating the City of Johns Creek's Public Works Department, we have experienced only one recordable injury attributable to our services.



BeyondZero® is about keeping our people safe. That means not getting injured, not allowing others to be injured, and not allowing unsafe practices, behaviors, or conditions to exist. It's about creating a culture of caring by actively engaging and involving employees and influencing their beliefs and behaviors.

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We are familiar with federal and state requirements for worker safety, whether for an office environment, on the road, or at a construction site and we will comply with all EPA and OSHA work requirements. We provide staff training appropriate for each employee's role and work environment, including OSHA required training, driver training, and office safety. Training encourages our employees to report any observed safety issues and empowers them to act appropriately and swiftly to minimize risk. Immediately upon joining Jacobs, employees participate in an orientation to our safety program, during which they learn about the policies and procedures outlined in our Accident Prevention Plan (APP). Jacobs has over 100 online safety courses which allows our employees to continue required training without disrupting operations. Jacobs also maintains a library of classroom and practical based safety



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training programs, some of which are designed to meet specific OSHA regulations. Examples of courses designed to comply with OSHA regulations are: hazard communication, hazardous materials, confined space entry, bloodborne pathogens, lead, benzene, lockout/tagout, working from heights, personal protective equipment, and electrical safety. We also give our employees the option to take a Red Cross sanctioned CPR class including training on the use of an Automatic External Defibrillator.

Employees who visit construction sites are provided proper safety gear, such as vests, safety glasses, hard-hats, and any required footwear and gloves. Safety will be a regular agenda item for our on-site staff meetings. We will maintain all required Safety Data Sheets on site at the City.

We will review and comment on any emergency preparedness plans the City may have in place. **Our goal will be to provide constructive input from our experiences to identify actions, priorities, responsibilities, and communications procedures for various emergency events, as well as recommend preventive measures.**



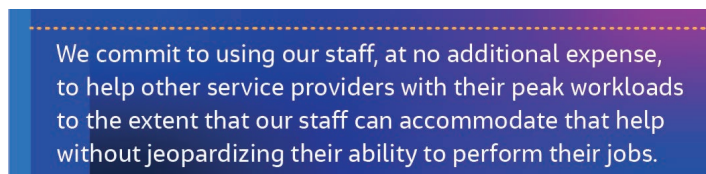
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We assign an individual the responsibility to ensure work vehicles are maintained in a safe condition and are equipped with an emergency kit. Employees who visit construction sites are provided proper safety gear, such as vests, safety glasses, hard-hats, and any required footwear and gloves. Safety will be a regular agenda item for our on-site staff meetings.

c) We have the experience of setting up policies and procedures for document retention with the seven city startups we have undertaken. As part of our startup and transition activities, we will submit to the City a plan for document retention that will comply with the Georgia Code and other applicable laws." As a part of this we will review the City's current structure and make suggestions for improvements as warranted.

d) The residents of the City of Dunwoody, their elected officials and municipal staff clearly share a strong commitment to superior public service, an open and participatory form of government, and view that each and every resident, business, organization and visitor to the City be served as a valued customer. Having been your partner for Public Relations services since 2012 has helped us develop a deep understanding of, and appreciation for, Dunwoody and the "sense of place" the City has helped foster.

e) We understand that the City's staff and other contractors will be co-located in the same office suite at City Hall and this arrangement promotes the attitude of working together as one. Jacobs agrees to promote information sharing and collaborative work between all City staff and fellow contractors. We do so by creating a contract-wide atmosphere of openness and teamwork. We share ideas and resources. We regularly broaden our staff's skills so that our workforce can flexibly meet shifting demand in workflows. And we keep costs low by merging the City of Dunwoody management team's expectations into our processes from beginning to end.



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f) We will do this every month and/or at your discretion. We both report accomplishments using lagging indicators (indicators of past performance) and take advantage of data using analytical routines to report significant trends (leading indicators) and take proactive steps to achieve metrics.

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In addition, Chuck Button will participate with City management in structured quality verification activities that include quarterly reviews of our activities and an annual vision, alignment, and expectation workshop to strengthen and evolve the partnership.

g) The cornerstone of our approach is recruiting, selecting, training and retaining well-qualified, experienced professional staff who take pride in maintaining the character and standards of the City. As a large company, we are always in the marketplace looking for new employees. Our employee retention rate is better than the industry average indicating that our employees enjoy working at Jacobs and tend to stay.

We have been in existence for more than 70 years and periodically update and revise our compensation and benefit policies and programs to fit the times and remain competitive in the markets where we operate. As a large company, we have the benefit of having in-house experts available to manage the review and implementation of the programs and policies.

Our compensation program is market-based and intended to help with talent acquisition and retention. We offer a competitive and comprehensive compensation plan, paid time off for vacations, sick leave, holidays and certain other events, medical, dental and vision insurance, 401K savings plans with employer match, life and disability insurance, incentives, career development, and a challenging and rewarding work environment.

Our employee reviews examine past performance while also considering new opportunities. Career development includes annual training, in-house training, tuition, and continuing education. As such, our program strives to make pay decisions that are equitable externally and internally, provide a market-based context for making those pay decisions, and assist in identifying potential career paths and opportunities.

We provide an annual incentive program, Team Cash, for associates based upon project performance in the following areas: financial, safety, compliance, client satisfaction and innovation. Projects are evaluated and scored annually with project team bonuses based upon the rating achieved.

As soon as we are notified of selection, and prior to commencing the transition period, our transition team leaders will identify the incumbent workforce the City wishes to retain and will make them a job offer. Recognizing that incumbent providers transitioning out of their contract may have a few key employees that the incumbent would like to retain, we will make an enhanced effort to hire those employees if the City wants to keep them.

Our experience is that typically, most existing staff will transition to Jacobs as they are members of the community and typically enjoy their work. Should they not be available for any reason however, Jacobs will have qualified staff identified in advance so that we have a full complement of our staffing needs on day one.

h) Jacobs will not reassign staff without first obtaining the approval of the City. Typically, the only time this issue arises is when Jacobs or our employee recognizes an opportunity for career advancement. In those instances, we will make sure there's succession plan in place that meets the city's expectation before making a change.

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i) As experienced service providers to governmental agencies, we can help you navigate the ever-changing regulatory environment. **For example, we have been tracking the Georgia Legislature regarding legislation that could affect local building codes.** We review regulations being developed by cities related to 5G small cell towers and electric scooters. We also monitor the effects of evolving demographics and generational issues, such as aging-in-place and attracting the Millennial generation. Our participation in professional organizations enhances our awareness of trends and laws.

We recently updated the City of Johns Creek's ordinances to address Small Cell Technology. We reviewed Ordinances from other jurisdictions, attended Georgia Municipal Association training on current practices, met with small cell providers from Verizon, AT&T, T-Mobile, Mobilitie, and American Tower, and consulted with industry experts who reside in the City. We were also asked to speak at a recent industry conference as an expert in 5G ordinances and local regulations.



I would like to commend all who have been involved at the city who worked on this ordinance and ROW agreement. I have been part of several work sessions relating to new or needed revisions for small cell ordinances and this is one of the best I have seen to date. From reading this, you all have come a long way to account for the needs of the residents, the City, and incorporated almost all of the FCC regulations in terms of fees, time frames, etc."

— Matthew Hartley, Verizon Wireless

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We also worked with legal counsel to review and abide by the ruling from the Federal Communications Commission (FCC) that went into effect October 15, 2018.

j) **Jacobs experience in working for and with Federal, State and regional agencies gives us relationships and insights that will assist the City in increasing the amount of funding from various grant programs.** Jacobs works directly for several US government agencies, such as FEMA, NASA, DOD and others + Georgia agencies such as the DOT and the ARC. Jacobs was recently selected by the Georgia DOT to assist and manage local governments under the Local Administered Project Program. One of our employees recently worked for the Georgia Department of Environmental Finance.

Working with City leadership, we will leverage our experience and relationships to make sure that the City is submitting compelling and competitive applications for various grant programs. Our expertise will carry through to make sure that the City administers the grants according the agreements, passes requirements through to contractors and provides the documentation necessary to the grantor to confirm compliance.

k) Jacobs vast experience in providing municipal services to cities like Dunwoody has given us broad experience with commonly used software and IT networks and devices. Further, Jacobs, through the recent acquisition of KeyW, has become a major provider of cyber-security services to all levels of government.

Over the last 13 years in Johns Creek, the Public Works Department in Johns Creek, staffed by Jacobs has received over \$175M in grants and funding. Staff writes, reviews and applies for grants through a number of federal and state agencies including ARC, GDOT, NPS, and GDNR. These grants focus on maintenance and operations of existing roads, traffic signals, sidewalks and trails; as well as a focus on new multi-modal trails throughout the City. In March 2020, Johns Creek was awarded \$3M from Georgia Outdoor Stewardship for a new greenway trail along the Chattahoochee River at the new 200 acre Cauley Creek Park in the Northeast corner of Johns Creek.

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Jacobs enjoys a strong working relationship with the City's current IT service provider, InterDev, as we work with them, or have worked with them, in several other cities in the Atlanta-metro. We commit to have a

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similarly strong working relationship in Dunwoody with them or whomever the City selects to be its IT provider going forward.

We have reviewed the City's list of software provided in the RFP and can attest that we have familiarity with most of the software listed, either through our use of the same software at one of our municipal clients or through our staff's personal experience. We will provide any necessary training needed to make sure that we have at least one person in each department with the skills needed to operate and maintain the IT system and software in concert with the City's IT staff. Our on-site staff will be supported by Jacobs back office experts located in the Atlanta-metro as needed.

l) A key aspect of our overall employee benefit program, and one critical to making sure employees are given every opportunity to succeed, is our extensive employee training and continuing education program. We help our employees plan for a long-term career in public administration, which helps the City by resulting in less turnover, increased morale and lower costs.

Our training will focus on continual improvement in customer satisfaction and service delivery (e.g., timeliness, completeness, consistency, thoroughness, and responsiveness).

Jacobs provides every employee access to:

- » Educational expense reimbursement programs
- » Online course library (225 courses on business skills, computer desktop training, and IT-related topics available to all employees 24x7)
- » Courses ranging from Leadership and Management and Business Risk Mitigation



Our ongoing programs encompass ethics, health and safety (H&S), operations/technical and administrative procedures, quality management, certification, and other courses designed to improve skills. Our focus on our employees and their careers has led us to be consistently ranked highly in employee satisfaction by Fortune Magazine and other industry publications.

We conduct a training-needs assessment for each employee, which is then compared to the identified skills required to perform a job. We customize training programs to fit specific needs and offer a variety of standard training courses. Competency grows through a combination of a tailored learning curriculum and on-the-job training with senior technicians.

m) We will provide the City with an annual training report each January, documenting the past year's training results and providing a schedule for the upcoming training year. Jacobs will send our employees to attend training at state and national conferences to keep up with what is current in their field, and specialized training relating to their specific job.

n) Our Efficient Operations Result in One of the Lowest Overhead Rates in the Industry. Personnel costs are the predominant cost for any service organization, including local governments. Therefore, we have invested in building efficiency throughout Jacobs, including centralizing and automating back-office and support functions, using standard operating procedures (SOPs), and performing rigorous quality control. We closely monitor staff utilization rates to keep non-billable hours, which contribute to overhead, down to a practical minimum.

Cost Control System Used to Track Expenses and Labor. We use a project cost control tool called Integrated Project Controls System (IPCS) to manage and forecast costs. IPCS offers rigorous control of earned value, forecasting, risk (contingency) management, and change control which benefits the City project by providing early identification of efficiencies and issues.

Business Process Diagrams Establish Baseline and Identify Potential Efficiencies and Cost Savings.

We will prepare business process diagrams for departmental activities by interviewing staff performing the required work. The processes will be mapped and organized by each key staff position. We will map the major workflows and critical timelines for completion. We will work with the communications staff to understand common citizen and business complaints and/or conduct customer satisfaction surveys. We will compare our metrics to those of similar communities. We will develop checklists and automation tools. **We will evaluate major cost items and the most time-consuming tasks and seek ways of reducing them that benefit the City.**

A business process diagram reflects the individuals/groups involved in working together to implement a workflow or 'business process' and the activity steps each takes to accomplish an end goal. The business process diagram also reflects decision points that result in "Yes" and "No" pathways of action and supporting technology used by staff to support process implementation. **Documenting an existing business process 1) standardizes how staff work together; 2) clarifies roles and responsibilities and communication among staff; and 3) identifies that the right data is being collected and efficiently and effectively managed.**

SOPs serve as a detailed guideline for accurate and efficient task performance. We will write the SOPs, train by them, and refine them in the continual pursuit of improved operations. SOPs provide detailed "how to" for specific tasks, provide the material to train employees, and serve as a refresher for infrequent tasks.

Management and staff can use these diagrams to determine if improvements can be made. These diagrams are also useful training tools for new staff or for reference for staff who do not use a process regularly. We recently did this for City of Johns Creek, where City Management raved about how useful the business process diagrams were for identifying improvements and training.

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To support the City's proven record of high-quality services, we will bring fresh ideas, preserve what is working well, and continually evaluate trends and innovative solutions.

o) Work with City Officials Toward Continuous Improvement. At no additional cost to the City, we propose establishing a Continuous Improvement Committee (CIC) to explore and identify innovative solutions for increasing service and product quality, increasing workflow efficiency, and reducing costs. **CIC's promote information sharing, asking 'what if' questions, and demonstrates best-practice tools and techniques from methodologies proven in private industry.**

Depending on the nature of the concept, the CIC will draw from a cross-section of talent (on-site staff, corporate resources, outside experts) as appropriate. The CIC leader (On-site Project Manager) will arrange meetings between our key staff and interested City representatives. The CIC would be called together annually or as needed.

Prior to each meeting, our Onsite Project Manager will strategize with the City's management team to identify areas where new approaches would be beneficial. The members of the CIC will then explore and propose potential Innovation and improvements. We will research ideas that seem appropriate and feasible and concepts will be presented to the City for consideration. While some concepts will result in no-cost process improvements, for larger initiatives, at the City's request, we will develop detailed proposals containing scope, schedule and cost information for the City's review, consideration, and decision.

p) We will maintain and account for all information, equipment, and property, which the City provides for use over the course of the contract. We appoint a Property Custodian to ensure that equipment under our supervision is properly located, secured, tagged, photographed, and entered into the appropriate equipment database. Depending on the department/ scope, and where appropriate, the Custodians review operations with staff, and ensure the necessary maintenance manuals are easily accessible. If agreeable to the City, we will work with City to develop a depreciation schedule and/or develop a replacement schedule and budget.

q) We will assign an individual the responsibility to ensure work vehicles are maintained in a safe condition and are equipped with an emergency kit.

r) Once selected, we will prepare and provide to the City a detailed Motor Vehicle Use and Safety Policy for the use of the vehicles supplied by Jacobs. This policy will enumerate the protections afforded to the City.

s) We will obtain the approval of the City for the vehicles Jacobs will bring to the City and we will brand the vehicles according to City policies.

t) We have read the RFP and received clarifying answers to our questions during the procurement process. Given our project understanding, experience and approaches described herein, we can commit to the City that we will provide the services and equipment necessary to operate as a true partner to the City and meet or exceed the level of service expected by the City.

We view this contract as a valuable opportunity to continue our long-standing partnership. In that spirit, we will not be seeking every opportunity to “nickel and dime” the City. **During our eight years of providing public relations services for the City, we have never initiated a change order.** We have provided value-add services that have included many special projects and responded positively to the occasional city requested change orders. We will do the same on this contract.

u) CommunicateOur staff will communicate with the Mayor, City Council or media only when authorized to do so. On a day-to-day basis our staff and our On-Site Project Manager will be reporting to the respective department head. We will engage with the community and other consultants as warranted in the conduct of daily business and as pre-approved by the respective department head. We will attend periodic staff meetings to coordinate as necessary and share information on the city's file servers.

v) **Our municipal employees take pride in their cities and the community will never be able to tell which employee is a “city employee” and which is a contractor.** Our staff will operate during normal business hours as established by the City and at times outside of those hours as may be necessary to meet level of service expectations and key performance indicators, such as being available at meetings of the Mayor and City Council and special events. We will document our hours expended and provide this information to the City.

w) Jacobs understands and acknowledges this requirement and will comply.

x) All full-time staff provided under this contract will enjoy the same fringe benefits available to all U.S. Jacobs employees + the additional Dunwoody paid holidays. Full-time staff will also be paid during inclement weather closures in concert with the City.

y) Jacobs is committed to providing a work environment in which employees feel that they are a valued member of the organization, are treated fairly, and are given recognition for their contribution to the company's success. We also aim to provide an environment that fosters good working relationships. Equal employment opportunity (EEO) training is part of our standard training that all Jacobs employees receive. Jacobs is committed to ensuring that all employees enjoy EEO. This means that employees are treated fairly and equally when employment decisions are made, and that unlawful discrimination and harassment

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does not take place. Jacobs employees located at the workplace of a Jacobs client, whether full-time or on an intermittent basis, are also obliged to comply with Equal Employment Opportunity and Workplace Harassment policies implemented by that client.

z) Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. During normal business hours our Onsite Project Manager will be at City Hall and immediately available to respond to any issues that arise and will also be available 24/7/365. Backing up the Onsite Project Manager, your Client Services Manager, Chuck Button, will also be available 24/7/365. As has been his practice, he will regularly check in with the City's management team, ensuring our services are delivered on time and on budget and to your satisfaction. **Chuck is deeply committed to the City's success. He can be at your offices in less than 20 minutes from our Midtown Atlanta office.** During Chuck's check-ins with City Management, he will discuss the course of business and any needs that may arise. Chuck will take any actions necessary to help our team assure that the City is satisfied with our services.

aa) All of our City related communications will be done using City stationary, mail and email addresses.

bb) Jacobs will provide updated reports when requested by the City. Jacobs' contract with the City of Johns Creek is a local example of a contract that uses performance measures to determine either a bonus or penalty. Johns Creek Public Works KPI's include Plan and Permit Reviews, Citizen Response, Prioritizing work Orders, Community Education/Involvement, and Project delivery (on time, on schedule, on budget). Passing these KPI's varies depending on the indicator from 95% to 99% completed within the given metric.

cc) We have been providing contracted operations for nearly 40 years with a proven track record of client satisfaction, successful performance, and reduced costs. Our success is rooted in a continuous improvement process implemented by our project managers and supported by our regional technical resources. **We will implement management systems to provide compliance, consistency, and safety for our clients and staff.**

Through our decades of work on similar assignments, we have evolved a proven set of project management tools to monitor progress toward completion of assignments against an approved schedule, changes in the scope of work, actual cost versus budgeted cost, and development of key performance indicators. As we learn more about the specifics of the assignment, we will continue to refine our plan in collaboration with the City. The Strategic Management Plan (SMP) will be drafted after completion of contract negotiations, during the startup/transition period and presented to the City immediately after our Notice-To-Proceed (NTP). The SMP will be a living document over the life of the contract and will address:

- Staffing plan
- Ethics policy
- Safety procedures
- Vehicle policies
- Communication protocols and contact information
- Responsibility/authority matrix for clear lines of accountability and decision making
- Develop key performance indicators as a part of QA/QC assurance plan
- Data management (access and security, and document retention requirements)
- Reporting requirements and procedures
- Startup and closeout procedures
- Risk management related to the various functions, such as succession planning

dd) As noted in our previous communications, Chuck Button will be meeting regularly with City management. These meetings will serve as opportunities to confirm the scope of services. Should the City determine that additional, out-of-scope work needs to be performed, Chuck will meet and discuss needs.

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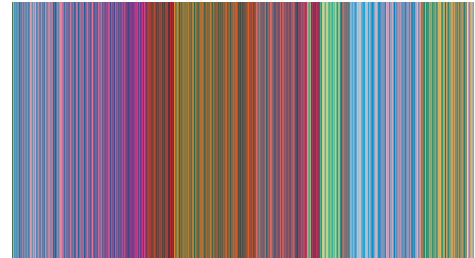
Our On-Site Project Manager will then assess with the departmental team managers the tasks being requested to determine the hours needed and the type of individual(s) who can perform the tasks. He/she will then price the work using the existing rates in the contract. For smaller assignments, our On-Site Project Manager will meet with the City and finalize the value of the change. For larger assignments, he/she will review the change with Chuck and Wayne. After developing a scope of work and fee proposal, the proposal will be presented to the Department Head and/or the City Manager for review and processing.

ee) We will designate an employee to be responsible for the proper filing and storage of all records.

Describe your firm's approach and methodology to ensure delivery of high-quality services

Jacobs offers the City of Dunwoody (City) the value of our experience, stability, local support resources, and experienced staff to expand upon our long-standing partnership with you in supporting an honest, efficient, responsive, and customer-friendly government operation.

We can help you get where you want to be, guide you on the potential impacts of rapidly evolving technologies, and bring you the senior leadership, depth of knowledge and proven practices to help the City achieve its goals. We will act in a manner to earn the title of your Trusted Advisor and treat everyone with respect.



Jacobs offers the City of Dunwoody innovative solutions for superior service delivery, the very best internal and external customer service, the deepest bench of local talent and resources, and unparalleled experience for delivering best practices.

Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. The full-time onsite leader for Jacobs will be the "Project Manager." This will be a senior leader of one of the service areas awarded to Jacobs. The individual selected will, of course, depend on which service areas are awarded to Jacobs. This key position will serve two important functions in addition to his or her service area role: to lead the Jacobs team in Dunwoody, and to serve as Jacobs on-site connection with the department heads and city manager.

Having four former city/county managers and several former department heads on staff is a major part of the reason why Jacobs has a deep understanding of what makes the City tick and where you want to go. This experience will help us define and achieve success for you. We offer you the broadest and deepest range of skills in the metro Atlanta area, whenever you need. We can tap into integrated capabilities across our organization – in city management, planning and zoning, economic development, water resources, transportation, energy, environment, and buildings, including smart city technology.

"Hiring Jacobs was the biggest, most consequential, and undoubtedly the best foundational decision we made."

— Tucker Mayor, Frank Auman
discussing the startup of his new city

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"Centennial prides itself on being innovative and doing business differently, which includes innovative partnerships that not only benefit individuals and businesses, but also our community and the environment. The partnership the City has with Jacobs has led to the implementation of effective and efficient programs that benefit the citizens of Centennial."

— Centennial Mayor, Stephanie Piko

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Innovative Solutions for Superior Service Delivery. We provide thoughtful solutions to technical issues that save time and money. We respond quickly to unplanned events, such as major storms. We make your challenges our own, and help you derive the very best results from your investment in us. **We consistently achieve established metrics for customer service and efficiency, as documented in our performance reports.**

Our work developing Smart City Solutions with other city partners has saved citizens and businesses time and money and improved safety. One recent example – we implemented a pilot project placing ultrasonic sensors on five bridges to measure the height of rivers/streams for the City of Johns Creek. The technology alerts key staff with text messages and emails when rivers/streams reach predetermined levels to alert the community to likely flooding.

Delivering Superior Internal and External Customer Service

We strive to ensure that citizens and customers of the City have a good experience and are well-served by friendly, helpful staff who can resolve issues quickly.

Our goal is that everyone is taken care of by being a one-stop-shop for accurate information and processes. We do this by recruiting, hiring, and training an efficient, caring, and compassionate staff.

Upon commencement of services, we conduct a series of on-site customer service workshops with all employees to ensure our operations deliver a consistent customer experience. **The workshops are taught by our Malcolm Baldrige National Quality Award-winning instructors, who each bring more than twenty years of industry experience.**

One indication of the quality of our systems implementation and consistent deployment was the winning of the Malcolm Baldrige National Quality Award for our O&M projects—Jacobs is the only company in our industry that has won this award. The award process included a week-long audit by a team of third-party auditors who visited approximately 30 of our projects unannounced to confirm systems implementation.

After the initial workshops, our customer service specialists will spend several days on-site, studying existing customer service protocols and looking for opportunities for enhancements. We continue to conduct the customer service workshops with all employees regularly throughout the duration of the contract to ensure customer service levels remain strong.

Our customer service approach focuses on three areas:

- 1) High-performance work culture: An engaged workforce provides amazing customer service. We promote a culture of highly motivated teams.
- 2) Efficient systems and procedures: work-flow mapping, where inefficiency is driven out of our systems and procedures, ensures each customer experience is resolved efficiently and consistently.

Our work helped the City of Peachtree Corners, right, earn high marks in customer satisfaction in Community Development services in surveys conducted in 2016 by the Carl Vinson Institute of Government. The purpose of the survey was to determine the level of customer satisfaction with the business licensing and permitting functions, as well as identify any areas of customer concerns to improve service. Results showed that 94 to 97% of those surveyed in both building permitting and business licensing responded favorably in their respective categories. Dr. John Barner of the Institute noted that in the decades since he has been involved in customer satisfaction surveys, he has never experienced such a high percentage of survey responses nor such a high favorable percentage rating of customer satisfaction.



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- 3) Meaningful customer interactions: Proper training leads to meaningful, constructive interactions with customers in both face-to-face and remote engagements.

Address Performance Issues. We will quickly respond to and resolve any situation where on-site staff are having difficulty meeting or exceeding established performance metrics. Our on-site project manager will meet with the employee(s) to direct corrective actions. If necessary, he will initiate disciplinary actions as well. Corrective actions may include reviewing the workflow diagrams to see if there is something in the process that could be improved to address the causal factors for substandard performance, sending the employee(s) to additional training (perhaps related to software use), or in consultation with the City's other corrective measures, as necessary. Our industry leading renewal rate is an indicator of high client satisfaction which proves that we consistently meet our clients' expectations and quickly address any service issues.

If it is a prioritization issue, we first look at ways to accomplish the need within the existing contract, such as revamping or rearranging other tasks and/or reassigning staff accomplish the goal. If this is not possible, then we discuss a detailed scope of work that would meet the needs of the City.

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

Please see our response under n) on page 30.

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

Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. The full-time onsite leader for Jacobs will be the "Project Manager." This will be a senior leader of one of the service areas awarded to Jacobs. The individual selected will, of course, depend on which service areas are awarded to Jacobs. This key position will serve two important functions in addition to his or her service area role: to lead the Jacobs team in Dunwoody, and to serve as Jacobs on-site connection with the department heads and city manager.

Your Client Services Manager, Chuck Button, will serve as the City's off-site single point of contact, available 24/7/365. As has been his practice, he will regularly check in with the City's management team, ensuring our services are delivered on time and on budget and to your satisfaction. **Chuck is deeply committed to the City's success. He can be at your offices in less than 20 minutes from our Midtown Atlanta office.** During Chuck's check-ins with City Management, he will discuss the course of business and any needs that may

Effective Communication in Action

Jacobs has been serving the City of Tucker since 2016. At the time, the new city government was fielding more and more calls from people needing help with problems with county services or local utility.



We recommended, and Tucker adopted, a position known as the Citizen Responder, a staff member who advocates for the resident with a high water bill or the business owner who's battling persistent internet outages.

We quickly discovered the best person for the new Citizen Responder role was Camille Taylor. Camille came to us with a proven track record of helping people from her time in Code Enforcement and 911 operations. More importantly, she was passionate about it.

In Camille's second week on the job, she got the chance to put that passion to work.

After a series of water main breaks during a particularly hot May, one break caused flooding and structural damage along busy Lavista Road. While much of the attention was focused on alleviating traffic, there were other problems for residents. Water had flooded homeowner Dmitri Spireiv's front and backyard, but worse, water had accumulated in his crawlspace, shorting out his HVAC unit, and causing the power company to turn off his electricity for his own safety.

Camille toured Mr. Spireiv's property, then briefed the Mayor and City Manager on the damage. She then went to work. Within 24 hours, Mr. Spireiv had the water pumped from his crawlspace, and power was restored to his home. Grateful for the amazing service, he was even more grateful it was at no cost.

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arise. Chuck will take any actions necessary to help our team assure that the City is satisfied with our services.

Working closely with Chuck will be Wayne Wright, Jacobs Regional Operations Manager. Wayne served as a city manager in Georgia for 22 years before moving to the private sector to lead contracted government operations in metro Atlanta for the last 11 years. He will work cooperatively with Chuck overseeing all aspects of Jacobs' services in Dunwoody. Initially, Wayne will be responsible for managing the transition of staff and services and will continue to support the onsite team for the life of the contracts.

Authority and Autonomy of the On-Site Project Manager. Our On-Site Project Manager will have a significant amount of authority and autonomy to operate and lead the project team and will:

- be 100 percent dedicated to the City and will direct the activities of our staff and establish their priorities.
- hold regular staff meetings to review performance metrics and assist front-line staff in addressing any concerns or problems.
- provide direct support for staff, monitor budgets, support recruiting and staffing needs, and monitor division managers' assignments for workload balance.
- work directly with each Department Director and onsite managers to maintain open lines of communication to achieve objectives.

Chuck, Wayne and our On-Site Project Manager will work very closely together to deliver our services, manage staff, and serve as liaisons between the City, the staff, and our local office. Our on-site team will receive regular support from staff that include former city/county managers and city department heads, along with an extensive in-house training program described elsewhere and wide-ranging reach-back expertise.

Our goal is to serve as an extension of your staff and bring the best value to your customers. Jacobs will interact with the City's representatives with a long-term, successful, open, and transparent

partnership in mind. Communication is critical to our mutual success and is reflected in our proposed procedures. We encourage day-to-day communication between the City and Jacobs staff, and empower

WHEN	WHAT	WHO
Day-to-Day	Meetings & Discussions	» Open exchange of information to ensure transparency and collaboration
Weekly	Weekly Meeting	» City/Jacobs Supervisors and Project Management Teams
Monthly	Monthly Reviews	» Review the previous week events » Discuss future week plans » Document decisions
Quarterly	Quarterly Business Review	» Progress update and collaboration » Review process performance » Review maintenance performance » Review CIP and impact to operations
Semi-Annually	Reports	» Review quarterly progress » Discuss future objectives and opportunities for continuous improvement
Annual	Annual Innovation Workshop	» Review and update reports submitted documenting subcontractor's work » Maintain and update SOW
		» Review prior year's accomplishments while establishing new goals and objectives for the following year to ensure continuous improvement » Provide strategic management plan for continued services in the specific service areas

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Exhibit 1-8. Project Communication Structure

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decision-making throughout our organization to provide you with immediate attention and response, enabling you to focus on your priorities. Exhibit 1-8 illustrates our project communications plan, which will be updated during negotiations to include the expectations outlined in our contract, as well as any other preferences you may have.

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, 2020.

Our Phase-In Plan is Collaborative, Caring, and Respectful of Current Staff

Transitioning to a new organization and way of working is an extremely sensitive subject. Current project staff members are valuable assets and important for long-term success. **Our goal is to combine our vast resources with the institutional knowledge and proven service of the current employees to enhance each aspect of service delivery.**

Selecting a new provider can mean the potential for a decrease or interruption in customer service and/or a reduction in employee morale. **Our decades of experience transitioning hundreds of complex operations projects allows us to bring invaluable lessons learned and best practices that mean a seamless transition process.** We deliver high quality and reliability of services, employment opportunities for qualified existing personnel, and greater protection of managed assets through the adoption of superior technologies and management controls.

We have achieved successful transitions of former public-agency employees and those employed by other contract operators, bringing more than 19,500 new employees into our company and recently transitioning 13 projects with 255 employees over the past 36 months.

The greatest risk of any transition plan is the potential impacts related to the incumbent personnel, including the loss of institutional knowledge or a loss of morale due to change. As one of your current partners, we know that you have many good incumbent staff that you would like to keep. In consultation with you, we will attempt to hire incumbent personnel as needed to fulfill our proposed staffing plans and team them with our senior professionals, a full array of relevant tools and techniques, and the inherent flexibility of a scalable Public-Private Partnership (P3) to support your needs and goals. **We structure our staffing and compensation plans so that the City only pays for what matters most—a highly skilled and motivated workforce with minimal turnover. To accomplish this, our compensation plan provides competitive Atlanta-area wage level and fringe benefits, consistent with our experience on other contracts. Our employee fringe benefit rate is one of the best in the industry.**

While we have not had the benefit of knowing the salary of incumbent personnel and have had to estimate a market-rate salary for each employee position, we will make every effort to offer all existing transitioning personnel a salary that is at least equal to their current salary. A secondary consideration will be how the benefit program of the incumbent company compares to ours. Again, our goal will be to make the employees “whole”. **We will honor the tenure of incumbent employees transitioning to Jacobs as it relates to employee benefits including vacation and sick leave accrual rates. We assume that any employees that transition to Jacobs will be paid by their incumbent employer for any unused leave at the time of transition.**

Our proven approach for transitioning current staff with care and respect delivers systems and processes that are fully operational and functioning on the first day of the contract commencement. This is imperative to provide 100 percent compliance and complete protection of the City's assets, while maintaining continuity of operations.

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Immediately after contract execution and Notice-To-Proceed, our Client Services Manager, Chuck Button and our Regional Manager of Operations, Wayne Wright, will begin the transition with a Kick-off Meeting with the City Manager and other key City personnel. Working in concert with the City, we will prepare and present for approval a Transition Plan. The Jacobs Transition Process outline is presented in Exhibit 1-9. Our transition plan is simplified as we will not be using subcontractors for this assignment.

Communication and Coordination. We will establish, as part of its overall transition plan and schedule, protocols for communicating with city management, city contractors for other departments, the incumbent contractor's management for the department in question, "outside" agencies and the group of incumbent employees. We will establish, in conjunction with the City's management, a meeting schedule to report on and discuss issues regarding the progress of the transition.

Over the course of the transition period, we will continue to attend various public meetings held by the City to develop a greater awareness of what is transpiring in the City and will certainly attend all required City Council and Planning Commission meetings.

Exhibit 1-9. Proven Transition Process



Transition Requirements	Jacobs Strategy
Startup and Transition Plan	<ul style="list-style-type: none"> Formalize Startup and Transition Plan following selection Organize integrated support staff with the City as key partner Designate and assign key transition managers Execute phased startup prior to commencement Implement required operation, maintenance, and management (OM&M) process systems Develop and implement functional startup and transition contingency plans and mitigation measures in cooperation with the City Incorporate technology, instrumentation, and data management systems
Transition Staffing Plan	<ul style="list-style-type: none"> Integrate new employees in phased and coordinated manner, resulting in seamless transition and startup at commencement while maintaining uninterrupted operations Interview, orient, train, and communicate with new employees to facilitate training and effective transition Mobilize operations, maintenance, and engineering specialists for staff training and startup assistance
Internal and Client Communications	<ul style="list-style-type: none"> Establish communication and reporting protocols Facilitate communications between City staff and other contractors including the incumbent Initiate project document control systems and tools to facilitate communications and track progress during transition

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The Transition Plan will contain a schedule from the date of the approval of the Plan continuing through to December 31st and beyond. We will be flexible and adapt to the City's transition timing needs and circumstances to provide continuity of operations.

We are proposing to begin formal execution of the Transition Plan immediately upon its approval by the City. In the period of time from the Plan's approval to October 31st, Chuck and Wayne will meet with City leadership and discuss who of the incumbent staff the City wishes to retain. In concert with City leadership, Chuck and Wayne will make initial contacts with the identified incumbent staff and open a dialog with them. Around November 1st, we will execute the sequence of tasks listed in Exhibit 1-10, as modified by the approved Transition Plan. Regional, national, and global experts will support Chuck and Wayne in the areas of human resources, safety, process control, planning, and other needs for a smooth transition and superior long-term results. Note: These timelines provided are fully flexible and will be modified to meet the City's transition schedule.

Exhibit 1-10. Draft Transition Schedule

Timeline	Activity
60 Days Before Commencement	<ul style="list-style-type: none"> Formalize startup and transition plan Organize integrated support staff with the City as key partner Designate and assign key transition managers Develop functional startup and transition contingency plans and mitigation measures in cooperation with the City Begin assessing the City's technology, instrumentation, and data management systems Initiate recruiting process
45 Days Before Commencement	<ul style="list-style-type: none"> Integrate incumbent employees in phased and coordinated manner, ensuring seamless transition and startup at commencement while maintaining uninterrupted operations Interview, orient, and communicate with transitioning employees to facilitate training and effective transition Host introduction workshops Assess and interview potential employees
30 Days Before Commencement	<ul style="list-style-type: none"> Establish communication and reporting protocols Initiate project document control systems and tools to facilitate communications and track progress during transition Initiate administrative functions setup (e.g., vendor setup, local supplier agreements) Make employment offers to new prospective (transitioning) employees and begin orientation Conduct H&S review of facility for safety and security plan
Commencement Date	<ul style="list-style-type: none"> Implement functional startup and transition contingency plans and mitigation measures in cooperation with the City Initiate project training programs for safety and compliance Commence asset inventory followed by condition assessment of the assets
30 Days Post Commencement	<ul style="list-style-type: none"> Conduct check-in with transitioned employees to address any lingering issues related to benefits Update emergency response plan's notification list Evaluate technology, instrumentation, and data management transitions Submit a post transition report to city management

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We will handle the process with the utmost respect and professionalism, using our proven process to seamlessly transition new employees into our company, which has been ranked numerous times by *Fortune* Magazine as one of the best companies to work for. Our processes have been tested and modified over time to provide the smoothest transition possible by effectively communicating with associates and their spouses regarding the Jacobs organization and our comprehensive benefits program.

Staff members we have acquired are uniformly more satisfied with their work environment at Jacobs. Our most recent round of new-employee surveys confirms this historic trend, as shown in Exhibit 1-11.

Our on-boarding process for new employees includes putting each person through a background check and a drug screen.

For any employee positions where an incumbent employee will not transition, our vast network of existing employees and significant recruitment and HR resources mean we are able to bring the best qualified new staff to the assignment. We are continuously networking within professional societies, conferences and the local community to develop relationships with talented individuals. When recruiting personnel from outside the firm, we post positions on various websites and professional organizations.

For each position, we will use the City's job descriptions and minimum qualifications for personnel positions and augment these as necessary. Once we bring someone on board, we work with them to establish an individualized program of continuing education and professional training that will help them remain abreast of the latest practices in the industry, stay current with applicable laws and regulations, and achieve credentials that benefit the City, themselves and our firm.

To mitigate the risk of transitioning and the loss of institutional knowledge, we will create a “zippering plan” to connect our incoming staff members to any incumbent staff members who will not be retained. Our goal is to quickly absorb the tools, techniques and procedures being used by each person to perform their job, the status of their current assignments and where they are storing their files. We will also coordinate with the IT department staff to retain the ability to access the emails of the employees that will be leaving so we can maintain communications regarding ongoing activities.

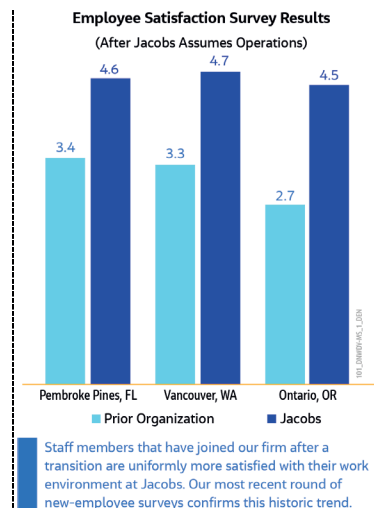
Finally, our extensive city services staff and expertise in the metro Atlanta area provides the greatest level of redundancy available on short notice to the City, should there be unexpected departures of existing staff or a need to ramp up staffing levels for unforeseen circumstances.

Phase-out Plan

The purpose of this plan is to provide guidelines for the successful termination of service between us and the City. Adherence to the plan will ensure that the exit transition is seamless. This plan will be developed during the initial contract period and updated annually. The objective of the Exit Transition Plan is to ensure:

- No deterioration in the quality of service to the City during the transition
- Full cooperation for the efficient and effective transfer of all managed assets to the City of Dunwoody or successor contractor

Exhibit 1-11. Employee Survey Results



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- The City is provided with all appropriate material documentation, books, and records that are relevant to the continued operation and maintenance of the city's assets
- Transition costs are minimized
- A full financial reconciliation of our response pursuant to the terms and conditions of the Service Contract
- All affected employees of Jacobs are kept informed of the Exit Transition process as appropriate
- The exit transition begins when the City provides formal notice to Jacobs that the service contract is to end. For planning purposes, the exit transition period is assumed to be 45 days. An exit transition manager and team (as appropriate) will be appointed by us.

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

As this staff will work exclusively from city hall, using City provided telephones and computers, we do not envision the need to provide staff with additional supplies.

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

By selecting Jacobs for one or more departments, the City of Dunwoody will continue to have a trusted partner to work alongside you to strengthen your already successful community, and continue to innovate in ways that add to the city's already high regard for the pillars of Sustainability – Environment, Economy and Equity.

Our Global Sustainability Commitment Statement sets out our intent to integrate sustainability throughout our business by making it part of our culture. Our commitments are to:

- Positively contribute to our global PlanBeyond goals that were developed in consultation with the UN Sustainable Development Goals.
- Foster a culture of sustainability that promotes economic prosperity, environmental benefit and social value.
- Continue a dialogue with all our stakeholders to raise awareness of sustainability and provide feedback on how we can do better.
- Research and develop innovative methods and applications for enhanced sustainability performance.
- Enable knowledge sharing and capacity-building around sustainability across our enterprise and all our projects.
- Be accountable for delivering our strategy through the sustainability governance structure that reports up to our Board

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Sustainable solutions for clients

Together, we craft solutions that affect the way people live. From accelerating the next generation of innovators to the world's first ultra-low emission zone, from helping communities recover to monitoring water quality to protect public health, we solve for better, never losing sight of our responsibility to each other.

Jacobs first launched our Operation & Maintenance (O&M) Sustainability Program in 2009 and have produced outstanding results for our O&M clients as shown in Exhibit 1-12. Producing real impact, the program drives continuous improvement focused on reductions and/or savings in chemicals, energy, fuel, water use, waste minimization, or emissions.

Another key component of our O&M Sustainability Program is to help build and support sustainable communities. As such, we also focus on fostering stewardship activities related to community enhancement projects or environmental benefits such as transitioning to durable goods or local ecosystem restoration.

We would be happy to work with the City to prepare or update a citywide sustainability masterplan.



Exhibit 1-12. Sustainability Successes

Finance and Administrative Services – Specific Scope of Services

1.3.1 General Requirements

Jacobs will comply with the complete scope of services the City provided in the Finance and Administrative Services section of the RFP.

1.3.2 Administrative Assistance and Reception

Jacobs will maintain the administrative staffing of the City's reception area and live telephone answering as is provided by the City today. This staff will also be responsible for the other administrative support tasks identified in the scope of work.

Customer Contact Center\Citizens Response Center – Optional Service

Jacobs has a nationwide call center service that we provide to several our municipal and private clients. Our Customer Contact Center provides inbound and outbound phone support, email and reporting solutions allowing our clients to focus on their core business. This service can be used as a way to reduce staff cost by eliminating an administrative position needed to handle phone calls and service requests or as a way to expand and enhance customer service outside of normal business hours or overflow situations. As an example, our call center staff has been assisting our client cities in responding to a large increase in calls as citizens and businesses have been seeking information on the COVID 19 crises and how to get help.

Efficient and effective inbound calls, data and document processing makes certain that all the customer data that goes into the making of a great customer experience is entered accurately, and that the resulting information is routed promptly and stored securely. We provide resolutions and answers, unlike the typical answering services.

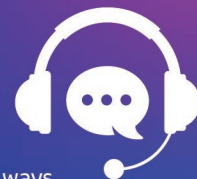
Should the City wish to explore this option, we will tailor our delivery approaches to fit Dunwoody's needs which will result in increased efficiencies and reduced service costs.

The Jacobs Customer Contact Center Program offers the following:

- 24/7 call support and email handling 365 days per year by a team of dedicated teleworker Customer Support Specialists
- Work at home platform allows for uninterrupted services due to unforeseen emergencies – such as weather-related shutdowns, power outages, pandemic, etc.
- Calls can be forwarded from a current PBX to a dedicated queue specific to each client. Calls are answered 24 hours per day, 365 days per year using a client-customized script
- Work request processing, dispatch, and special request handling
- Receptionist calls including warm or cold transfers to city staff

Innovative and Efficient Call Center Services

Jacobs will utilize our home-based staff located in the Atlanta-metro and throughout the US. It also takes advantage of Salesforce customer service software to allow callers to communicate with the City in different ways such as live calling, chat and the filing of a "work order request" notifying the City of potholes and other items needing attention.



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- Metrics & service level reporting
- Develop and document standardized processes and procedures in a shared Knowledge Base
- State-of-the-art technologies
- All inbound and outbound calls are recorded for quality assurance

The Customer Contact Center offers a Service Level Agreement based on a variety of key performance indicators (KPI), metrics, details, and targets. Our agents answer calls quickly and process requests expeditiously.

We know that information is always changing regarding city services, events and other unforeseen emergencies. We have tools created specifically to support our city clients and we provide immediate updates to all our staff, so citizens are provided the most up to date information.

Salesforce Cloud-Based CRM

- Chats & Chatbots - Citizens will have the ability to chat online or via a smartphone with our customer service specialists. CHATBOTS will use Artificial Intelligence to answer common questions and free up specialists to answer more calls or chats.
- Self-Service Portals/Communities – Citizens will have access to client approved articles and FAQ's.
- Multiple Channels for Support – Our team will have the ability to provide full-service support across multiple channels such social media, SMS message, etc.
- GIS Mapping Interface – Specialist will be able to use GIS mapping to better identify and pinpoint locations for repairs such as potholes, traffic lights, and road closures.
- Integration – This CRM can be customized to integrate with client owned systems.

New Voice Media – Cloud based Phone System

- Will integrate with the CRM to pull up knowledgebase information and guide specialists to exact information needed to handle all calls more quickly and efficiently.
- Citizens can schedule a call back from a specialist if there is a wait in the call queue.
- We will have the ability to program key phone numbers into the system (City Manager, Mayor, City Council Members) that will automatically jump those calls to the top of the call queue for immediate assistance.
- Each caller will be able to complete a customer satisfaction survey which will provide us with detailed customer experience metrics.

1.3.3 Administrative Assistance to the City Clerk

Jacobs presently provides support services for the City Clerks in Peachtree Corners and Tucker, and a Jacobs contract employee serves as City Clerk for Stonecrest. Our staff in these cities maintain and archive records, respond to Open Records requests, prepare and post meeting notices, and other functions of the Clerk's office. Additionally, in each of the new cities we have started Jacobs has performed either the role of City Clerk or provided support staff for the City Clerk's office, including Johns Creek, Sandy Springs, and Milton.

1.3.4 Accounting

Jacobs will maintain a fund accounting system in accordance with Governmental Accounting Standards Board (GASB) and Generally Accepted Accounting Principles (GAAP) and prepare and distribute monthly management reports and other financial reports as required by applicable law.

Jacobs will utilize Tyler Incode, a state-of-the-art accounting software, to manage the City's finances. Tyler provides a secure environment for financial data with built-in checks and balances to keep entries from being misclassified and minimize errors in financial statements. Jacobs has extensive experience in implementing various accounting software systems and will provide ongoing training and support to ensure the financial team is maximizing the potential of this powerful tool.

Fixed Asset Accounting

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

Grant Accounting

Jacobs will assist with grant accounting, tracking and maintaining of all required records.

1.3.5 Budgeting Services

Jacobs considers the annual budget to be an important tool for the City, a document that establishes a roadmap for the City's short- and long-term objectives and goals for future growth. To assist in this important process, Jacobs will maintain a comprehensive and coordinated plan to manage the budget process. Our team will be involved from start to finish in the process including the initial submission of the budget to the Mayor and department managers, all required meetings and hearings and any necessary amendments. This process will include preparation of all required materials and reports in any form as directed by the City.

1.3.6 Revenue Control

Jacobs will administer and maintain the existing procedures and processes 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, and other taxes and fees lawfully enacted by the City. Our team will make recommendation to the City on alternative approaches to collect revenue due to the City.

As of this writing the COVID-19 has greatly affected the economy and we are seeing cities take a variety of actions to help offset some of the financial impact on local businesses. If not already implemented, some of the following items can be considered by the City for the Finance staff to follow:

- Waive late penalties for late payment of Wholesale Alcohol Taxes
- Waive late penalties for late payment of Liquor by the Drink Taxes
- Waive late penalties for renewal of Occupational Taxes
- Extend deadline for renewal of Occupational Taxes
- Waive late penalties for late payment of Hotel Motel Taxes

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- Waive late penalties for late payment of Rental Motor Vehicle Taxes
- Waive late penalties for late payment of Franchise Taxes
- Easing verification of Gross Receipts for renewals of OTC and allowing for estimation from Taxpayer

Revenue Enhancements

Occupational Tax Certificates

The Finance staff will identify businesses that have not renewed its Occupational Tax License from the prior year. This list will be delivered to Code Enforcement for a site visit. The Code Enforcement Officer will have a letter that details the renewal steps and the renewal forms available to hand deliver to the business. **The renewal letter is generated by the Occupational Tax software along with the renewal forms needed.**

This coordinated effort is accomplished by collaboration across multiple departments. Additionally, the Finance staff will cross-reference the personal property tax digest to discover businesses that are paying personal property taxes but do not have an Occupational Tax Certificate. The Finance staff will also utilize GIS to layer the existing businesses by address, in order to illuminate the unlicensed businesses within the city limits. **The GIS layer will be address based; which makes it easier for Code to locate the business.**

The Finance staff is trained on the various tax forms that show "Gross Revenue" that is to be utilized in the calculation of the Occupational Tax Certificate. The verification of Gross Receipts will properly determine the correct amount of the tax that should be billed and ultimately, collected. This function is imperative for the Business License department and the Finance staff to uniformly administer.

Wholesale Alcohol Taxes

The Finance staff will research every establishment that has an alcohol license issued by the City in order to ensure that the State of Georgia, Department of Revenue has the establishment listed as in the City limits. This database is maintained at the State DOR and can be updated with a current business license delivered to the State DOR showing that the establishment is, in fact, within the city limits. Re-directing these funds to the City going forward will increase the revenue line item. Additionally, new establishments that are approved for an alcohol license should be vetted against the DOR database to ensure that the wholesale taxes are routed to the correct jurisdiction from the beginning.

Financial Institution Taxes

The Finance staff will determine all banking institutions located within the jurisdiction and verify that the once-a-year tax payment include all locations. This function is easily corrected with the taxpayer, as the Occupational License will not be issued for a non-paying location. **This is a once a year function, that should coincide with the audit schedules prepared each fiscal year.** Corrective action is to contact the Financial Institution's tax department and alert them to the fact that there is one of their branches located within the city limits.

Franchise Taxes

The Finance staff will work with Community Development to ensure that all utilities or telecom companies that use the City right-of-way will be charged appropriately for the privilege, including using the state general franchise agreement. This includes cross-checking with Community Development to see if permits

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are issued to an entity that should be paying franchise taxes to the City. **When Utilities & Cable providers pull permits to install their infrastructure on the City's ROW, that permit is in the Comm Dev system and can be utilized as a starting point for the collection of Franchise fees from the provider.**

Hotel Motel Taxes

The Finance staff will confirm that all facilities that are considered a Hotel or Motel are paying the proper percentage of taxes each month. This cumulative annual total should equal the gross revenue detailed on the Occupational License application for the year.

Rental Motor Vehicle Taxes

The Finance staff will confirm that all rental agencies are paying the proper percentage monthly to the City. This cumulative annual total should equal the gross revenue detailed on the Occupational License application for the year.

1.3.7 Purchasing Services

Jacobs will assist in the implementation of approved purchasing policies and procedures for the City in compliance with applicable City ordinances, state laws and rules and regulations in the selection of vendors. We will participate in cooperative purchasing when in the best interest of the City and as directed by the City.

Our team will prepare requests for qualifications and/or proposals as directed by the City to be distributed to potential vendors and suppliers for services in accordance with applicable procurement policies and procedures and state law. We will obtain quotes and prepare bid documents for procurement of supplies in accordance with Georgia's law and as directed by the City.

Jacobs will maintain and administer the purchase order and accounts payable system to ensure timely payment to City vendors. Our team will develop formal authorization guidelines and budget controls to ensure only approved invoices are processed. Jacobs will create monthly reports and check registers to document and track all payments processed. We will ensure there are proper segregation of duties to prevent fraud.

Monthly Financial Statements

Jacobs will meet with key City personnel to develop customized management and financial reports to ensure transparency and provide the necessary feedback to monitor and control their progress against the City's objectives and goals. We will distribute the monthly financial statements no later than 25 days following the last day of the month.

Annual Financial Statements

Jacobs will assist the City's Director of Finance and City's Auditor to prepare the annual Comprehensive Annual Financial Report (CAFR) in accordance with GAAP. At the inception of the contract, we will create an audit review team to review the past three years of audit reports and develop an action plan to address any identified issues. This action plan will ensure the City follows up in a systematic and timely manner to ensure resolution of all findings and/or suggestions described in the audit report.

1.3.8 Risk Management

Risk is defined as the potential for loss in the future. Jacobs and the client strive to eliminate or minimize potential losses with two basic goals in mind:

- Preserve the assets of the client
- Protect the physical well-being of the employees and the general public involved in governmental activities occurring both on and off City property.

With those goals in mind, Jacobs will develop a citywide risk management program that will include a Safety-Training program that will be comprised of employees of the City of Dunwoody and members of the Jacobs team. This program will be tailored specific to Dunwoody and the functions that are performed daily. For example, an accident review committee will review all injuries/accidents and prescribe recommendations or training to further reduce claims. In cooperation with City Legal Counsel, the Risk Manager will maintain control over the claims process to assure that claims are being fairly, consistently, and in the best interest of the City of Dunwoody.

Another feature of the program is for a safety committee to review large claims in order to gain optics on the cause and effect of the claim. This function can be accomplished at the same safety meeting.

The Risk Manager position will be ultimately responsible for working with the Insurance Broker of record to procure a recommendation for the renewal of insurance. Additionally, the Risk Manager will be tasked with crafting the language in the RFP's regarding insurance coverage and to review the Certificates of Insurance for the winner bidder. This function will tie together procurement through the final stage of construction; and if needed, file a claim.

Documentation of the processes will be part of the Risk Manager's responsibility along with measuring the key Performance indicators (KPI) as defined by City management.

1.3.9 Liaison with Financial System Provider

Jacobs will perform all elements of the specified scope. Jacobs will designate the Finance Manager to be the Tyler Technologies liaison for the Encode product. The Finance Manager will work with the IT provider to ensure that the software is operating at peak efficiency. This will include communication with the software provider to explore potential hardware/software upgrades. An evaluation of the software will be performed during the initial year of the contract to determine if the present software is suitable for the City of Dunwoody going forward for the next 5-10 years.

The Finance Manager will be utilizing the method of "Train-the-Trainer" to train and support existing staff on the proper operation of the software.

2.4 Planning and Zoning

Scope of Services - Bidders shall address each item within the scope of work for all section(s) being proposed

a) A key member of our proposed staff is Chuck Button. Familiar to you on our Public Relations contract, **Chuck will serve as Client Services Manager, delivering the highest level of quality service, corporate commitment, transparency, and accountability.** He will be available to the City 24/7/365. Chuck will also visit with the City on a regular basis to discuss the progress of the work and any issues that need addressing. Chuck will also support our On-site Project Manager.

As a former City/County Manager, Chuck is thoroughly familiar with the customary duties and functions required for the services to be provided as well as applicable laws, ordinances and regulations. Chuck will hit the ground running at the outset of the contract and will stay abreast of any Charter amendments that may occur over the life of the contract. He will meet periodically with our On-Site Project Manager and staff to make sure that they are operating in a manner that is fully compliant with the contract.

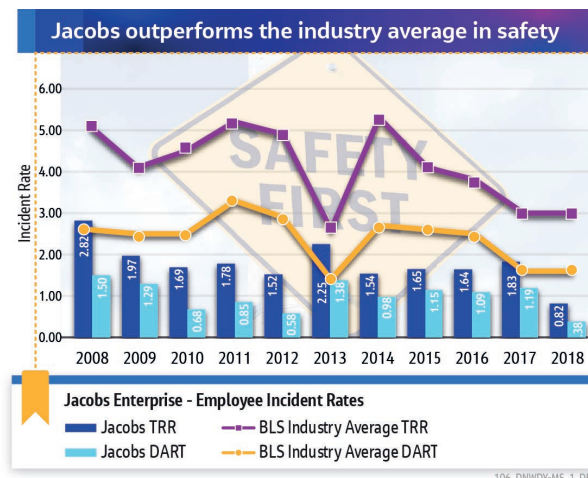
b) The health and safety of our staff, our clients, and the public is our first and foremost concern. **We have a stellar track record in this regard and our insurance providers recognize our lack of claims and reward us with low rates. Our extensive Safety program, "Beyond Zero", provides procedures to achieve zero workplace injuries.** For example, in the last 10 years of operating the City of Johns Creek's Public Works Department, we have experienced only one recordable injury attributable to our services.



BeyondZero® is about keeping our people safe. That means not getting injured, not allowing others to be injured, and not allowing unsafe practices, behaviors, or conditions to exist. It's about creating a culture of caring by actively engaging and involving employees and influencing their beliefs and behaviors.

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We are familiar with federal and state requirements for worker safety, whether for an office environment, on the road, or at a construction site and we will comply with all EPA and OSHA work requirements. We provide staff training appropriate for each employee's role and work environment, including OSHA required training, driver training, and office safety. Training encourages our employees to report any observed safety issues and empowers them to act appropriately and swiftly to minimize risk. Immediately upon joining Jacobs, employees participate in an orientation to our safety program, during which they learn about the policies and procedures outlined in our Accident Prevention Plan (APP). Jacobs has over 100 online safety courses which allows our employees to continue required training without disrupting operations. Jacobs also maintains a library of classroom and practical based safety training programs, some of which are designed to meet specific OSHA regulations. Examples of courses designed to comply with OSHA regulations are: hazard communication, hazardous materials, confined space entry, bloodborne pathogens, lead, benzene, lockout/tagout, working from heights, personal protective equipment, and electrical safety. We also give our employees the option to take a Red Cross sanctioned CPR class including training on the use of an Automatic External Defibrillator.



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Employees who visit construction sites are provided proper safety gear, such as vests, safety glasses, hard-hats, and any required footwear and gloves. Safety will be a regular agenda item for our on-site staff meetings. We will maintain all required Safety Data Sheets on site at the City.

We will review and comment on any emergency preparedness plans the City may have in place. **Our goal will be to provide constructive input from our experiences to identify actions, priorities, responsibilities, and communications procedures for various emergency events, as well as recommend preventive measures.**

Johns Creek's Safety Success

In the last 10 years of operating the City of Johns Creek's Public Works Department, we have experienced only one recordable injury attributable to our services.



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We assign an individual the responsibility to ensure work vehicles are maintained in a safe condition and are equipped with an emergency kit. Employees who visit construction sites are provided proper safety gear, such as vests, safety glasses, hard-hats, and any required footwear and gloves. Safety will be a regular agenda item for our on-site staff meetings.

c) We have the experience of setting up policies and procedures for document retention with the seven city startups we have undertaken. As part of our startup and transition activities, we will submit to the City a plan for document retention that will comply with the Georgia Code and other applicable laws." As a part of this we will review the City's current structure and make suggestions for improvements as warranted.

d) The residents of the City of Dunwoody, their elected officials and municipal staff clearly share a strong commitment to superior public service, an open and participatory form of government, and view that each and every resident, business, organization and visitor to the City be served as a valued customer. Having been your partner for Public Relations services since 2012 has helped us develop a deep understanding of, and appreciation for, Dunwoody and the "sense of place" the City has helped foster.

e) We understand that the City's staff and other contractors will be co-located in the same office suite at City Hall and this arrangement promotes the attitude of working together as one. Jacobs agrees to promote information sharing and collaborative work between all City staff and fellow contractors. We do so by creating a contract-wide atmosphere of openness and teamwork. We share ideas and resources. We regularly broaden our staff's skills so that our workforce can flexibly meet shifting demand in workflows. And we keep costs low by merging the City of Dunwoody management team's expectations into our processes from beginning to end.

We commit to using our staff, at no additional expense, to help other service providers with their peak workloads to the extent that our staff can accommodate that help without jeopardizing their ability to perform their jobs.

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f) We will do this every month and/or at your discretion. We both report accomplishments using lagging indicators (indicators of past performance) and take advantage of data using analytical routines to report significant trends (leading indicators) and take proactive steps to achieve metrics.

In addition, Chuck Button will participate with City management in structured quality verification activities that include quarterly reviews of our activities and an annual vision, alignment, and expectation workshop to strengthen and evolve the partnership.

g) The cornerstone of our approach is recruiting, selecting, training and retaining well-qualified, experienced professional staff who take pride in maintaining the character and standards of the City. As a large company, we are always in the marketplace looking for new employees. Our employee retention

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rate is better than the industry average indicating that our employees enjoy working at Jacobs and tend to stay.

We have been in existence for more than 70 years and periodically update and revise our compensation and benefit policies and programs to fit the times and remain competitive in the markets where we operate. As a large company, we have the benefit of having in-house experts available to manage the review and implementation of the programs and policies.

Our compensation program is market-based and intended to help with talent acquisition and retention. We offer a competitive and comprehensive compensation plan, paid time off for vacations, sick leave, holidays and certain other events, medical, dental and vision insurance, 401K savings plans with employer match, life and disability insurance, incentives, career development, and a challenging and rewarding work environment.

Our employee reviews examine past performance while also considering new opportunities. Career development includes annual training, in-house training, tuition, and continuing education. As such, our program strives to make pay decisions that are equitable externally and internally, provide a market-based context for making those pay decisions, and assist in identifying potential career paths and opportunities.

We provide an annual incentive program, Team Cash, for associates based upon project performance in the following areas: financial, safety, compliance, client satisfaction and innovation. Projects are evaluated and scored annually with project team bonuses based upon the rating achieved.

As soon as we are notified of selection, and prior to commencing the transition period, our transition team leaders will identify the incumbent workforce the City wishes to retain and will make them a job offer. Recognizing that incumbent providers transitioning out of their contract may have a few key employees that the incumbent would like to retain, we will make an enhanced effort to hire those employees if the City wants to keep them.

Our experience is that typically, most existing staff will transition to Jacobs as they are members of the community and typically enjoy their work. Should they not be available for any reason however, Jacobs will have qualified staff identified in advance so that we have a full complement of our staffing needs on day one.

h) Jacobs will not reassign staff without first obtaining the approval of the City. Typically, the only time this issue arises is when Jacobs or our employee recognizes an opportunity for career advancement. In those instances, we will make sure there's succession plan in place that meets the city's expectation before making a change.

i) As experienced service providers to governmental agencies, we can help you navigate the ever-changing regulatory environment. **For example, we have been tracking the Georgia Legislature regarding legislation that could affect local building codes.** We review regulations being developed by cities related to 5G small cell towers and electric scooters. We also monitor the effects of evolving demographics and generational issues, such as aging-in-place and attracting the Millennial generation. Our participation in professional organizations enhances our awareness of trends and laws.

We recently updated the City of Johns Creek's ordinances to address Small Cell Technology. We reviewed Ordinances from other jurisdictions, attended Georgia Municipal Association training on current practices, met with small cell providers from Verizon, AT&T, T-Mobile, Mobilitie, and American Tower, and consulted

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with industry experts who reside in the City. We were also asked to speak at a recent industry conference as an expert in 5G ordinances and local regulations.

We also worked with legal counsel to review and abide by the ruling from the Federal Communications Commission (FCC) that went into effect October 15, 2018.

j) Jacobs experience in working for and with Federal, State and regional agencies gives us relationships and insights that will assist the City in increasing the amount of funding from various grant programs. Jacobs works directly for several US government agencies, such as FEMA, NASA, DOD and others + Georgia agencies such as the DOT and the ARC. Jacobs was recently selected by the Georgia DOT to assist and manage local governments under the Local Administered Project Program. One of our employees recently worked for the Georgia Department of Environmental Finance.

"I would like to commend all who have been involved at the city who worked on this ordinance and ROW agreement. I have been part of several work sessions relating to new or needed revisions for small cell ordinances and this is one of the best I have seen to date. From reading this, you all have come a long way to account for the needs of the residents, the City, and incorporated almost all of the FCC regulations in terms of fees, time frames, etc."

— Matthew Hartley, Verizon Wireless

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Working with City leadership, we will leverage our experience and relationships to make sure that the City is submitting compelling and competitive applications for various grant programs. Our expertise will carry through to make sure that the City administers the grants according to the agreements, passes requirements through to contractors and provides the documentation necessary to the grantor to confirm compliance.

k) Jacobs vast experience in providing municipal services to cities like Dunwoody has given us broad experience with commonly used software and IT networks and devices. Further, Jacobs, through the recent acquisition of KeyW, has become a major provider of cyber-security services to all levels of government.

Over the last 13 years in Johns Creek, the Public Works Department in Johns Creek, staffed by Jacobs has received over \$175M in grants and funding. Staff writes, reviews and applies for grants through a number of federal and state agencies including ARC, GDOT, NPS, and GDNR. These grants focus on maintenance and operations of existing roads, traffic signals, sidewalks and trails; as well as a focus on new multi-modal trails throughout the City. In March 2020, Johns Creek was awarded \$3M from Georgia Outdoor Stewardship for a new greenway trail along the Chattahoochee River at the new 200 acre Cauley Creek Park in the Northeast corner of Johns Creek.

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Jacobs enjoys a strong working relationship with the City's current IT service provider, InterDev, as we work with them, or have worked with them, in several other cities in the Atlanta-metro. We commit to have a similarly strong working relationship in Dunwoody with them or whomever the City selects to be its IT provider going forward.

We have reviewed the City's list of software provided in the RFP and can attest that we have familiarity with most of the software listed, either through our use of the same software at one of our municipal clients or through our staff's personal experience. We will provide any necessary training needed to make sure that we have at least one person in each department with the skills needed to operate and maintain the IT system and software in concert with the City's IT staff. Our on-site staff will be supported by Jacobs back office experts located in the Atlanta-metro as needed.

l) A key aspect of our overall employee benefit program, and one critical to making sure employees are given every opportunity to succeed, is our extensive employee training and continuing education

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program. We help our employees plan for a long-term career in public administration, which helps the City by resulting in less turnover, increased morale and lower costs.

Our training will focus on continual improvement in customer satisfaction and service delivery (e.g., timeliness, completeness, consistency, thoroughness, and responsiveness).

Our ongoing programs encompass ethics, health and safety (H&S), operations/technical and administrative procedures, quality management, certification, and other courses designed to improve skills. Our focus on our employees and their careers has led us to be consistently ranked highly in employee satisfaction by Fortune Magazine and other industry publications.

Jacobs provides every employee access to:

- » Educational expense reimbursement programs
- » Online course library (225 courses on business skills, computer/desktop training, and IT-related topics available to all employees 24x7)
- » Courses ranging from Leadership and Management and Business Risk Mitigation



We conduct a training-needs assessment for each employee, which is then compared to the identified skills required to perform a job. We customize training programs to fit specific needs and offer a variety of standard training courses. Competency grows through a combination of a tailored learning curriculum and on-the-job training with senior technicians.

m) We will provide the City with an annual training report each January, documenting the past year's training results and providing a schedule for the upcoming training year. Jacobs will send our employees to attend training at state and national conferences to keep up with what is current in their field, and specialized training relating to their specific job.

n) Our Efficient Operations Result in One of the Lowest Overhead Rates in the Industry. Personnel costs are the predominant cost for any service organization, including local governments. Therefore, we have invested in building efficiency throughout Jacobs, including centralizing and automating back-office and support functions, using standard operating procedures (SOPs), and performing rigorous quality control. We closely monitor staff utilization rates to keep non-billable hours, which contribute to overhead, down to a practical minimum.

Cost Control System Used to Track Expenses and Labor. We use a project cost control tool called Integrated Project Controls System (IPCS) to manage and forecast costs. IPCS offers rigorous control of earned value, forecasting, risk (contingency) management, and change control which benefits the City project by providing early identification of efficiencies and issues.

Business Process Diagrams Establish Baseline and Identify Potential Efficiencies and Cost Savings.

We will prepare business process diagrams for departmental activities by interviewing staff performing the required work. The processes will be mapped and organized by each key staff position. We will map the major workflows and critical timelines for completion. We will work with the communications staff to understand common citizen and business complaints and/or conduct customer satisfaction surveys. We will compare our metrics to those of similar communities. We will develop checklists and automation tools. **We will evaluate major cost items and the most time-consuming tasks and seek ways of reducing them that benefit the City.**

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A business process diagram reflects the individuals/groups involved in working together to implement a workflow or 'business process' and the activity steps each takes to accomplish an end goal. The business process diagram also reflects decision points that result in "Yes" and "No" pathways of action and supporting technology used by staff to support process implementation. **Documenting an existing business process 1) standardizes how staff work together; 2) clarifies roles and responsibilities and communication among staff; and 3) identifies that the right data is being collected and efficiently and effectively managed.**

SOPs serve as a detailed guideline for accurate and efficient task performance. We will write the SOPs, train by them, and refine them in the continual pursuit of improved operations. SOPs provide detailed "how to" for specific tasks, provide the material to train employees, and serve as a refresher for infrequent tasks.

Management and staff can use these diagrams to determine if improvements can be made. These diagrams are also useful training tools for new staff or for reference for staff who do not use a process regularly. We recently did this for City of Johns Creek, where City Management raved about how useful the business process diagrams were for identifying improvements and training.

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To support the City's proven record of high-quality services, we will bring fresh ideas, preserve what is working well, and continually evaluate trends and innovative solutions.

***o)* Work with City Officials Toward Continuous Improvement.** At no additional cost to the City, we propose establishing a Continuous Improvement Committee (CIC) to explore and identify innovative solutions for increasing service and product quality, increasing workflow efficiency, and reducing costs. **CIC's promote information sharing, asking 'what if' questions, and demonstrates best-practice tools and techniques from methodologies proven in private industry.**

Depending on the nature of the concept, the CIC will draw from a cross-section of talent (on-site staff, corporate resources, outside experts) as appropriate. The CIC leader (On-site Project Manager) will arrange meetings between our key staff and interested City representatives. The CIC would be called together annually or as needed.

Prior to each meeting, our Onsite Project Manager will strategize with the City's management team to identify areas where new approaches would be beneficial. The members of the CIC will then explore and propose potential Innovation and improvements. We will research ideas that seem appropriate and feasible and concepts will be presented to the City for consideration. While some concepts will result in no-cost process improvements, for larger initiatives, at the City's request, we will develop detailed proposals containing scope, schedule and cost information for the City's review, consideration, and decision.

p) We will maintain and account for all information, equipment, and property, which the City provides for use over the course of the contract. We appoint a Property Custodian to ensure that equipment under our supervision is properly located, secured, tagged, photographed, and entered into the appropriate equipment database. Depending on the department/ scope, and where appropriate, the Custodians review operations with staff, and ensure the necessary maintenance manuals are easily accessible. If agreeable to the City, we will work with City to develop a depreciation schedule and/or develop a replacement schedule and budget.

q) We will assign an individual the responsibility to ensure work vehicles are maintained in a safe condition and are equipped with an emergency kit.

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- r) Once selected, we will prepare and provide to the City a detailed Motor Vehicle Use and Safety Policy for the use of the vehicles supplied by Jacobs. This policy will enumerate the protections afforded to the City.
- s) We will obtain the approval of the City for the vehicles Jacobs will bring to the City and we will brand the vehicles according to City policies.
- t) We have read the RFP and received clarifying answers to our questions during the procurement process. Given our project understanding, experience and approaches described herein, we can commit to the City that we will provide the services and equipment necessary to operate as a true partner to the City and meet or exceed the level of service expected by the City.

We view this contract as a valuable opportunity to continue our long-standing partnership. In that spirit, we will not be seeking every opportunity to “nickel and dime” the City. **During our eight years of providing public relations services for the City, we have never initiated a change order.** We have provided value-add services that have included many special projects and responded positively to the occasional city requested change orders. We will do the same on this contract.

- u) CommunicateOur staff will communicate with the Mayor, City Council or media only when authorized to do so. On a day-to-day basis our staff and our On-Site Project Manager will be reporting to the respective department head. We will engage with the community and other consultants as warranted in the conduct of daily business and as pre-approved by the respective department head. We will attend periodic staff meetings to coordinate as necessary and share information on the city’s file servers.
- v) **Our municipal employees take pride in their cities and the community will never be able to tell which employee is a “city employee” and which is a contractor.** Our staff will operate during normal business hours as established by the City and at times outside of those hours as may be necessary to meet level of service expectations and key performance indicators, such as being available at meetings of the Mayor and City Council and special events. We will document our hours expended and provide this information to the City.
- w) Jacobs understands and acknowledges this requirement and will comply.
- x) All full-time staff provided under this contract will enjoy the same fringe benefits available to all U.S. Jacobs employees + the additional Dunwoody paid holidays. Full-time staff will also be paid during inclement weather closures in concert with the City.
- y) Jacobs is committed to providing a work environment in which employees feel that they are a valued member of the organization, are treated fairly, and are given recognition for their contribution to the company’s success. We also aim to provide an environment that fosters good working relationships. Equal employment opportunity (EEO) training is part of our standard training that all Jacobs employees receive. Jacobs is committed to ensuring that all employees enjoy EEO. This means that employees are treated fairly and equally when employment decisions are made, and that unlawful discrimination and harassment does not take place. Jacobs employees located at the workplace of a Jacobs client, whether full-time or on an intermittent basis, are also obliged to comply with Equal Employment Opportunity and Workplace Harassment policies implemented by that client.
- z) Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. During normal business hours our Onsite Project Manager will be at City Hall and immediately available to respond to any issues that arise and will also be available 24/7/365. Backing up the Onsite Project Manager, your Client Services Manager, Chuck Button, will also be available 24/7/365. As has been his practice, he will regularly check in with the City’s management team, ensuring our services are delivered on time and on budget and to your satisfaction. **Chuck is deeply**

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committed to the City's success. He can be at your offices in less than 20 minutes from our Midtown Atlanta office. During Chuck's check-ins with City Management, he will discuss the course of business and any needs that may arise. Chuck will take any actions necessary to help our team assure that the City is satisfied with our services.

aa) All of our City related communications will be done using City stationary, mail and email addresses.

bb) Jacobs will provide updated reports when requested by the City. Jacobs' contract with the City of Johns Creek is a local example of a contract that uses performance measures to determine either a bonus or penalty. Johns Creek Public Works KPI's include Plan and Permit Reviews, Citizen Response, Prioritizing work Orders, Community Education/Involvement, and Project delivery (on time, on schedule, on budget). Passing these KPI's varies depending on the indicator from 95% to 99% completed within the given metric.

cc) We have been providing contracted operations for nearly 40 years with a proven track record of client satisfaction, successful performance, and reduced costs. Our success is rooted in a continuous improvement process implemented by our project managers and supported by our regional technical resources. **We will implement management systems to provide compliance, consistency, and safety for our clients and staff.**

Through our decades of work on similar assignments, we have evolved a proven set of project management tools to monitor progress toward completion of assignments against an approved schedule, changes in the scope of work, actual cost versus budgeted cost, and development of key performance indicators. As we learn more about the specifics of the assignment, we will continue to refine our plan in collaboration with the City. The Strategic Management Plan (SMP) will be drafted after completion of contract negotiations, during the startup/transition period and presented to the City immediately after our Notice-To-Proceed (NTP). The SMP will be a living document over the life of the contract and will address:

- Staffing plan
- Ethics policy
- Safety procedures
- Vehicle policies
- Communication protocols and contact information
- Responsibility/authority matrix for clear lines of accountability and decision making
- Develop key performance indicators as a part of QA/QC assurance plan
- Data management (access and security, and document retention requirements)
- Reporting requirements and procedures
- Startup and closeout procedures
- Risk management related to the various functions, such as succession planning

dd) As noted in our previous communications, Chuck Button will be meeting regularly with City management. These meetings will serve as opportunities to confirm the scope of services. Should the City determine that additional, out-of-scope work needs to be performed, Chuck will meet and discuss needs. Our On-Site Project Manager will then assess with the departmental team managers the tasks being requested to determine the hours needed and the type of individual(s) who can perform the tasks. He/she will then price the work using the existing rates in the contract. For smaller assignments, our On-Site Project Manager will meet with the City and finalize the value of the change. For larger assignments, he/she will review the change with Chuck and Wayne. After developing a scope of work and fee proposal, the proposal will be presented to the Department Head and/or the City Manager for review and processing.

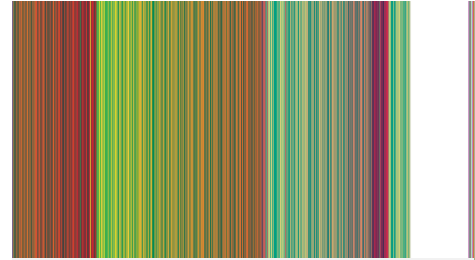
ee) We will designate an employee to be responsible for the proper filing and storage of all records.

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Describe your firm's approach and methodology to ensure delivery of high-quality services

Jacobs offers the City of Dunwoody (City) the value of our experience, stability, local support resources, and experienced staff to expand upon our long-standing partnership with you in supporting an honest, efficient, responsive, and customer-friendly government operation.

We can help you get where you want to be, guide you on the potential impacts of rapidly evolving technologies, and bring you the senior leadership, depth of knowledge and proven practices to help the City achieve its goals. We will act in a manner to earn the title of your Trusted Advisor and treat everyone with respect.



Jacobs offers the City of Dunwoody innovative solutions for superior service delivery, the very best internal and external customer service, the deepest bench of local talent and resources, and unparalleled experience for delivering best practices.

Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. The full-time onsite leader for Jacobs will be the “Project Manager.” This will be a senior leader of one of the service areas awarded to Jacobs. The individual selected will, of course, depend on which service areas are awarded to Jacobs. This key position will serve two important functions in addition to his or her service area role: to lead the Jacobs team in Dunwoody, and to serve as Jacobs on-site connection with the department heads and city manager.

Having four former city/county managers and several former department heads on staff is a major part of the reason why Jacobs has a deep understanding of what makes the City tick and where you want to go. This experience will help us define and achieve success for you. We offer you the broadest and deepest range of skills in the metro Atlanta area, whenever you need. We can tap into integrated capabilities across our organization – in city management, planning and zoning, economic development, water resources, transportation, energy, environment, and buildings, including smart city technology.

Innovative Solutions for Superior Service Delivery.

We provide thoughtful solutions to technical issues that save time and money. We respond quickly to unplanned events, such as major storms. We make your challenges our own, and help you derive the very best results from your investment in us. **We consistently achieve established metrics for customer service and efficiency, as documented in our performance reports.**

“Hiring Jacobs was the biggest, most consequential, and undoubtedly the best foundational decision we made.”

— Tucker Mayor, Frank Auman
discussing the startup of his new city

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“Centennial prides itself on being innovative and doing business differently, which includes innovative partnerships that not only benefit individuals and businesses, but also our community and the environment. The partnership the City has with Jacobs has led to the implementation of effective and efficient programs that benefit the citizens of Centennial.”

— Centennial Mayor, Stephanie Piko

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Our work developing Smart City Solutions with other city partners has saved citizens and businesses time and money and improved safety. One recent example – we implemented a pilot project placing ultrasonic sensors on five bridges to measure the height of rivers/streams for the City of Johns Creek. The technology alerts key staff with text messages and emails when rivers/streams reach predetermined levels to alert the community to likely flooding.

Delivering Superior Internal and External Customer Service

We strive to ensure that citizens and customers of the City have a good experience and are well-served by friendly, helpful staff who can resolve issues quickly.

Our goal is that everyone is taken care of by being a one-stop-shop for accurate information and processes. We do this by recruiting, hiring, and training an efficient, caring, and compassionate staff.



Our work helped the City of Peachtree Corners, right, earn high marks in customer satisfaction in Community Development services in surveys conducted in 2016 by the Carl Vinson Institute of Government. The purpose of the survey was to determine the level of customer satisfaction with the business licensing and permitting functions, as well as identify any areas of customer concerns to improve service. Results showed that 94 to 97% of those surveyed in both building permitting and business licensing responded favorably in their respective categories. Dr. John Barner of the Institute noted that in the decades since he has been involved in customer satisfaction surveys, he has never experienced such a high percentage of survey responses nor such a high favorable percentage rating of customer satisfaction.

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Upon commencement of services, we conduct a series of on-site customer service workshops with all employees to ensure our operations deliver a consistent customer experience. **The workshops are taught by our Malcolm Baldrige National Quality Award-winning instructors, who each bring more than twenty years of industry experience.**

One indication of the quality of our systems implementation and consistent deployment was the winning of the Malcolm Baldrige National Quality Award for our O&M projects—Jacobs is the only company in our industry that has won this award. The award process included a week-long audit by a team of third-party auditors who visited approximately 30 of our projects unannounced to confirm systems implementation.

After the initial workshops, our customer service specialists will spend several days on-site, studying existing customer service protocols and looking for opportunities for enhancements. We continue to conduct the customer service workshops with all employees regularly throughout the duration of the contract to ensure customer service levels remain strong.

Our customer service approach focuses on three areas:

- 1) High-performance work culture: An engaged workforce provides amazing customer service. We promote a culture of highly motivated teams.
- 2) Efficient systems and procedures: work-flow mapping, where inefficiency is driven out of our systems and procedures, ensures each customer experience is resolved efficiently and consistently.
- 3) Meaningful customer interactions: Proper training leads to meaningful, constructive interactions with customers in both face-to-face and remote engagements.

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Address Performance Issues. We will quickly respond to and resolve any situation where on-site staff are having difficulty meeting or exceeding established performance metrics. Our on-site project manager will meet with the employee(s) to direct corrective actions. If necessary, he will initiate disciplinary actions as well. Corrective actions may include reviewing the workflow diagrams to see if there is something in the process that could be improved to address the causal factors for substandard performance, sending the employee(s) to additional training (perhaps related to software use), or in consultation with the City's other corrective measures, as necessary. Our industry leading renewal rate is an indicator of high client satisfaction which proves that we consistently meet our clients' expectations and quickly address any service issues.

If it is a prioritization issue, we first look at ways to accomplish the need within the existing contract, such as revamping or rearranging other tasks and/or reassigning staff accomplish the goal. If this is not possible, then we discuss a detailed scope of work that would meet the needs of the City.

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

Please see our response under n) on page 54.

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

Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. The full-time onsite leader for Jacobs will be the "Project Manager." This will be a senior leader of one of the service areas awarded to Jacobs. The individual selected will, of course, depend on which service areas are awarded to Jacobs. This key position will serve two important functions in addition to his or her service area role: to lead the Jacobs team in Dunwoody, and to serve as Jacobs on-site connection with the department heads and city manager.

Your Client Services Manager, Chuck Button, will serve as the City's off-site single point of contact, available 24/7/365. As has been his practice, he will regularly check in with the City's management team, ensuring our services are delivered on time and on budget and to your satisfaction. **Chuck is deeply committed to the City's success. He can be at your offices in less than 20 minutes from our Midtown Atlanta office.** During Chuck's check-ins with City Management, he will discuss the course of business and any needs that may arise. Chuck will take any actions necessary to help our team assure that the City is satisfied with our services.

Effective Communication in Action

Jacobs has been serving the City of Tucker since 2016. At the time, the new city government was fielding more and more calls from people needing help with problems with county services or local utility.



We recommended, and Tucker adopted, a position known as the Citizen Responder, a staff member who advocates for the resident with a high water bill or the business owner who's battling persistent internet outages.

We quickly discovered the best person for the new Citizen Responder role was Camille Taylor. Camille came to us with a proven track record of helping people from her time in Code Enforcement and 911 operations. More importantly, she was passionate about it.

In Camille's second week on the job, she got the chance to put that passion to work.

After a series of water main breaks during a particularly hot May, one break caused flooding and structural damage along busy Lavista Road. While much of the attention was focused on alleviating traffic, there were other problems for residents. Water had flooded homeowner Dmitri Spireiv's front and backyard, but worse, water had accumulated in his crawlspace, shorting out his HVAC unit, and causing the power company to turn off his electricity for his own safety.

Camille toured Mr. Spireiv's property, then briefed the Mayor and City Manager on the damage. She then went to work. Within 24 hours, Mr. Spireiv had the water pumped from his crawlspace, and power was restored to his home. Grateful for the amazing service, he was even more grateful it was at no cost.

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Working closely with Chuck will be Wayne Wright, Jacobs Regional Operations Manager. Wayne served as a city manager in Georgia for 22 years before moving to the private sector to lead contracted government operations in metro Atlanta for the last 11 years. He will work cooperatively with Chuck overseeing all aspects of Jacobs' services in Dunwoody. Initially, Wayne will be responsible for managing the transition of staff and services and will continue to support the onsite team for the life of the contracts.

Authority and Autonomy of the On-Site Project Manager. Our On-Site Project Manager will have a significant amount of authority and autonomy to operate and lead the project team and will:

- be 100 percent dedicated to the City and will direct the activities of our staff and establish their priorities.
- hold regular staff meetings to review performance metrics and assist front-line staff in addressing any concerns or problems.
- provide direct support for staff, monitor budgets, support recruiting and staffing needs, and monitor division managers' assignments for workload balance.
- work directly with each Department Director and onsite managers to maintain open lines of communication to achieve objectives.

Chuck, Wayne and our On-Site Project Manager will work very closely together to deliver our services, manage staff, and serve as liaisons between the City, the staff, and our local office. Our on-site team will receive regular support from staff that include former city/county managers and city department heads, along with an

extensive in-house training program described elsewhere and wide-ranging reach-back expertise.

Our goal is to serve as an extension of your staff and bring the best value to your customers. Jacobs will interact with the City's representatives with a long-term, successful, open, and transparent

partnership in mind. Communication is critical to our mutual success and is reflected in our proposed

procedures. We encourage day-to-day communication between the City and Jacobs staff, and empower decision-making throughout our organization to provide you with immediate attention and response, enabling you to focus on your priorities. Exhibit 1-13 illustrates our project communications plan, which will

WHEN	WHAT	WHO
Day-to-Day	Meetings & Discussions	» Open exchange of information to ensure transparency and collaboration
Weekly	Weekly Meeting	» City/Jacobs Supervisors and Project Management Teams
Monthly	Monthly Reviews	» Review the previous week events » Discuss future week plans » Document decisions
Quarterly	Quarterly Business Review	» City/Jacobs Project Management Teams
Semi-Annually	Reports	» Progress update and collaboration » Review process performance » Review maintenance performance » Review CIP and impact to operations
Annual	Annual Innovation Workshop	» Review quarterly progress » Discuss future objectives and opportunities for continuous improvement
		» Review and update reports submitted documenting subcontractor's work » Maintain and update SOW
		» Review prior year's accomplishments while establishing new goals and objectives for the following year to ensure continuous improvement » Provide strategic management plan for continued services in the specific service areas

Exhibit 1-13. Project Communication Structure

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be updated during negotiations to include the expectations outlined in our contract, as well as any other preferences you may have.

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, 2020.

Our Phase-In Plan is Collaborative, Caring, and Respectful of Current Staff

Transitioning to a new organization and way of working is an extremely sensitive subject. Current project staff members are valuable assets and important for long-term success. **Our goal is to combine our vast resources with the institutional knowledge and proven service of the current employees to enhance each aspect of service delivery.**

Selecting a new provider can mean the potential for a decrease or interruption in customer service and/or a reduction in employee morale. **Our decades of experience transitioning hundreds of complex operations projects allows us to bring invaluable lessons learned and best practices that mean a seamless transition process.** We deliver high quality and reliability of services, employment opportunities for qualified existing personnel, and greater protection of managed assets through the adoption of superior technologies and management controls.

We have achieved successful transitions of former public-agency employees and those employed by other contract operators, bringing more than 19,500 new employees into our company and recently transitioning 13 projects with 255 employees over the past 36 months.

The greatest risk of any transition plan is the potential impacts related to the incumbent personnel, including the loss of institutional knowledge or a loss of morale due to change. As one of your current partners, we know that you have many good incumbent staff that you would like to keep. In consultation with you, we will attempt to hire incumbent personnel as needed to fulfill our proposed staffing plans and team them with our senior professionals, a full array of relevant tools and techniques, and the inherent flexibility of a scalable Public-Private Partnership (P3) to support your needs and goals. **We structure our staffing and compensation plans so that the City only pays for what matters most—a highly skilled and motivated workforce with minimal turnover. To accomplish this, our compensation plan provides competitive Atlanta-area wage level and fringe benefits, consistent with our experience on other contracts. Our employee fringe benefit rate is one of the best in the industry.**

While we have not had the benefit of knowing the salary of incumbent personnel and have had to estimate a market-rate salary for each employee position, we will make every effort to offer all existing transitioning personnel a salary that is at least equal to their current salary. A secondary consideration will be how the benefit program of the incumbent company compares to ours. Again, our goal will be to make the employees “whole”. **We will honor the tenure of incumbent employees transitioning to Jacobs as it relates to employee benefits including vacation and sick leave accrual rates. We assume that any employees that transition to Jacobs will be paid by their incumbent employer for any unused leave at the time of transition.**

Our proven approach for transitioning current staff with care and respect delivers systems and processes that are fully operational and functioning on the first day of the contract commencement. This is imperative to provide 100 percent compliance and complete protection of the City's assets, while maintaining continuity of operations.

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Immediately after contract execution and Notice-To-Proceed, our Client Services Manager, Chuck Button and our Regional Manager of Operations, Wayne Wright, will begin the transition with a Kick-off Meeting with the City Manager and other key City personnel. Working in concert with the City, we will prepare and present for approval a Transition Plan. The Jacobs Transition Process outline is presented in Exhibit 1-14. Our transition plan is simplified as we will not be using subcontractors for this assignment.

Communication and Coordination. We will establish, as part of its overall transition plan and schedule, protocols for communicating with city management, city contractors for other departments, the incumbent contractor's management for the department in question, "outside" agencies and the group of incumbent employees. We will establish, in conjunction with the City's management, a meeting schedule to report on and discuss issues regarding the progress of the transition.

Over the course of the transition period, we will continue to attend various public meetings held by the City to develop a greater awareness of what is transpiring in the City and will certainly attend all required City Council and Planning Commission meetings.

Exhibit 1-14. Proven Transition Process



Transition Requirements	Jacobs Strategy
Startup and Transition Plan	<ul style="list-style-type: none"> Formalize Startup and Transition Plan following selection Organize integrated support staff with the City as key partner Designate and assign key transition managers Execute phased startup prior to commencement Implement required operation, maintenance, and management (OM&M) process systems Develop and implement functional startup and transition contingency plans and mitigation measures in cooperation with the City Incorporate technology, instrumentation, and data management systems
Transition Staffing Plan	<ul style="list-style-type: none"> Integrate new employees in phased and coordinated manner, resulting in seamless transition and startup at commencement while maintaining uninterrupted operations Interview, orient, train, and communicate with new employees to facilitate training and effective transition Mobilize operations, maintenance, and engineering specialists for staff training and startup assistance
Internal and Client Communications	<ul style="list-style-type: none"> Establish communication and reporting protocols Facilitate communications between City staff and other contractors including the incumbent Initiate project document control systems and tools to facilitate communications and track progress during transition

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The Transition Plan will contain a schedule from the date of the approval of the Plan continuing through to December 31st and beyond. We will be flexible and adapt to the City's transition timing needs and circumstances to provide continuity of operations.

We are proposing to begin formal execution of the Transition Plan immediately upon its approval by the City. In the period of time from the Plan's approval to October 31st, Chuck and Wayne will meet with City leadership and discuss who of the incumbent staff the City wishes to retain. In concert with City leadership, Chuck and Wayne will make initial contacts with the identified incumbent staff and open a dialog with them. Around November 1st, we will execute the sequence of tasks listed in Exhibit 1-15, as modified by the approved Transition Plan. Regional, national, and global experts will support Chuck and Wayne in the areas of human resources, safety, process control, planning, and other needs for a smooth transition and superior long-term results. Note: These timelines provided are fully flexible and will be modified to meet the City's transition schedule.

Exhibit 1-15. Draft Transition Schedule

Timeline	Activity
60 Days Before Commencement	<ul style="list-style-type: none"> Formalize startup and transition plan Organize integrated support staff with the City as key partner Designate and assign key transition managers Develop functional startup and transition contingency plans and mitigation measures in cooperation with the City Begin assessing the City's technology, instrumentation, and data management systems Initiate recruiting process
45 Days Before Commencement	<ul style="list-style-type: none"> Integrate incumbent employees in phased and coordinated manner, ensuring seamless transition and startup at commencement while maintaining uninterrupted operations Interview, orient, and communicate with transitioning employees to facilitate training and effective transition Host introduction workshops Assess and interview potential employees
30 Days Before Commencement	<ul style="list-style-type: none"> Establish communication and reporting protocols Initiate project document control systems and tools to facilitate communications and track progress during transition Initiate administrative functions setup (e.g., vendor setup, local supplier agreements) Make employment offers to new prospective (transitioning) employees and begin orientation Conduct H&S review of facility for safety and security plan
Commencement Date	<ul style="list-style-type: none"> Implement functional startup and transition contingency plans and mitigation measures in cooperation with the City Initiate project training programs for safety and compliance Commence asset inventory followed by condition assessment of the assets
30 Days Post Commencement	<ul style="list-style-type: none"> Conduct check-in with transitioned employees to address any lingering issues related to benefits Update emergency response plan's notification list Evaluate technology, instrumentation, and data management transitions Submit a post transition report to city management

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We will handle the process with the utmost respect and professionalism, using our proven process to seamlessly transition new employees into our company, which has been ranked numerous times by *Fortune* Magazine as one of the best companies to work for. Our processes have been tested and modified over time to provide the smoothest transition possible by effectively communicating with associates and their spouses regarding the Jacobs organization and our comprehensive benefits program.

Staff members we have acquired are uniformly more satisfied with their work environment at Jacobs. Our most recent round of new-employee surveys confirms this historic trend, as shown in Exhibit 1-16.

Our on-boarding process for new employees includes putting each person through a background check and a drug screen.

For any employee positions where an incumbent employee will not transition, our vast network of existing employees and significant recruitment and HR resources mean we are able to bring the best qualified new staff to the assignment. We are continuously networking within professional societies, conferences and the local community to develop relationships with talented individuals. When recruiting personnel from outside the firm, we post positions on various websites and professional organizations.

For each position, we will use the City's job descriptions and minimum qualifications for personnel positions and augment these as necessary. Once we bring someone on board, we work with them to establish an individualized program of continuing education and professional training that will help them remain abreast of the latest practices in the industry, stay current with applicable laws and regulations, and achieve credentials that benefit the City, themselves and our firm.

To mitigate the risk of transitioning and the loss of institutional knowledge, we will create a “zippering plan” to connect our incoming staff members to any incumbent staff members who will not be retained. Our goal is to quickly absorb the tools, techniques and procedures being used by each person to perform their job, the status of their current assignments and where they are storing their files. We will also coordinate with the IT department staff to retain the ability to access the emails of the employees that will be leaving so we can maintain communications regarding ongoing activities.

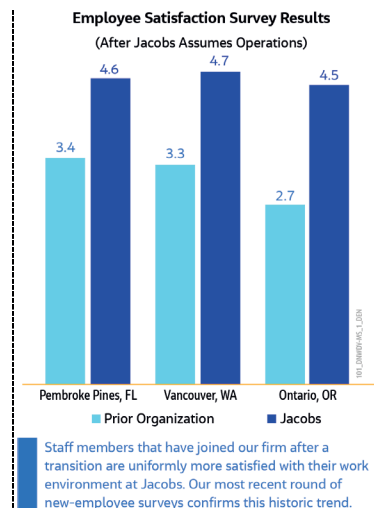
Finally, our extensive city services staff and expertise in the metro Atlanta area provides the greatest level of redundancy available on short notice to the City, should there be unexpected departures of existing staff or a need to ramp up staffing levels for unforeseen circumstances.

Phase-out Plan

The purpose of this plan is to provide guidelines for the successful termination of service between us and the City. Adherence to the plan will ensure that the exit transition is seamless. This plan will be developed during the initial contract period and updated annually. The objective of the Exit Transition Plan is to ensure:

- No deterioration in the quality of service to the City during the transition
- Full cooperation for the efficient and effective transfer of all managed assets to the City of Dunwoody or successor contractor

Exhibit 1-16. Employee Survey Results



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- The City is provided with all appropriate material documentation, books, and records that are relevant to the continued operation and maintenance of the city's assets
- Transition costs are minimized
- A full financial reconciliation of our response pursuant to the terms and conditions of the Service Contract
- All affected employees of Jacobs are kept informed of the Exit Transition process as appropriate
- The exit transition begins when the City provides formal notice to Jacobs that the service contract is to end. For planning purposes, the exit transition period is assumed to be 45 days. An exit transition manager and team (as appropriate) will be appointed by us.

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

- 1 sedan
- 1 set of PPE

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

By selecting Jacobs for one or more departments, the City of Dunwoody will continue to have a trusted partner to work alongside you to strengthen your already successful community, and continue to innovate in ways that add to the city's already high regard for the pillars of Sustainability – Environment, Economy and Equity.

Our Global Sustainability Commitment Statement sets out our intent to integrate sustainability throughout our business by making it part of our culture. Our commitments are to:

- Positively contribute to our global PlanBeyond goals that were developed in consultation with the UN Sustainable Development Goals.
- Foster a culture of sustainability that promotes economic prosperity, environmental benefit and social value.
- Continue a dialogue with all our stakeholders to raise awareness of sustainability and provide feedback on how we can do better.
- Research and develop innovative methods and applications for enhanced sustainability performance.
- Enable knowledge sharing and capacity-building around sustainability across our enterprise and all our projects.
- Be accountable for delivering our strategy through the sustainability governance structure that reports up to our Board

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Sustainable solutions for clients

Together, we craft solutions that affect the way people live. From accelerating the next generation of innovators to the world's first ultra-low emission zone, from helping communities recover to monitoring water quality to protect public health, we solve for better, never losing sight of our responsibility to each other.

Jacobs first launched our Operation & Maintenance (O&M) Sustainability Program in 2009 and have produced outstanding results for our O&M clients as shown in Exhibit 1-17. Producing real impact, the program drives continuous improvement focused on reductions and/or savings in chemicals, energy, fuel, water use, waste minimization, or emissions.

Another key component of our O&M Sustainability Program is to help build and support sustainable communities. As such, we also focus on fostering stewardship activities related to community enhancement projects or environmental benefits such as transitioning to durable goods or local ecosystem restoration.



Exhibit 1-17. Sustainability Successes

We would be happy to work with the City to prepare or update a citywide sustainability masterplan.

Planning and Zoning Services – Specific Scope of Services

1.4.1 General Requirements

Jacobs will comply with the complete scope of services the City provided in the Planning and Zoning section of the RFP.

Jacobs can help you with all aspects of community development, from visioning and concepts, to the technical, operational, and financial elements. We deliver more contracted operations of complete community development departments than any other provider, including an award-winning track record of capability enhancement and innovation.

Supporting our onsite Community Development Department staff is our Advance Planning Group (APG) of approximately 50 staff housed in our offices in midtown Atlanta, that consists of planners, landscape architects, architects, engineers, interior designers, facility planners, real estate and market analysts, and business strategists. **Housed in our local office, you will have access to these thought leaders and integrators providing predesign and design planning services.**

1.4.2 Planning and Zoning Services

Planning and zoning is a collaborative effort—everything we do will engage you and other consultants. We will regularly attend staff meetings to coordinate as necessary and share information on the City's file servers integrating our processes with other departments. Central to this effort will be a focus on customer service, efficiency, and best practices. Based on our experience in assisting other communities, we understand that tracking public inquiries and applications and, more importantly, responding to them in timely and professional fashion is essential to customer service and efficiency.

We understand the day-to-day activity that goes on in a local Planning and Zoning office. We will assist property owners and developers in answering their questions about what they can and cannot do under existing zoning, prepare zoning certification letters, review site plans for zoning compliance and review requests for certificates for use and sign permits.

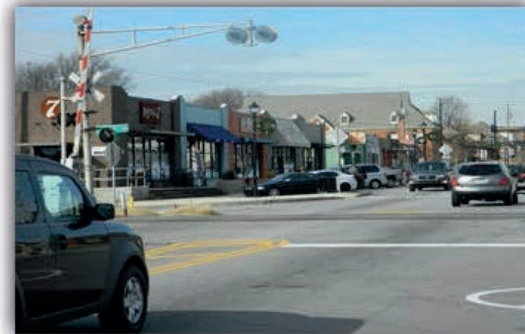
We will assist customers with their applications for special use permits and rezoning requests. We will prepare the staff reports for these applications and help support the public review process. We will support the various boards and commissions and help them organize and conduct their meetings.

Regarding longer-term planning, we are also a recognized resource and leader in the preparation of comprehensive plans, zoning codes, and small area studies. We are known for incorporating sustainable practices and crafting practical local responses to technological changes that are impacting our daily lives. When the City choose to hire outside consultants to prepare studies we will act as the City staff in managing the consultant contracts and support them in preparing for public engagement activities.

City Sign Ordinance. City code enforcement and planning staff will work together to ensure that businesses and property owners take the necessary steps to conform to the City's sign ordinance. Actions include issuing permits for permanent and temporary signs, fee collections, and code enforcement to bring signs into conformance. As with all City codes, we will keep City officials informed and educated about the sign ordinance, which tends to be one of the most contested and debated ordinances within Community Development's scope.

Arborist Services

Our Arborist will coordinate with Project Planners, Building Division Plan Checkers and applicants to provide the following tasks:



We recently administered the development of the initial comprehensive plans for the Cities of Stonecrest and Tucker, above.

- 1) Review information submitted for development proposals through Planning and Building Permit review. Identify any missing or inaccurate information in reports and project plans. Request additional info and/or clarification as needed to provide recommendations.
- 2) Review project plans for compliance with the City's Tree Ordinance
- 3) Visit the subject sites to verify the condition and location of existing trees during the plan review timeframe.
- 4) Provide written comments to the Project Planner and/or Building Division Plan Checker when revisions to reports and/or plans are necessary.
- 5) If protected tree removal is proposed as part of the development project, provide recommendations to staff and the applicant.
- 6) Visits to active job sites where tree protection is mandated through a Conditional Use permit or Building permit to verify tree protection measures are being maintained.
- 7) Supplemental tasks as needed.

Stakeholder Engagement. We will confirm with the City's management and Director of Communications all communication protocols and act in accordance with those protocols at all times. We will advise the City in our regular updates of any upcoming meetings that our staff will be holding or attending with stakeholders and will document all meetings for the record.

We recommend we lead when meetings with stakeholders are technical in nature, such as conducting a meeting with the Atlanta Regional Commission about the status of a project. We assume the City's Communications Department will lead, with our support, when the interactions or communications are more general and involve the public.

Drones and Virtual Reality. We understand that the lay citizen may not be experienced in reading and interpreting plans. To help the citizens and other stakeholders better understand what completed development proposals may look like, we can use drones and virtual reality to assist in visualizing the finished appearance of proposed projects. We use software applications that convert developer's plans into files that allow for virtual reality tours. We have used this technology for other clients and will be able to provide this to you for the more complex projects that draw public interest.

Economic Development. Efficient review practices and practical land planning are critical to the city's economic development efforts. Going beyond simple communication and coordination between the economic development staff and other members in the Community Development Department, we incorporate a willingness to be responsive and adaptive to the needs of businesses that fall in line with city's long-range vision and goals. **Using best practices and our experience assisting other cities, we will assist the city in its ongoing efforts to retain and attract target industries, maintain a strong tax digest, and promote and enhance its economic development assets.**

2.6 Permitting and Inspections

Scope of Services - Bidders shall address each item within the scope of work for all section(s) being proposed

a) A key member of our proposed staff is Chuck Button. Familiar to you on our Public Relations contract, **Chuck will serve as Client Services Manager, delivering the highest level of quality service, corporate commitment, transparency, and accountability.** He will be available to the City 24/7/365. Chuck will also visit with the City on a regular basis to discuss the progress of the work and any issues that need addressing. Chuck will also support our On-site Project Manager.

As a former City/County Manager, Chuck is thoroughly familiar with the customary duties and functions required for the services to be provided as well as applicable laws, ordinances and regulations. Chuck will hit the ground running at the outset of the contract and will stay abreast of any Charter amendments that may occur over the life of the contract. He will meet periodically with our On-Site Project Manager and staff to make sure that they are operating in a manner that is fully compliant with the contract.

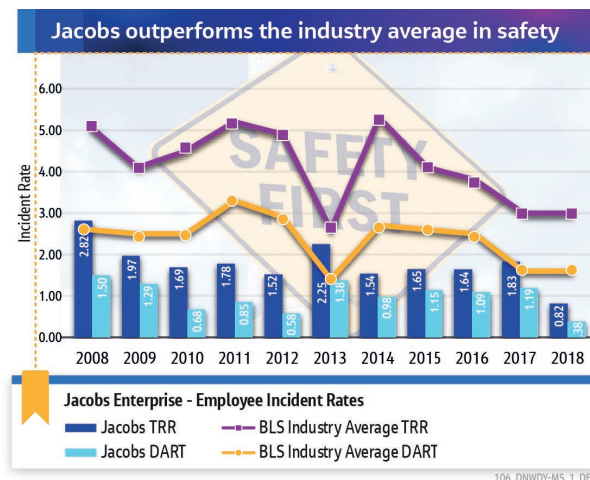
b) The health and safety of our staff, our clients, and the public is our first and foremost concern. **We have a stellar track record in this regard and our insurance providers recognize our lack of claims and reward us with low rates. Our extensive Safety program, "Beyond Zero", provides procedures to achieve zero workplace injuries.** For example, in the last 10 years of operating the City of Johns Creek's Public Works Department, we have experienced only one recordable injury attributable to our services.



BeyondZero® is about keeping our people safe. That means not getting injured, not allowing others to be injured, and not allowing unsafe practices, behaviors, or conditions to exist. It's about creating a culture of caring by actively engaging and involving employees and influencing their beliefs and behaviors.

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We are familiar with federal and state requirements for worker safety, whether for an office environment, on the road, or at a construction site and we will comply with all EPA and OSHA work requirements. We provide staff training appropriate for each employee's role and work environment, including OSHA required training, driver training, and office safety. Training encourages our employees to report any observed safety issues and empowers them to act appropriately and swiftly to minimize risk. Immediately upon joining Jacobs, employees participate in an orientation to our safety program, during which they learn about the policies and procedures outlined in our Accident Prevention Plan (APP). Jacobs has over 100 online safety courses which allows our employees to continue required training without disrupting operations. Jacobs also maintains a library of classroom and practical based safety training programs, some of which are designed to meet specific OSHA regulations. Examples of courses designed to comply with OSHA regulations are: hazard communication, hazardous materials, confined space entry, bloodborne pathogens, lead, benzene, lockout/tagout, working from heights, personal protective equipment, and electrical safety. We also give our employees the option to take a Red Cross sanctioned CPR class including training on the use of an Automatic External Defibrillator.



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Employees who visit construction sites are provided proper safety gear, such as vests, safety glasses, hard-hats, and any required footwear and gloves. Safety will be a regular agenda item for our on-site staff meetings. We will maintain all required Safety Data Sheets on site at the City.

We will review and comment on any emergency preparedness plans the City may have in place. **Our goal will be to provide constructive input from our experiences to identify actions, priorities, responsibilities, and communications procedures for various emergency events, as well as recommend preventive measures.**

Johns Creek's Safety Success

In the last 10 years of operating the City of Johns Creek's Public Works Department, we have experienced only one recordable injury attributable to our services.



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We assign an individual the responsibility to ensure work vehicles are maintained in a safe condition and are equipped with an emergency kit. Employees who visit construction sites are provided proper safety gear, such as vests, safety glasses, hard-hats, and any required footwear and gloves. Safety will be a regular agenda item for our on-site staff meetings.

c) We have the experience of setting up policies and procedures for document retention with the seven city startups we have undertaken. As part of our startup and transition activities, we will submit to the City a plan for document retention that will comply with the Georgia Code and other applicable laws." As a part of this we will review the City's current structure and make suggestions for improvements as warranted.

d) The residents of the City of Dunwoody, their elected officials and municipal staff clearly share a strong commitment to superior public service, an open and participatory form of government, and view that each and every resident, business, organization and visitor to the City be served as a valued customer. Having been your partner for Public Relations services since 2012 has helped us develop a deep understanding of, and appreciation for, Dunwoody and the "sense of place" the City has helped foster.

e) We understand that the City's staff and other contractors will be co-located in the same office suite at City Hall and this arrangement promotes the attitude of working together as one. Jacobs agrees to promote information sharing and collaborative work between all City staff and fellow contractors. We do so by creating a contract-wide atmosphere of openness and teamwork. We share ideas and resources. We regularly broaden our staff's skills so that our workforce can flexibly meet shifting demand in workflows. And we keep costs low by merging the City of Dunwoody management team's expectations into our processes from beginning to end.

We commit to using our staff, at no additional expense, to help other service providers with their peak workloads to the extent that our staff can accommodate that help without jeopardizing their ability to perform their jobs.

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f) We will do this every month and/or at your discretion. We both report accomplishments using lagging indicators (indicators of past performance) and take advantage of data using analytical routines to report significant trends (leading indicators) and take proactive steps to achieve metrics.

In addition, Chuck Button will participate with City management in structured quality verification activities that include quarterly reviews of our activities and an annual vision, alignment, and expectation workshop to strengthen and evolve the partnership.

g) The cornerstone of our approach is recruiting, selecting, training and retaining well-qualified, experienced professional staff who take pride in maintaining the character and standards of the City. As a large company, we are always in the marketplace looking for new employees. Our employee retention

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rate is better than the industry average indicating that our employees enjoy working at Jacobs and tend to stay.

We have been in existence for more than 70 years and periodically update and revise our compensation and benefit policies and programs to fit the times and remain competitive in the markets where we operate. As a large company, we have the benefit of having in-house experts available to manage the review and implementation of the programs and policies.

Our compensation program is market-based and intended to help with talent acquisition and retention. We offer a competitive and comprehensive compensation plan, paid time off for vacations, sick leave, holidays and certain other events, medical, dental and vision insurance, 401K savings plans with employer match, life and disability insurance, incentives, career development, and a challenging and rewarding work environment.

Our employee reviews examine past performance while also considering new opportunities. Career development includes annual training, in-house training, tuition, and continuing education. As such, our program strives to make pay decisions that are equitable externally and internally, provide a market-based context for making those pay decisions, and assist in identifying potential career paths and opportunities.

We provide an annual incentive program, Team Cash, for associates based upon project performance in the following areas: financial, safety, compliance, client satisfaction and innovation. Projects are evaluated and scored annually with project team bonuses based upon the rating achieved.

As soon as we are notified of selection, and prior to commencing the transition period, our transition team leaders will identify the incumbent workforce the City wishes to retain and will make them a job offer. Recognizing that incumbent providers transitioning out of their contract may have a few key employees that the incumbent would like to retain, we will make an enhanced effort to hire those employees if the City wants to keep them.

Our experience is that typically, most existing staff will transition to Jacobs as they are members of the community and typically enjoy their work. Should they not be available for any reason however, Jacobs will have qualified staff identified in advance so that we have a full complement of our staffing needs on day one.

h) Jacobs will not reassign staff without first obtaining the approval of the City. Typically, the only time this issue arises is when Jacobs or our employee recognizes an opportunity for career advancement. In those instances, we will make sure there's succession plan in place that meets the city's expectation before making a change.

i) As experienced service providers to governmental agencies, we can help you navigate the ever-changing regulatory environment. **For example, we have been tracking the Georgia Legislature regarding legislation that could affect local building codes.** We review regulations being developed by cities related to 5G small cell towers and electric scooters. We also monitor the effects of evolving demographics and generational issues, such as aging-in-place and attracting the Millennial generation. Our participation in professional organizations enhances our awareness of trends and laws.

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We recently updated the City of Johns Creek's ordinances to address Small Cell Technology. We reviewed Ordinances from other jurisdictions, attended Georgia Municipal Association training on current practices, met with small cell providers from Verizon, AT&T, T-Mobile, Mobilitie, and American Tower, and consulted with industry experts who reside in the City. We were also asked to speak at a recent industry conference as an expert in 5G ordinances and local regulations.

We also worked with legal counsel to review and abide by the ruling from the Federal Communications Commission (FCC) that went into effect October 15, 2018.

j) Jacobs experience in working for and with Federal, State and regional agencies gives us

relationships and insights that will assist the City in increasing the amount of funding from various grant programs. Jacobs works directly for several US government agencies, such as FEMA, NASA, DOD and others + Georgia agencies such as the DOT and the ARC. Jacobs was recently selected by the Georgia DOT to assist and manage local governments under the Local Administered Project Program. One of our employees recently worked for the Georgia Department of Environmental Finance.

"I would like to commend all who have been involved at the city who worked on this ordinance and ROW agreement. I have been part of several work sessions relating to new or needed revisions for small cell ordinances and this is one of the best I have seen to date. From reading this, you all have come a long way to account for the needs of the residents, the City, and incorporated almost all of the FCC regulations in terms of fees, time frames, etc."

— Matthew Hartley, Verizon Wireless

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Working with City leadership, we will leverage our experience and relationships to make sure that the City is submitting compelling and competitive applications for various grant programs. Our expertise will carry through to make sure that the City administers the grants according the agreements, passes requirements through to contractors and provides the documentation necessary to the grantor to confirm compliance.

k) Jacobs vast experience in providing municipal services to cities like Dunwoody

has given us broad experience with commonly used software and IT networks and devices. Further, Jacobs, through the recent acquisition of KeyW, has become a major provider of cyber-security services to all levels of government.

Over the last 13 years in Johns Creek, the Public Works Department in Johns Creek, staffed by Jacobs has received over \$175M in grants and funding. Staff writes, reviews and applies for grants through a number of federal and state agencies including ARC, GDOT, NPS, and GDNR. These grants focus on maintenance and operations of existing roads, traffic signals, sidewalks and trails; as well as a focus on new multi-modal trails throughout the City. In March 2020, Johns Creek was awarded \$3M from Georgia Outdoor Stewardship for a new greenway trail along the Chattahoochee River at the new 200 acre Cauley Creek Park in the Northeast corner of Johns Creek.

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Jacobs enjoys a strong working relationship with the City's current IT service provider, InterDev, as we work with them, or have worked with them, in several other cities in the Atlanta-metro. We commit to have a similarly strong working relationship in Dunwoody with them or whomever the City selects to be its IT provider going forward.

We have reviewed the City's list of software provided in the RFP and can attest that we have familiarity with most of the software listed, either through our use of the same software at one of our municipal clients or through our staff's personal experience. We will provide any necessary training needed to make sure that we have at least one person in each department with the skills needed to operate and maintain the IT system and software in concert with the City's IT staff. Our on-site staff will be supported by Jacobs back office experts located in the Atlanta-metro as needed.

l) A key aspect of our overall employee benefit program, and one critical to making sure employees are given every opportunity to succeed, is our extensive employee training and continuing education program. We help our employees plan for a long-term career in public administration, which helps the City by resulting in less turnover, increased morale and lower costs.

Our training will focus on continual improvement in customer satisfaction and service delivery (e.g., timeliness, completeness, consistency, thoroughness, and responsiveness).

Our ongoing programs encompass ethics, health and safety (H&S), operations/technical and administrative procedures, quality management, certification, and other courses designed to improve skills. Our focus on our employees and their careers has led us to be consistently ranked highly in employee satisfaction by Fortune Magazine and other industry publications.



We conduct a training-needs assessment for each employee, which is then compared to the identified skills required to perform a job. We customize training programs to fit specific needs and offer a variety of standard training courses. Competency grows through a combination of a tailored learning curriculum and on-the-job training with senior technicians.

m) We will provide the City with an annual training report each January, documenting the past year's training results and providing a schedule for the upcoming training year. Jacobs will send our employees to attend training at state and national conferences to keep up with what is current in their field, and specialized training relating to their specific job.

n) Our Efficient Operations Result in One of the Lowest Overhead Rates in the Industry. Personnel costs are the predominant cost for any service organization, including local governments. Therefore, we have invested in building efficiency throughout Jacobs, including centralizing and automating back-office and support functions, using standard operating procedures (SOPs), and performing rigorous quality control. We closely monitor staff utilization rates to keep non-billable hours, which contribute to overhead, down to a practical minimum.

Cost Control System Used to Track Expenses and Labor. We use a project cost control tool called Integrated Project Controls System (IPCS) to manage and forecast costs. IPCS offers rigorous control of earned value, forecasting, risk (contingency) management, and change control which benefits the City project by providing early identification of efficiencies and issues.

Business Process Diagrams Establish Baseline and Identify Potential Efficiencies and Cost Savings.

We will prepare business process diagrams for departmental activities by interviewing staff performing the required work. The processes will be mapped and organized by each key staff position. We will map the major workflows and critical timelines for completion. We will work with the communications staff to understand common citizen and business complaints and/or conduct customer satisfaction surveys. We will compare our metrics to those of similar communities. We will develop checklists and automation tools. **We will evaluate major cost items and the most time-consuming tasks and seek ways of reducing them that benefit the City.**

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A business process diagram reflects the individuals/groups involved in working together to implement a workflow or 'business process' and the activity steps each takes to accomplish an end goal. The business process diagram also reflects decision points that result in "Yes" and "No" pathways of action and supporting technology used by staff to support process implementation. **Documenting an existing business process 1) standardizes how staff work together; 2) clarifies roles and responsibilities and communication among staff; and 3) identifies that the right data is being collected and efficiently and effectively managed.**

SOPs serve as a detailed guideline for accurate and efficient task performance. We will write the SOPs, train by them, and refine them in the continual pursuit of improved operations. SOPs provide detailed "how to" for specific tasks, provide the material to train employees, and serve as a refresher for infrequent tasks.

Management and staff can use these diagrams to determine if improvements can be made. These diagrams are also useful training tools for new staff or for reference for staff who do not use a process regularly. We recently did this for City of Johns Creek, where City Management raved about how useful the business process diagrams were for identifying improvements and training.

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To support the City's proven record of high-quality services, we will bring fresh ideas, preserve what is working well, and continually evaluate trends and innovative solutions.

***o)* Work with City Officials Toward Continuous Improvement.** At no additional cost to the City, we propose establishing a Continuous Improvement Committee (CIC) to explore and identify innovative solutions for increasing service and product quality, increasing workflow efficiency, and reducing costs. **CIC's promote information sharing, asking 'what if' questions, and demonstrates best-practice tools and techniques from methodologies proven in private industry.**

Depending on the nature of the concept, the CIC will draw from a cross-section of talent (on-site staff, corporate resources, outside experts) as appropriate. The CIC leader (On-site Project Manager) will arrange meetings between our key staff and interested City representatives. The CIC would be called together annually or as needed.

Prior to each meeting, our Onsite Project Manager will strategize with the City's management team to identify areas where new approaches would be beneficial. The members of the CIC will then explore and propose potential Innovation and improvements. We will research ideas that seem appropriate and feasible and concepts will be presented to the City for consideration. While some concepts will result in no-cost process improvements, for larger initiatives, at the City's request, we will develop detailed proposals containing scope, schedule and cost information for the City's review, consideration, and decision.

p) We will maintain and account for all information, equipment, and property, which the City provides for use over the course of the contract. We appoint a Property Custodian to ensure that equipment under our supervision is properly located, secured, tagged, photographed, and entered into the appropriate equipment database. Depending on the department/ scope, and where appropriate, the Custodians review operations with staff, and ensure the necessary maintenance manuals are easily accessible. If agreeable to the City, we will work with City to develop a depreciation schedule and/or develop a replacement schedule and budget.

q) We will assign an individual the responsibility to ensure work vehicles are maintained in a safe condition and are equipped with an emergency kit.

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- r) Once selected, we will prepare and provide to the City a detailed Motor Vehicle Use and Safety Policy for the use of the vehicles supplied by Jacobs. This policy will enumerate the protections afforded to the City.
- s) We will obtain the approval of the City for the vehicles Jacobs will bring to the City and we will brand the vehicles according to City policies.
- t) We have read the RFP and received clarifying answers to our questions during the procurement process. Given our project understanding, experience and approaches described herein, we can commit to the City that we will provide the services and equipment necessary to operate as a true partner to the City and meet or exceed the level of service expected by the City.

We view this contract as a valuable opportunity to continue our long-standing partnership. In that spirit, we will not be seeking every opportunity to “nickel and dime” the City. **During our eight years of providing public relations services for the City, we have never initiated a change order.** We have provided value-add services that have included many special projects and responded positively to the occasional city requested change orders. We will do the same on this contract.

- u) CommunicateOur staff will communicate with the Mayor, City Council or media only when authorized to do so. On a day-to-day basis our staff and our On-Site Project Manager will be reporting to the respective department head. We will engage with the community and other consultants as warranted in the conduct of daily business and as pre-approved by the respective department head. We will attend periodic staff meetings to coordinate as necessary and share information on the city’s file servers.
- v) **Our municipal employees take pride in their cities and the community will never be able to tell which employee is a “city employee” and which is a contractor.** Our staff will operate during normal business hours as established by the City and at times outside of those hours as may be necessary to meet level of service expectations and key performance indicators, such as being available at meetings of the Mayor and City Council and special events. We will document our hours expended and provide this information to the City.
- w) Jacobs understands and acknowledges this requirement and will comply.
- x) All full-time staff provided under this contract will enjoy the same fringe benefits available to all U.S. Jacobs employees + the additional Dunwoody paid holidays. Full-time staff will also be paid during inclement weather closures in concert with the City.
- y) Jacobs is committed to providing a work environment in which employees feel that they are a valued member of the organization, are treated fairly, and are given recognition for their contribution to the company’s success. We also aim to provide an environment that fosters good working relationships. Equal employment opportunity (EEO) training is part of our standard training that all Jacobs employees receive. Jacobs is committed to ensuring that all employees enjoy EEO. This means that employees are treated fairly and equally when employment decisions are made, and that unlawful discrimination and harassment does not take place. Jacobs employees located at the workplace of a Jacobs client, whether full-time or on an intermittent basis, are also obliged to comply with Equal Employment Opportunity and Workplace Harassment policies implemented by that client.
- z) Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. During normal business hours our Onsite Project Manager will be at City Hall and immediately available to respond to any issues that arise and will also be available 24/7/365. Backing up the Onsite Project Manager, your Client Services Manager, Chuck Button, will also be available 24/7/365. As has been his practice, he will regularly check in with the City’s management team, ensuring our services are delivered on time and on budget and to your satisfaction. **Chuck is deeply**

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committed to the City's success. He can be at your offices in less than 20 minutes from our Midtown Atlanta office. During Chuck's check-ins with City Management, he will discuss the course of business and any needs that may arise. Chuck will take any actions necessary to help our team assure that the City is satisfied with our services.

aa) All of our City related communications will be done using City stationary, mail and email addresses.

bb) Jacobs will provide updated reports when requested by the City. Jacobs' contract with the City of Johns Creek is a local example of a contract that uses performance measures to determine either a bonus or penalty. Johns Creek Public Works KPI's include Plan and Permit Reviews, Citizen Response, Prioritizing work Orders, Community Education/Involvement, and Project delivery (on time, on schedule, on budget). Passing these KPI's varies depending on the indicator from 95% to 99% completed within the given metric.

cc) We have been providing contracted operations for nearly 40 years with a proven track record of client satisfaction, successful performance, and reduced costs. Our success is rooted in a continuous improvement process implemented by our project managers and supported by our regional technical resources. **We will implement management systems to provide compliance, consistency, and safety for our clients and staff.**

Through our decades of work on similar assignments, we have evolved a proven set of project management tools to monitor progress toward completion of assignments against an approved schedule, changes in the scope of work, actual cost versus budgeted cost, and development of key performance indicators. As we learn more about the specifics of the assignment, we will continue to refine our plan in collaboration with the City. The Strategic Management Plan (SMP) will be drafted after completion of contract negotiations, during the startup/transition period and presented to the City immediately after our Notice-To-Proceed (NTP). The SMP will be a living document over the life of the contract and will address:

- Staffing plan
- Ethics policy
- Safety procedures
- Vehicle policies
- Communication protocols and contact information
- Responsibility/authority matrix for clear lines of accountability and decision making
- Develop key performance indicators as a part of QA/QC assurance plan
- Data management (access and security, and document retention requirements)
- Reporting requirements and procedures
- Startup and closeout procedures
- Risk management related to the various functions, such as succession planning

dd) As noted in our previous communications, Chuck Button will be meeting regularly with City management. These meetings will serve as opportunities to confirm the scope of services. Should the City determine that additional, out-of-scope work needs to be performed, Chuck will meet and discuss needs. Our On-Site Project Manager will then assess with the departmental team managers the tasks being requested to determine the hours needed and the type of individual(s) who can perform the tasks. He/she will then price the work using the existing rates in the contract. For smaller assignments, our On-Site Project Manager will meet with the City and finalize the value of the change. For larger assignments, he/she will review the change with Chuck and Wayne. After developing a scope of work and fee proposal, the proposal will be presented to the Department Head and/or the City Manager for review and processing.

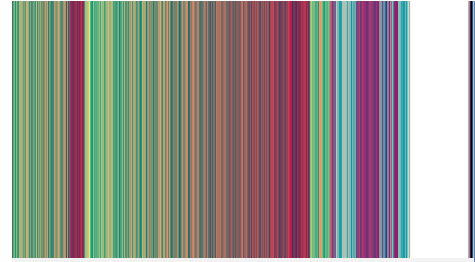
ee) We will designate an employee to be responsible for the proper filing and storage of all records.

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Describe your firm's approach and methodology to ensure delivery of high-quality services

Jacobs offers the City of Dunwoody (City) the value of our experience, stability, local support resources, and experienced staff to expand upon our long-standing partnership with you in supporting an honest, efficient, responsive, and customer-friendly government operation.

We can help you get where you want to be, guide you on the potential impacts of rapidly evolving technologies, and bring you the senior leadership, depth of knowledge and proven practices to help the City achieve its goals. We will act in a manner to earn the title of your Trusted Advisor and treat everyone with respect.



Jacobs offers the City of Dunwoody innovative solutions for superior service delivery, the very best internal and external customer service, the deepest bench of local talent and resources, and unparalleled experience for delivering best practices.

Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. The full-time onsite leader for Jacobs will be the “Project Manager.” This will be a senior leader of one of the service areas awarded to Jacobs. The individual selected will, of course, depend on which service areas are awarded to Jacobs. This key position will serve two important functions in addition to his or her service area role: to lead the Jacobs team in Dunwoody, and to serve as Jacobs on-site connection with the department heads and city manager.

Having four former city/county managers and several former department heads on staff is a major part of the reason why Jacobs has a deep understanding of what makes the City tick and where you want to go. This experience will help us define and achieve success for you. We offer you the broadest and deepest range of skills in the metro Atlanta area, whenever you need. We can tap into integrated capabilities across our organization – in city management, planning and zoning, economic development, water resources, transportation, energy, environment, and buildings, including smart city technology.

“Hiring Jacobs was the biggest, most consequential, and undoubtedly the best foundational decision we made.”

— Tucker Mayor, Frank Auman
discussing the startup of his new city

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Innovative Solutions for Superior Service Delivery.

We provide thoughtful solutions to technical issues that save time and money. We respond quickly to unplanned events, such as major storms. We make your challenges our own, and help you derive the very best results from your investment in us. **We consistently achieve established metrics for customer service and efficiency, as documented in our performance reports.**

“Centennial prides itself on being innovative and doing business differently, which includes innovative partnerships that not only benefit individuals and businesses, but also our community and the environment. The partnership the City has with Jacobs has led to the implementation of effective and efficient programs that benefit the citizens of Centennial.”

— Centennial Mayor, Stephanie Piko

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Our work developing Smart City Solutions with other city partners has saved citizens and businesses time and money and improved safety. One recent example – we implemented a pilot project placing ultrasonic sensors on five bridges to measure the height of rivers/streams for the City of Johns Creek. The technology alerts key staff with text messages and emails when rivers/streams reach predetermined levels to alert the community to likely flooding.

Delivering Superior Internal and External Customer Service

We strive to ensure that citizens and customers of the City have a good experience and are well-served by friendly, helpful staff who can resolve issues quickly.

Our goal is that everyone is taken care of by being a one-stop-shop for accurate information and processes. We do this by recruiting, hiring, and training an efficient, caring, and compassionate staff.

Our work helped the City of Peachtree Corners, right, earn high marks in customer satisfaction in Community



Development services in surveys conducted in 2016 by the Carl Vinson Institute of Government. The purpose of the survey was to determine the level of customer satisfaction with the business licensing and permitting functions, as well as identify any areas of customer concerns to improve service. Results showed that 94 to 97% of those surveyed in both building permitting and business licensing responded favorably in their respective categories. Dr. John Barner of the Institute noted that in the decades since he has been involved in customer satisfaction surveys, he has never experienced such a high percentage of survey responses nor such a high favorable percentage rating of customer satisfaction.

115_DUNWOOD-MS_1_DEN

Upon commencement of services, we conduct a series of on-site customer service workshops with all employees to ensure our operations deliver a consistent customer experience. **The workshops are taught by our Malcolm Baldrige National Quality Award-winning instructors, who each bring more than twenty years of industry experience.**

One indication of the quality of our systems implementation and consistent deployment was the winning of the Malcolm Baldrige National Quality Award for our O&M projects—Jacobs is the only company in our industry that has won this award. The award process included a week-long audit by a team of third-party auditors who visited approximately 30 of our projects unannounced to confirm systems implementation.

After the initial workshops, our customer service specialists will spend several days on-site, studying existing customer service protocols and looking for opportunities for enhancements. We continue to conduct the customer service workshops with all employees regularly throughout the duration of the contract to ensure customer service levels remain strong.

Our customer service approach focuses on three areas:

- 1) High-performance work culture: An engaged workforce provides amazing customer service. We promote a culture of highly motivated teams.
- 2) Efficient systems and procedures: work-flow mapping, where inefficiency is driven out of our systems and procedures, ensures each customer experience is resolved efficiently and consistently.
- 3) Meaningful customer interactions: Proper training leads to meaningful, constructive interactions with customers in both face-to-face and remote engagements.

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Address Performance Issues. We will quickly respond to and resolve any situation where on-site staff are having difficulty meeting or exceeding established performance metrics. Our on-site project manager will meet with the employee(s) to direct corrective actions. If necessary, he will initiate disciplinary actions as well. Corrective actions may include reviewing the workflow diagrams to see if there is something in the process that could be improved to address the causal factors for substandard performance, sending the employee(s) to additional training (perhaps related to software use), or in consultation with the City's other corrective measures, as necessary. Our industry leading renewal rate is an indicator of high client satisfaction which proves that we consistently meet our clients' expectations and quickly address any service issues.

If it is a prioritization issue, we first look at ways to accomplish the need within the existing contract, such as revamping or rearranging other tasks and/or reassigning staff accomplish the goal. If this is not possible, then we discuss a detailed scope of work that would meet the needs of the City.

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

Please see our response under n) on page 74.

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

Our track record of responsiveness over the course of our long-standing relationship with the City demonstrates our commitment to you. The full-time onsite leader for Jacobs will be the "Project Manager." This will be a senior leader of one of the service areas awarded to Jacobs. The individual selected will, of course, depend on which service areas are awarded to Jacobs. This key position will serve two important functions in addition to his or her service area role: to lead the Jacobs team in Dunwoody, and to serve as Jacobs on-site connection with the department heads and city manager.

Your Client Services Manager, Chuck Button, will serve as the City's off-site single point of contact, available 24/7/365. As has been his practice, he will regularly check in with the City's management team, ensuring our services are delivered on time and on budget and to your satisfaction. **Chuck is deeply committed to the City's success. He can be at your offices in less than 20 minutes from our Midtown Atlanta office.** During Chuck's check-ins with City Management, he will discuss the course of business and any needs that may arise. Chuck will take any actions necessary to help our team assure that the City is satisfied with our services.

Effective Communication in Action

Jacobs has been serving the City of Tucker since 2016. At the time, the new city government was fielding more and more calls from people needing help with problems with county services or local utility.



We recommended, and Tucker adopted, a position known as the Citizen Responder, a staff member who advocates for the resident with a high water bill or the business owner who's battling persistent internet outages.

We quickly discovered the best person for the new Citizen Responder role was Camille Taylor. Camille came to us with a proven track record of helping people from her time in Code Enforcement and 911 operations. More importantly, she was passionate about it.

In Camille's second week on the job, she got the chance to put that passion to work.

After a series of water main breaks during a particularly hot May, one break caused flooding and structural damage along busy Lavista Road. While much of the attention was focused on alleviating traffic, there were other problems for residents. Water had flooded homeowner Dmitri Spireiv's front and backyard, but worse, water had accumulated in his crawlspace, shorting out his HVAC unit, and causing the power company to turn off his electricity for his own safety.

Camille toured Mr. Spireiv's property, then briefed the Mayor and City Manager on the damage. She then went to work. Within 24 hours, Mr. Spireiv had the water pumped from his crawlspace, and power was restored to his home. Grateful for the amazing service, he was even more grateful it was at no cost.

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Working closely with Chuck will be Wayne Wright, Jacobs Regional Operations Manager. Wayne served as a city manager in Georgia for 22 years before moving to the private sector to lead contracted government operations in metro Atlanta for the last 11 years. He will work cooperatively with Chuck overseeing all aspects of Jacobs' services in Dunwoody. Initially, Wayne will be responsible for managing the transition of staff and services and will continue to support the onsite team for the life of the contracts.

Authority and Autonomy of the On-Site Project Manager. Our On-Site Project Manager will have a significant amount of authority and autonomy to operate and lead the project team and will:

- be 100 percent dedicated to the City and will direct the activities of our staff and establish their priorities.
- hold regular staff meetings to review performance metrics and assist front-line staff in addressing any concerns or problems.
- provide direct support for staff, monitor budgets, support recruiting and staffing needs, and monitor division managers' assignments for workload balance.
- work directly with each Department Director and onsite managers to maintain open lines of communication to achieve objectives.

Chuck, Wayne and our On-Site Project Manager will work very closely together to deliver our services, manage staff, and serve as liaisons between the City, the staff, and our local office. Our on-site team will receive regular support from staff that include former city/county managers and city department heads,

along with an extensive in-house training program described elsewhere and wide-ranging reach-back expertise.

Our goal is to serve as an extension of your staff and bring the best value to your customers. Jacobs will interact with the City's representatives with a long-term, successful, open, and transparent

partnership in mind. Communication is critical to our mutual success and is reflected in our proposed

procedures. We encourage day-to-day communication between the City and Jacobs staff, and empower decision-making throughout our organization to provide you with immediate attention and response, enabling you to focus on your priorities. Exhibit 1-18 illustrates our project communications plan, which will

WHEN	WHAT	WHO
Day-to-Day	Meetings & Discussions	» Open exchange of information to ensure transparency and collaboration
Weekly	Weekly Meeting	» Review the previous week events » Discuss future week plans » Document decisions
Monthly	Monthly Reviews	» Progress update and collaboration » Review process performance » Review maintenance performance » Review CIP and impact to operations
Quarterly	Quarterly Business Review	» Review quarterly progress » Discuss future objectives and opportunities for continuous improvement
Semi-Annually	Reports	» Review and update reports submitted documenting subcontractor's work » Maintain and update SOW
Annual	Annual Innovation Workshop	» Review prior year's accomplishments while establishing new goals and objectives for the following year to ensure continuous improvement » Provide strategic management plan for continued services in the specific service areas

Exhibit 1-18. Project Communication Structure

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be updated during negotiations to include the expectations outlined in our contract, as well as any other preferences you may have.

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, 2020.

Our Phase-In Plan is Collaborative, Caring, and Respectful of Current Staff

Transitioning to a new organization and way of working is an extremely sensitive subject. Current project staff members are valuable assets and important for long-term success. **Our goal is to combine our vast resources with the institutional knowledge and proven service of the current employees to enhance each aspect of service delivery.**

Selecting a new provider can mean the potential for a decrease or interruption in customer service and/or a reduction in employee morale. **Our decades of experience transitioning hundreds of complex operations projects allows us to bring invaluable lessons learned and best practices that mean a seamless transition process.** We deliver high quality and reliability of services, employment opportunities for qualified existing personnel, and greater protection of managed assets through the adoption of superior technologies and management controls.

We have achieved successful transitions of former public-agency employees and those employed by other contract operators, bringing more than 19,500 new employees into our company and recently transitioning 13 projects with 255 employees over the past 36 months.

The greatest risk of any transition plan is the potential impacts related to the incumbent personnel, including the loss of institutional knowledge or a loss of morale due to change. As one of your current partners, we know that you have many good incumbent staff that you would like to keep. In consultation with you, we will attempt to hire incumbent personnel as needed to fulfill our proposed staffing plans and team them with our senior professionals, a full array of relevant tools and techniques, and the inherent flexibility of a scalable Public-Private Partnership (P3) to support your needs and goals. **We structure our staffing and compensation plans so that the City only pays for what matters most—a highly skilled and motivated workforce with minimal turnover. To accomplish this, our compensation plan provides competitive Atlanta-area wage level and fringe benefits, consistent with our experience on other contracts. Our employee fringe benefit rate is one of the best in the industry.**

While we have not had the benefit of knowing the salary of incumbent personnel and have had to estimate a market-rate salary for each employee position, we will make every effort to offer all existing transitioning personnel a salary that is at least equal to their current salary. A secondary consideration will be how the benefit program of the incumbent company compares to ours. Again, our goal will be to make the employees “whole”. **We will honor the tenure of incumbent employees transitioning to Jacobs as it relates to employee benefits including vacation and sick leave accrual rates. We assume that any employees that transition to Jacobs will be paid by their incumbent employer for any unused leave at the time of transition.**

Our proven approach for transitioning current staff with care and respect delivers systems and processes that are fully operational and functioning on the first day of the contract commencement. This is imperative to provide 100 percent compliance and complete protection of the City's assets, while maintaining continuity of operations.

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Immediately after contract execution and Notice-To-Proceed, our Client Services Manager, Chuck Button and our Regional Manager of Operations, Wayne Wright, will begin the transition with a Kick-off Meeting with the City Manager and other key City personnel. Working in concert with the City, we will prepare and present for approval a Transition Plan. The Jacobs Transition Process outline is presented in Exhibit 1-19. Our transition plan is simplified as we will not be using subcontractors for this assignment.

Communication and Coordination. We will establish, as part of its overall transition plan and schedule, protocols for communicating with city management, city contractors for other departments, the incumbent contractor's management for the department in question, "outside" agencies and the group of incumbent employees. We will establish, in conjunction with the City's management, a meeting schedule to report on and discuss issues regarding the progress of the transition.

Over the course of the transition period, we will continue to attend various public meetings held by the City to develop a greater awareness of what is transpiring in the City and will certainly attend all required City Council and Planning Commission meetings.

Exhibit 1-19. Proven Transition Process



Transition Requirements	Jacobs Strategy
Startup and Transition Plan	<ul style="list-style-type: none"> Formalize Startup and Transition Plan following selection Organize integrated support staff with the City as key partner Designate and assign key transition managers Execute phased startup prior to commencement Implement required operation, maintenance, and management (OM&M) process systems Develop and implement functional startup and transition contingency plans and mitigation measures in cooperation with the City Incorporate technology, instrumentation, and data management systems
Transition Staffing Plan	<ul style="list-style-type: none"> Integrate new employees in phased and coordinated manner, resulting in seamless transition and startup at commencement while maintaining uninterrupted operations Interview, orient, train, and communicate with new employees to facilitate training and effective transition Mobilize operations, maintenance, and engineering specialists for staff training and startup assistance
Internal and Client Communications	<ul style="list-style-type: none"> Establish communication and reporting protocols Facilitate communications between City staff and other contractors including the incumbent Initiate project document control systems and tools to facilitate communications and track progress during transition

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The Transition Plan will contain a schedule from the date of the approval of the Plan continuing through to December 31st and beyond. We will be flexible and adapt to the City's transition timing needs and circumstances to provide continuity of operations.

We are proposing to begin formal execution of the Transition Plan immediately upon its approval by the City. In the period of time from the Plan's approval to October 31st, Chuck and Wayne will meet with City leadership and discuss who of the incumbent staff the City wishes to retain. In concert with City leadership, Chuck and Wayne will make initial contacts with the identified incumbent staff and open a dialog with them. Around November 1st, we will execute the sequence of tasks listed in Exhibit 1-20, as modified by the approved Transition Plan. Regional, national, and global experts will support Chuck and Wayne in the areas of human resources, safety, process control, planning, and other needs for a smooth transition and superior long-term results. Note: These timelines provided are fully flexible and will be modified to meet the City's transition schedule.

Exhibit 1-20. Draft Transition Schedule

Timeline	Activity
60 Days Before Commencement	<ul style="list-style-type: none"> Formalize startup and transition plan Organize integrated support staff with the City as key partner Designate and assign key transition managers Develop functional startup and transition contingency plans and mitigation measures in cooperation with the City Begin assessing the City's technology, instrumentation, and data management systems Initiate recruiting process
45 Days Before Commencement	<ul style="list-style-type: none"> Integrate incumbent employees in phased and coordinated manner, ensuring seamless transition and startup at commencement while maintaining uninterrupted operations Interview, orient, and communicate with transitioning employees to facilitate training and effective transition Host introduction workshops Assess and interview potential employees
30 Days Before Commencement	<ul style="list-style-type: none"> Establish communication and reporting protocols Initiate project document control systems and tools to facilitate communications and track progress during transition Initiate administrative functions setup (e.g., vendor setup, local supplier agreements) Make employment offers to new prospective (transitioning) employees and begin orientation Conduct H&S review of facility for safety and security plan
Commencement Date	<ul style="list-style-type: none"> Implement functional startup and transition contingency plans and mitigation measures in cooperation with the City Initiate project training programs for safety and compliance Commence asset inventory followed by condition assessment of the assets
30 Days Post Commencement	<ul style="list-style-type: none"> Conduct check-in with transitioned employees to address any lingering issues related to benefits Update emergency response plan's notification list Evaluate technology, instrumentation, and data management transitions Submit a post transition report to city management

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We will handle the process with the utmost respect and professionalism, using our proven process to seamlessly transition new employees into our company, which has been ranked numerous times by *Fortune* Magazine as one of the best companies to work for. Our processes have been tested and modified over time to provide the smoothest transition possible by effectively communicating with associates and their spouses regarding the Jacobs organization and our comprehensive benefits program.

Staff members we have acquired are uniformly more satisfied with their work environment at Jacobs. Our most recent round of new-employee surveys confirms this historic trend, as shown in Exhibit 1-21.

Our on-boarding process for new employees includes putting each person through a background check and a drug screen.

For any employee positions where an incumbent employee will not transition, our vast network of existing employees and significant recruitment and HR resources mean we are able to bring the best qualified new staff to the assignment. We are continuously networking within professional societies, conferences and the local community to develop relationships with talented individuals. When recruiting personnel from outside the firm, we post positions on various websites and professional organizations.

For each position, we will use the City's job descriptions and minimum qualifications for personnel positions and augment these as necessary. Once we bring someone on board, we work with them to establish an individualized program of continuing education and professional training that will help them remain abreast of the latest practices in the industry, stay current with applicable laws and regulations, and achieve credentials that benefit the City, themselves and our firm.

To mitigate the risk of transitioning and the loss of institutional knowledge, we will create a “zippering plan” to connect our incoming staff members to any incumbent staff members who will not be retained. Our goal is to quickly absorb the tools, techniques and procedures being used by each person to perform their job, the status of their current assignments and where they are storing their files. We will also coordinate with the IT department staff to retain the ability to access the emails of the employees that will be leaving so we can maintain communications regarding ongoing activities.

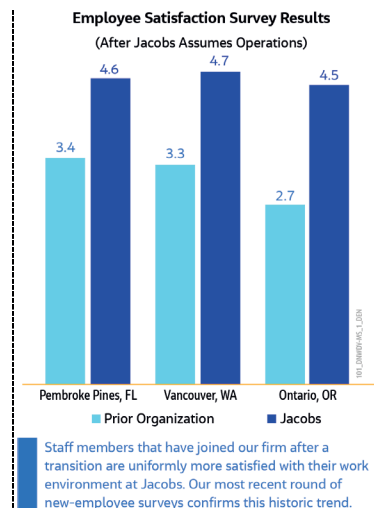
Finally, our extensive city services staff and expertise in the metro Atlanta area provides the greatest level of redundancy available on short notice to the City, should there be unexpected departures of existing staff or a need to ramp up staffing levels for unforeseen circumstances.

Phase-out Plan

The purpose of this plan is to provide guidelines for the successful termination of service between us and the City. Adherence to the plan will ensure that the exit transition is seamless. This plan will be developed during the initial contract period and updated annually. The objective of the Exit Transition Plan is to ensure:

- No deterioration in the quality of service to the City during the transition
- Full cooperation for the efficient and effective transfer of all managed assets to the City of Dunwoody or successor contractor

Exhibit 1-21. Employee Survey Results



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- The City is provided with all appropriate material documentation, books, and records that are relevant to the continued operation and maintenance of the city's assets
- Transition costs are minimized
- A full financial reconciliation of our response pursuant to the terms and conditions of the Service Contract
- All affected employees of Jacobs are kept informed of the Exit Transition process as appropriate
- The exit transition begins when the City provides formal notice to Jacobs that the service contract is to end. For planning purposes, the exit transition period is assumed to be 45 days. An exit transition manager and team (as appropriate) will be appointed by us.

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

- | | | |
|----------------|-----------------|-----------------|
| ▪ 5 tablets | ▪ 3 sedans | ▪ 4 sets of PPE |
| ▪ 5 cellphones | ▪ 1 light truck | |

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

By selecting Jacobs for one or more departments, the City of Dunwoody will continue to have a trusted partner to work alongside you to strengthen your already successful community, and continue to innovate in ways that add to the city's already high regard for the pillars of Sustainability – Environment, Economy and Equity.

Our Global Sustainability Commitment Statement sets out our intent to integrate sustainability throughout our business by making it part of our culture. Our commitments are to:

- Positively contribute to our global PlanBeyond goals that were developed in consultation with the UN Sustainable Development Goals.
- Foster a culture of sustainability that promotes economic prosperity, environmental benefit and social value.
- Continue a dialogue with all our stakeholders to raise awareness of sustainability and provide feedback on how we can do better.
- Research and develop innovative methods and applications for enhanced sustainability performance.
- Enable knowledge sharing and capacity-building around sustainability across our enterprise and all our projects.
- Be accountable for delivering our strategy through the sustainability governance structure that reports up to our Board

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Sustainable solutions for clients

Together, we craft solutions that affect the way people live. From accelerating the next generation of innovators to the world's first ultra-low emission zone, from helping communities recover to monitoring water quality to protect public health, we solve for better, never losing sight of our responsibility to each other.

Jacobs first launched our Operation & Maintenance (O&M) Sustainability Program in 2009 and have produced outstanding results for our O&M clients as shown in Exhibit 1-22. Producing real impact, the program drives continuous improvement focused on reductions and/or savings in chemicals, energy, fuel, water use, waste minimization, or emissions.

Another key component of our O&M Sustainability Program is to help build and support sustainable communities. As such, we also focus on fostering stewardship activities related to community enhancement projects or environmental benefits such as transitioning to durable goods or local ecosystem restoration.

We would be happy to work with the City to prepare or update a citywide sustainability masterplan.

Permitting and Inspection Services – Specific Scope of Services

1.6.1 General Requirements

Jacobs will comply with the complete scope of services the City provided in the Permitting and Inspection section of the RFP.

1.6.2 Building Permitting and Inspection

Technical Approach Achieves Efficiencies and Savings While Minimizing Risk

Our current experience in delivering very similar services for other similar cities makes us confident that we have the knowledge and understanding to be fully responsive to the City's scope of services. In this section, we describe our recommendations and approaches to achieving the outcomes desired by the City.

Jacobs has provided permitting and inspection services to client cities during good times and bad. Our experience in Bonita Springs, Florida, provides an example of how we have been able to be responsive to the level of development activity to the benefit of the City while



Exhibit 1-22. Sustainability Successes



We have been using EnerGov™ in the City of Bonita Springs, Florida, where we operate the Department of Community Development. EnerGov™ is a great tool to enhance customer service and drive efficiency.

providing responsive service to the development community. Jacobs has managed building inspection and permitting for Bonita Springs, Florida since 2008. When we formed our partnership, new construction in this community was at a near standstill, and our service agreement was based on building permit fee revenue. As the local and regional economy began growing again, and the pace of construction picked up, it was apparent the inspection and permitting fee structure needed a change. Our client wanted to maintain a high level of service response and efficiency and avoid fee hikes while still benefiting from growing revenue. Jacobs conducted a thorough cost analysis, and worked with the City to price infrastructure and support resources including offices and permit technicians. Jacobs provided the City with a range of monthly inspections and the number of inspectors necessary to balance the ISO rating with the most efficient service. Also, Jacobs included a price per inspector within the contract. This price includes all necessary tools and equipment for each position. This scalable fixed-fee approach allows for substantial fluctuation in demand for inspections, and enables Jacobs to add or reduce staff, without undue administrative action by the City. By establishing a fixed-fee approach for permitting, Jacobs and Bonita Springs have developed an equitable approach that generates positive revenue for the City and enables flexible and customizable services.

Customer-Friendly Service

Developers and builders universally agree they would rather be certain of what they can do—or cannot do—in order to plan and budget accordingly. Towards this end, we will prepare information that clearly explains the City's building codes, and permit policies and procedures and place the information on the City's website. Our permit intake technician will review and discuss the permit process face-to-face with property owners and contractors, discuss requirements that would influence project design, and identify potential approaches for having their applications approved.

On-site staff members routinely answer questions at the public city hall counters and over the telephone. Many of these questions are from prospective applicants contemplating some form of development and are interested in permit requirements. For relatively minor projects, this type of counter or telephone assistance is often sufficient, especially since our staff is well-versed in answering a wide range of topics and related requirements. For more complex permit applications, including new home construction or additions, we often propose that the applicant join staff for pre-application meetings to clarify requirements and detail the process, including timelines.

Developers of multi-unit and large commercial projects are best served by organizing a meeting with the proponent and appropriate City staff from different technical areas. The purpose of these meetings is to ensure a comprehensive discussion of the various elements of a project.

Ensuring Complete Applications. We will prepare and place Application Checklists on the City's website and at the permit counter. These are vital tools for conveying what constitutes a complete application at the time of intake and for helping citizens and builders understand the process. The checklist indicates what must be submitted for a given application type, such as a residential building permit, a proposed subdivision, or a commercial site plan or design review. Our intake checklist will also identify the information that staff members need for conclusive review. The specific items will vary based on the type of permit. At submittal, a staff member familiar with the particular type of application verifies whether each required item is present. When all items are identified, the application can be accepted as complete and routed for staff review. If items are missing, these are highlighted on the checklist, explained, and the application is not accepted. Instead, the application is returned to the applicant so that they can provide the missing items.

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When complete applications are received, permit staff members collect applicable permit and review fees, appropriate technical and schedule information is entered into the City's finance and project tracking software, and hardcopy or electronic plans are distributed to City reviewers for prompt processing. Perform Building Inspections to Code. We will provide qualified building inspectors to perform building inspections in compliance with the International Building Code and the Property Maintenance Code.

Coordinating with Other Contractors. As a community development provider, we understand the need and procedures for coordination with other contractors. In this case, we understand that we will be coordinating with other departmental contractors. In all cases we will treat the other companies and their employees with respect and act as willing partners.

Our work helped the City of Peachtree Corners, right, earn high marks in customer satisfaction in Community



Development services in surveys conducted in 2016 by the Carl Vinson Institute of Government. The purpose of the survey was to determine the level of customer satisfaction with the business licensing and permitting functions, as well as identify any areas of customer concerns to improve service. Results showed that 94 to 97% of those surveyed in both building permitting and business licensing responded favorably in their respective categories. Dr. John Barner of the Institute noted that in the decades since he has been involved in customer satisfaction surveys, he has never experienced such a high percentage of survey responses nor such a high favorable percentage rating of customer satisfaction.

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We are neutral when helping our client cities determine which is the best software to accommodate their workload and budget. We are therefore currently using several different software packages in our client cities where we are providing community development services. For example, using EnerGov™ software for our City of Bonita Springs, Florida client has allowed us to accept electronic plan submissions for building permits. We will work with City leadership and the incumbent software provider to continue to operate or add the following services:

Customer Self-Service Portal. Online permitting portal for customers accessing real-time permitting and inspection updates, including:

- Invoice Reports
- Single and Multiple Inspection Requests by Permit
- Credit Card Payments and Application Submittal
- Electronic Plan Review

Permitting and Inspections. Manage the permitting process from application submittal, fee payment, review, issuance, inspection, and certificate of compliance/completion, including the following:

- Adjustable Fees based on ICC Valuation Group / Type, and Square Footage
- Customized Permit Workflows for each Permit Type and Work Class (e.g., Residential Single-Family vs Residential Remodel)
- Geographic Information System (GIS) Field Mapping by Parcel Number
 - Custom GIS data (e.g., Flood Zones, Future Land use)
 - Property Appraiser Ownership and Parcel Data

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- GIS-based required Plan Review automation (e.g., Flood Zone Review)
- GIS-based Inspector assignment using pre-defined Inspections Zones by Trade and Inspector Qualifications (e.g., Residential Electrical, Commercial Mechanical)
- Customizable Holds with the ability to prevent the Permit and/or Inspection from being issued, inspected or finalized
- Customizable Conditions which must be satisfied before Permit Issuance
- Customizable Inspection Types and Checklists
- Inspections Interface for Inspectors to efficiently administer their daily workload and results inspections across all permits

Permitting and Inspection Customizations include:

- Custom Automated Email Notifications
 - Zoning Review Denial
 - Ready for Issuance
 - Inspection Result Comments
 - Receipt of Final Documents (e.g., Elevation Certification, Recycling, etc.)
- Impact Fee Reduction Tracking for Credits, Waivers, Change of Use, Deferrals, and Exemptions
- Automated Certificate of Compliance/Completion Reports

Professional Licensing. Manage Contractor's Licensing and the associated expiration dates for their County or State License, Workman's Compensation, and Liability Insurance. If either of these dates expire, a hold is automatically placed on the Contractor and any subsequent Permits are placed on hold. Scan available databases for expired licenses and send an email to the Contractor.

Cashiering. Provide a full range of cashiering functions for core business modules (e.g., Permitting, Inspections, Planning), including the following:

- Fixed, Adjustable and Percentage-based Fee Setup
- User-driven payment options
- User-driven General Ledger (GL) account codes
- Partial and Full payments
- Voids and Refunds
- Pay multiple invoices at once
- View Payment History by Billing Contact

Cashiering Customizations include:

- Custom recalculating Permit Fees based on changes in Square Footage
- Custom tax-based Surcharge Fees (e.g., 1.5% Surcharge on Permit Fees to required State Agencies)
- Dummy GL account codes for Fee Waiver tracking

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Reporting. Provides comprehensive reporting environment for individual records (e.g., Permits, Inspections, etc.) and combined records across all record types. Reports use data-driven Stored Procedures for SQL Server or traditional table joins in Crystal Reports.

Reporting Customizations include:

- Automated Report delivery to City Council and State Agencies at specific intervals: daily/monthly
- Impact Fee Reduction Reporting for Credits, Waivers, Change of Use, Deferrals, and Exemptions
- Census Bureau C404 Report
- Dynamic Inspection Card Reports based on Permit Type and Work Class
- Inspection Count Summary by Address for all Inspectors
- Inspection Tickets show additional Inspections at each job site as well as the Inspection History

1.6.3 Code Compliance

Code Compliance Officers are essentially City ambassadors, interacting daily with the public at the front desk and out in the field. **As such, we provide special customer service training, helping staff project a customer satisfaction work ethic that is unfailingly courteous and positive. This training helps staff and City leaders reinforce to residents and businesses alike that you care.**

We will create a Code Enforcement Plan at the outset of the contract and annually thereafter. The Plan will include goals, objectives, and metrics linked to performance for implementation over the coming year, all aligned with the City Council's vision for the community. We will map the major workflows and their critical timelines for completion. We will also work with the communications staff to understand common citizen and business complaints.

Code Compliance Work Program. While our day-to-day code compliance staff will be responding to complaints as a part of their regular job duties, we will periodically bring in additional personnel to participate in proactive programs, such as "apartment sweeps". The specific programs will be identified, once a set of priorities for the function is agreed upon with City leaders.

Our approach is to encourage code compliance through education rather than enforcement. More often than not, the public simply lacks the proper knowledge to comply. We will prepare a public education campaign to educate and generate greater awareness of the property maintenance requirements and what to expect from the City. With prior agreement of the City, the campaign may include a period where the contracted staff will issue information and warnings before returning to regularly citing property owners.

In all situations, Code Enforcement staff members will respectfully and professionally make the violating property owner aware of the issue. In those instances when education and voluntary compliance requests are unsuccessful, staff will draw upon the information we have rigorously gathered to issue a citation. **In**

Benefits of Effective Code Enforcements

- Preserves the integrity of our community
- Protects the value of our homes
- Encourages a sense of community and neighborhood pride
- Promotes a stable population
- Lowers crime rates
- Provides safer, more attractive communities
- Promotes a sustainable community
- Supports economic development and job growth
- Reduces the opportunity for pest, vermin, and unsanitary conditions

instances when multiple citations are issued, staff members will be trained to issue them in the proper legal sequence prior to commencing any prosecution process.

Enforcement activity must be visible outside of normal business hours, as some violators will simply shift illegal activities to evenings or weekends. We will arrange schedules, so staff routinely work weekends and evenings as part of their routine. Officers will rotate five-day work schedules to include either a Saturday or Sunday, so that at least one weekend day is worked for a full shift each week. In addition, officers will stagger their start times to provide evening coverage a minimum of two evenings each week.

1.6.4 Fire Services

Jacobs will provide reviews for any new or renovated structure pertaining to fire safety. We will provide fire plan reviews and inspections on all commercial construction, new buildings, renovations, tenant changes (business license), all new and renovated sprinkler systems, fire alarms and mechanical hood suppression systems. This will also include ADA review and inspections.

1.6.5 Business License

Jacobs will support the expedient processing of business license applications by checking the zoning and tax records for the property and conducting an on-site review.

The staff will process new and renewal Business License applications in a timely manner, consistent with industry standards. Staff will confirm that all required documents are received; and the appropriate fee is entered into the system. Some of the required forms include a completed application, E-Verify affidavit, and proof of gross receipts. Additionally, staff will verify the parcel is appropriately zoned for the business use. Also, staff will process payments daily for Occupational Tax Certificates along with other types of taxes. The timeframe for this Business License process is usually two to ten days, with consideration for heavy volume at the due date.

2.3.1.3

Qualifications and Experience
of Firm and Staff



Section 2.3.1.3 Qualifications and Experience of Firm and Staff

2.3.1.3.1 Qualifications of Firm

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.

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

Jacobs has more staff that have “walked a mile in your shoes” than any other firm. Our City Services Group leadership includes four current or former city/county managers, three current or former Directors of Public Works, and three current or former Directors of Community Development who will offer their advice to our On-Site Program Manager. This means that we have the experience to help Dunwoody with a broad range of issues that may go beyond any individual department or group of departments that we may operate for the City. We will help you anticipate potential challenges and as well as deal with the unexpected ones.

Other areas of industry leadership include:

- Safety (one of the lowest incident rates)
- Ethics (voted as one of the Most Ethical Companies 8 years running)
- Employee retention (one of Fortune's top 100 Best Employers)
- Customer satisfaction (greater than 97 percent contract renewal rate as reported by Public Works Financing)
- Environmental compliance (99.98 percent compliance over 20 years)

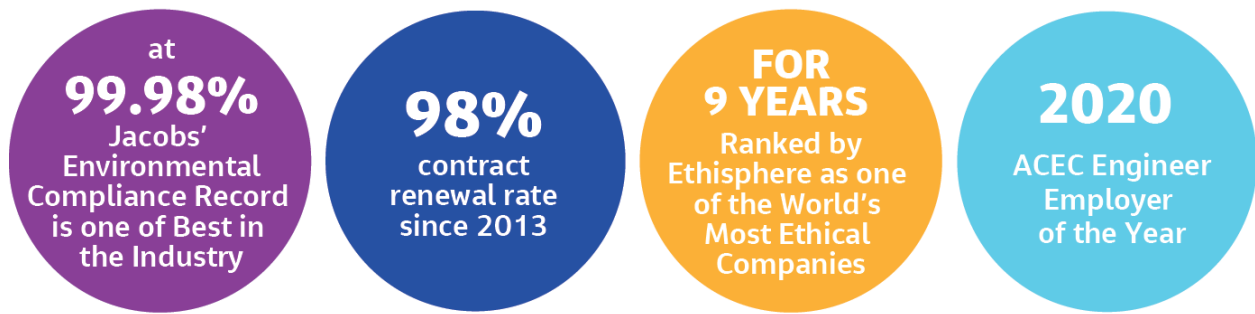
Impactful Projects, Community Involvement Earns Jacobs Georgia 2020 Engineering Employer of the Year

Nominated by the Gwinnett County Chamber of Commerce to the Georgia Society of Professional Engineers, our Georgia operation has been named the **Georgia 2020 Engineering Employer of the Year for:**



1. The positive impact of our projects to the state of Georgia and the enhancement of the engineering industry in Transportation Planning and Design, Water Planning and Design, and Operations and Maintenance (O&M)/ Program Management/Construction Management, Advanced Planning, as well as our significant community involvement efforts.
2. Our support of professional education, professional organizations, and professional development opportunities for employees, including our S&T Communities of Practice, tuition support, access to Jacobs' Corporate Learning and Talent Management, Jacobs Employee Networks, JacobsGO! program, as well as active participation in professional organizations, Jacobs leadership programs, and Jacobs mentoring programs.
3. Our efforts to inspire young people to pursue careers in engineering, including participating and supporting Introduce a Girl to Engineering Day at Kennesaw State University, GA Institute of Technology Career Fairs and STEM programs, The Toolbox by Atlanta Public Schools, participation with and support of numerous STEM programs/fairs, Jacobs Kids Activity Day, the WTS Annual Scholarship Luncheon Committee, our intern program,

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We are a publicly-traded, full service global professional services company delivering solutions for a more connected, sustainable world. We are a workforce of more than 55,000, providing a full spectrum of services including design, engineering, consulting, project development and finance, program management, construction management, and operations and maintenance services. We are proud to be this year's Most Admired Company in the Engineering/ Construction category as ranked by Fortune Magazine.

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

Unparalleled Experience for Delivering Best Practices. We are an industry leader in operations and maintenance services, including unmatched experience providing the full complement of non-emergency municipal services. We are one of the largest providers of outsourced operations in the United States with 200 clients. Our Georgia clients include:

- City of Johns Creek
- City of Peachtree Corners
- City of Tucker
- City of Stonecrest
- City of South Fulton
- City of Roswell
- City of Dunwoody
- City of Vienna
- City of Swainsboro
- City of Waynesboro
- Bear Creek Reservoir
- Atlanta Airport Terminal Corporation
- City of Americus

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.

The proposer, CH2M HILL Engineers, Inc. (as a wholly-owned subsidiary of Jacobs Engineering Group, Inc.), forms part of an organization that is comprised of approximately 450 operating companies and affiliates employing over 55,000 individuals with revenue of approximately \$13B. Jacobs maintains a philosophy of working with clients, contractors, vendors and others to resolve disputes, whenever possible, without resorting to litigation. From time to time and in the ordinary course of its business, Jacobs may have been subject to claims, disputes, arbitrations, and other legal proceedings. The number of such instances is minimal; especially considering the nature of work and the size of the company. Jacobs considers its claims and related negotiations or resulting settlements to be confidential to the company and its clients. While the outcome of pending disputes is difficult to predict, senior management and General Counsel believe that no pending dispute, claim, arbitration or lawsuit will result in a material adverse impact on the company's consolidated financial statements or its ability to perform its obligations under any contract.

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

Deepest Bench of Local Talent and Resources Available for the Most Responsive Service. We have had offices in the metro Atlanta area for more than 60 years and employ more than 950 Georgia-based employees. Of those, approximately 300 provide day-to-day operational support and contracted operations of various city departments and functions contracted for Georgia cities and major facilities. **If backup is ever needed for any reason, we have resources already in Atlanta and available on short notice.** Our City Services Group provides:

- City Management
- Administrative and Accounting Support
- Public Works
- Capital Program Management
- Stormwater Management
- Traffic Operations
- Planning and Zoning
- Economic Development
- Building Permitting and Inspections
- Code Enforcement
- Solid Waste Management
- IT and GIS Services

We have included a table in the Appendix that represents Jacobs employees in the metro Atlanta area that can be available in case of an emergency or operation support.

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.

Proposer CH2M HILL Engineers, Inc. is a wholly-owned subsidiary of Jacobs and does not have audited financial statements. However, audited financial statements for Jacobs can be found by at:

<http://invest.jacobs.com/investors/Jacobs-Filings/default.aspx>.

A listing of physical offices manned by at least one full-time individual on January 1, 2020 in the Atlanta MSA. The list should include street address, purpose of the business, and summary of the staff at that facility.

Jacobs street address	Purpose of the business	Summary of staff
10 Tenth Street Atlanta, GA 30309	South Region Headquarters providing a full range of services	Approximately 600 staff

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A listing of ongoing similar contracts to this RFP that were in effect on January 1, 2020 in the Atlanta MSA. The list should include the contracting entity, area of contractual services (e.g. City of Dunwoody) purpose of the contract, and summary of its operations.

Customer Name	Contracting Entity	City	Facility Type	Services
City of Brookhaven, GA	JEG	Brookhaven	Parks & Rec	Parks, Bond, Program Management
City of Chamblee, GA	CHE	Chamblee	Public Relations	Call Center Services
City of Dunwoody, GA	JEG	Dunwoody	Public Relations	Communications
City of Johns Creek, GA	CHE	Johns Creek	Parks & Rec; Public Works, Streets & Roads Maintenance	Public Works & Traffic Management
City of Milton, GA	CHE	Milton	Parks & Rec	Parks, Bond Land Acquisition Assistance
City of Peachtree Corners, GA	CHE	Peachtree Corners	Planning & Zoning, Building Permitting and Inspections, Code Compliance, Public Works, Finance & Administration, Communications	Operations Services
City of Roswell, GA	JEG	Roswell	Municipal Court Support	Operations Services
City of South Fulton, GA	CHE	South Fulton	Public Works; Streets & Roads Maintenance; Traffic Services	Operations Services
City of Stonecrest, GA	CHE	Stonecrest	Finance & Administration, Parks and Recreation, Planning & Zoning, Building Permitting & Inspections, Code Compliance, Capital Program Management, Communications.	Operations Services
City of Tucker, GA	CHE	Tucker	Finance & Administration, Planning & Zoning, Building Permitting & Inspections, Code Compliance, Communications, Capital Program Management	Operations Services

JEG – Jacobs Engineering Group | CHE – CH2M HILL Engineers, Inc.

2.3.1.3.2 Qualifications of Staff

Bidders shall provide answers to the following:

Describe the staffing methodology and include the approach taken to fill staff positions during times of vacancy such as vacation, sickness, FMLA, or attrition.

Jacobs' general approach is to hire experienced staff who know their jobs and are happy with their work and careers. A lot of effort goes into building and maintaining employee morale through both routine and "spot" bonuses, outside activities for associates, and periodic celebrations over lunch or other off-duty hours. We tend to pay a bit more than other employers, but these efforts enable our clients to reap the benefit of our employees' discretionary effort, both in productivity and in excellent customer service.

Regarding absences and vacancies, Jacobs takes responsibility to meet timelines, targets, and workloads despite the normal movement of staff. For most planned, short term absences for vacation or training, it is possible to prepare in advance so that the ongoing workload is covered during the absence. We also emphasize cross training throughout our operations with the goal of having more than one person capable of performing each job. That way, unexpected absences can be handled in the short term. For certain key roles, including building inspection and code enforcement, Jacobs maintains extra staff in metro Atlanta as "floaters" to immediately fill in any vacancy that occurs in one of our operations.

For longer term absences in positions for which we do not have a floater, Jacobs will use other local staff to keep workload current. We have appended a list of our local city operations employees as an example of the support available to our clients in metro Atlanta. In some rare cases, when local resources were insufficient, Jacobs has hired temporary employees or even other operations firms at our expense to keep our clients' work going without pause, as we did for Dunwoody when our communications staff transitioned a few years ago.

When an associate leaves a location, we work quickly to fill the vacancy. Jacobs' recruiting team knows the type of work we do for cities and uses Georgia and national local government professional associations for promoting our vacancies. We will, of course, deploy all the short-term options mentioned above, but the goal is to fill the position as quickly as possible so that operations will be minimally disrupted.

Describe Contractor's and any proposed staff's qualifications and experience with the delivery of municipal services; particularly those described for this project.

Please see key personnel resumes for each proposed department following this section.

Provide resumes or professional profiles of key personnel (Directors and Managers) already identified that the Contractor would likely assign to this project.

Please see key personnel resumes for each proposed department following this section.

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.

Effective training and certification are one of Jacobs' most important service offerings, directly affecting our people's performance quality and skill mix, morale, and long-term potential and growth. The Jacobs team comprises of highly qualified and experienced personnel supported by a deep pool of local, regional, and national resources.

A critical management function is to ensure that all staff receive proper training, and develop their skillsets over time. Our ongoing programs encompass ethics, health and safety (H&S), operations/ technical and administrative procedures, quality management, certification, and other courses designed to improve skills. Our

focus on our employees and their careers has led us to be consistently ranked highly in employee satisfaction by Fortune Magazine and other industry publications.

Jacobs conducts a training-needs assessment for each employee, which is then compared to the identified skills required to perform a job. We customize training programs to fit specific needs, and offer a variety of standard training courses. Technical staff skills are assessed individually, and a custom training curriculum is compiled based on each individual's assessed base skills and job description. Competency grows through a combination of a tailored learning curriculum and on-the-job training with senior technicians.

At Jacobs, we train to retain. Retention of newly-learned skills requires applied training materials customized to the participant's work environment, coupled with post class assignments, all designed to help the participant apply what they have learned at the point of work. To encourage success, coaches are assigned to make sure the participants understand and can successfully apply what they have learned, enabling them to work safely and effectively.

Effective training and certification is one of Jacobs' most important service offerings since it directly impacts the quality and skill mix of our people, their morale, and long-term potential and growth. When employees see their company making an investment in their future, it yields a more committed staff who will go the extra mile to ensure the success of our clients and our firm.

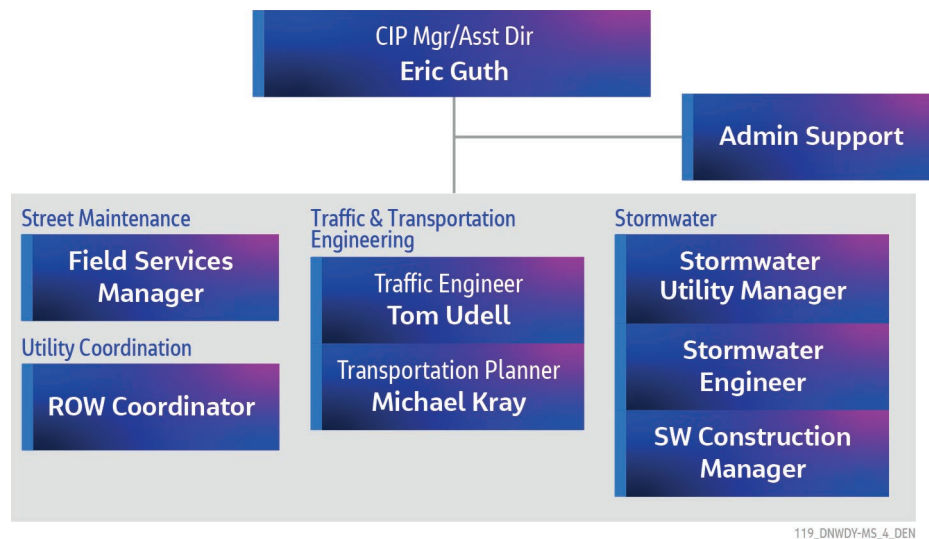
The City expects Bidders responding to this RFP to provide the City with a high-level organizational chart, which should depict how the Bidder's organization intends to staff the various departments they are proposing. If a Bidder is, submitting proposals for more than one (1) service area then the Bidder must provide an organizational chart for each department they are submitting. The organizational chart should include on-site, subcontracted, and Contractor-provided (back office) service positions.

Organization. Our organizational charts are provided by department and directly reflect a responsive and efficient staffing as requested by the City. Organizational control is simplified by the fact that we will self-perform all work on this assignment and not need to use any subcontractors.

One of the distinguishing features of Jacobs is the extensive network of diverse technical resources that we bring to support our projects. The breadth and depth of our resources and knowledge simply cannot be matched by others. Please see the following proposed organization charts by department.

Public Works

The Public Works staffing plan provides sufficient full-time staff to perform the scope plus the ability to access the diverse resources that Jacobs employs in the Atlanta area and throughout the country. The team is led by the Capital Improvements Manager who also serves as the Assistant Director to fill in when the Director is out. Our plan provides an administrative professional to support the Director and the department, as well a full time Transportation Planner and full time Field Services Manager to oversee construction and maintenance activities. The stormwater team includes a full time Manager, a full time Stormwater Engineer, and a full time Construction Manager. The Public Works team will be supplemented by a part time Traffic Engineer and part time ROW Coordinator to coordinate utility access to the City's rights-of-way.



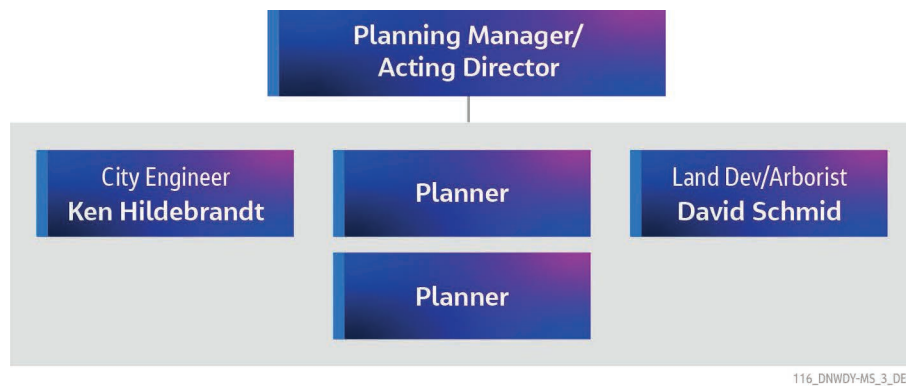
Finance and Administration

Jacobs' proposed staffing plan for Finance and Administration provides administrative support to the City's leadership and the accounting expertise needed to issue payments to vendors, receive and process revenue, produce required reporting, and properly control expenditures. This includes a full time Executive Assistant to the Office of the City Manager, two full time positions to support the office of the City Clerk, and a full-time receptionist to answer the phone and greet visitors to City Hall. The team will be led by a full time Finance Manager (CPA), supported by Jacobs' Senior Financial Advisor, Robert Porche, who will assist and advise the team as needed. We propose two accountant roles plus a technician for revenue and license intake, as well as a professional budget analyst/purchasing support position and a full-time risk manager



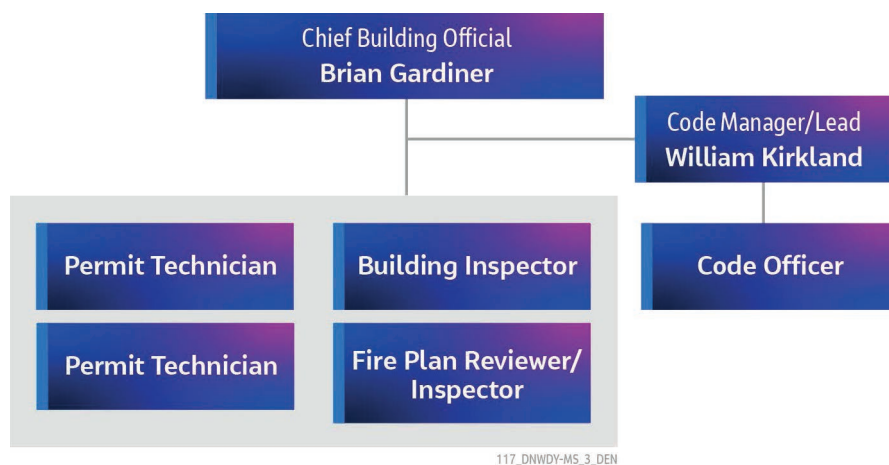
Planning and Zoning

Our staffing plan for Planning and Zoning includes a Planning Manager responsible for leading the team and drafting reports and recommendations for proposed rezonings and developments, and two planning professionals to provide customer service and process applications for rezonings, variances, signage, SLUPs, and new development. These full-time employees will be supported by a part time Land Development/Arborist and a part time City Engineer who will review development plans and perform inspections and evaluations as needed



Permitting and Inspection

The Building and Permitting staffing plan is based on the development environment that existed prior to the pandemic-related closures of offices and businesses. To meet the rapid growth that Dunwoody has been experiencing, we propose a staff of five full time professionals to handle building permitting and in-house plan review, plus two full time code officers. The team will be led by the Chief Building Official, who will be supported by two certified building inspectors, one of whom will be qualified for fire plan review. We also propose two full time permit technicians to achieve and maintain a high level of customer service. The two code officers, one of whom will be designated as Lead Officer, will respond to code complaints as well as proactively identify violations and contact property owners to make the needed corrections.



EDUCATION/QUALIFICATIONS

B.S., Civil Engineering, University of South Florida, December 1989

B.S., Geology, University of Florida, December 1985

REGISTRATIONS/ CERTIFICATIONS

Professional Engineer: Colorado (No. No. 29827), April 1994

MEMBERSHIPS AND AFFILIATIONS

Member of American Society of Civil Engineers (ASCE)

Member of American Public Works Association (APWA)

Past member of Solid Waste Association of North America (SWANA)

Past member of Washington State Recycling Association (WSRA)

Past member of Greater Spokane Incorporated – Transportation, Infrastructure and Energy Policy Committee

OTHER

- Total years experience: 30

Eric P. Guth, P.E.

ASSISTANT PUBLIC WORKS DIRECTOR

Eric brings the diverse experience of an operations and maintenance (O&M) visionary, public works director, and project manager with a consistent track record of delivering optimal results for his clients. A senior leader with proven organizational, analytical, and consensus-building skills, Eric develops high-performing, cost-effective, results-based organizations that deliver added value to the citizens and businesses they serve.

His practical experience working in demanding public and private environments is complemented by his collaborative, communicative approach and his ability to manage change and guide organizations toward achieving their mission, vision, and goals.

Relevant Project Experience

Public Works Subject Matter Expert, Jacobs, Municipalities Near Atlanta, GA, March 2020 –Present. Works closely with the governments of Tucker, Stonecrest, and Dunwoody, Georgia, to advise and assist in transitioning their public works operations from county to City operations, increase efficiency, and operate cost effectively. Continues to support South Fulton, advising the City on projects and improvement initiatives.

Senior Project Manager, Jacobs, Atlanta, GA, October 2018 –March 2020. Project manager responsible for standing up a P3 contract in 3 weeks to transition County services to the City. Hired 35 personnel, implemented a safety culture, acquired facilities and equipment, trained employees, and implemented SOPs and operational plans. Public works O&M services transitioned to the City included: traffic operations, transportation planning, field services, capital project management, stormwater permit compliance, solid waste coordination, and right-of-way permit and inspection services. Developed a leadership team and instituted a positive collaborative culture to improve project delivery and enhance team morale and cohesiveness. Provided strategic planning and innovative solutions to deliver superior public works operations. Implemented a performance-based contract requiring key performance indicators (KPIs), and electronic asset management/work order system used to track maintenance and capital expenditures.

Interim Assistant City Engineer, Strategic Government Resources, City of Lubbock, TX, February 2018 – October 2018. Provided consultation to the City to reorganize the Development Services Department. Worked with Engineering staff in streamlining existing processes and implementing new policies and procedures to increase efficiency and responsiveness.

Assistant City Manager – Public Services, City of Winter Garden, FL, June 2017 – November 2017. Provided leadership in managing the City's \$19 million departmental budget and \$22 million capital infrastructure improvement program budget. Led the 85-person Public Services Department engaged in providing O&M and asset management services to the community, including transportation, water, wastewater, stormwater, solid waste, environmental services, cemetery, and engineering.

Resume

**EDUCATION/QUALIFICATIONS**

M.S., Civil Engineering
(Transportation), Georgia Institute of
Technology, 1998

Bachelor of Civil Engineering, Georgia
Institute of Technology, 1995

REGISTRATIONS/CERTIFICATIONS

Professional Engineer: GA, 2001

Professional Traffic Operations
Engineer, 2010

**MEMBERSHIPS
AND AFFILIATIONS**

Member - Institute of Transportation
Engineers

Vice President – Intelligent
Transportation Society of Georgia

OTHER

- Total years experience: 24

Thomas Udell PE, PTOE**TRAFFIC ENGINEER**

Thomas has over 24 years of experience in road design, traffic engineering design and studies, as well as Transportation planning and modeling. He has been with Jacobs in the City of Johns Creek from March 2007 until December 2018 as the Deputy Public Works Director for Traffic. His current role is as a Municipal Shared Service asset for the Operations Management and Facilities Services. Thomas a graduate of Georgia Institute of Technology with a Bachelor of Civil Engineering and Master of Science in Civil Engineering with an emphasis on Transportation Engineering.

Relevant Project Experience

Senior Traffic Operations Engineer; Jacobs, Municipal Services: Atlanta, GA, 2019-Present. Shared Services resource providing Traffic Engineering, transportation Planning and Public Works expertise to our Municipal Services clients. Subject matter expert in Intelligent Transportation Systems maintenance and operations, Traffic Engineering, and Traffic Operations Center management.

Deputy Public Works Director – Traffic; Public Works Operations: City of Johns Creek, Johns Creek, GA, 2007-2019. Managing the city's traffic infrastructure, developing an Intelligent Transportation System, and looking for way that Jacobs can better serve Johns Creek and its citizens.

Client Project Manager; Intelligent Transportation System Deployment: ITS Phase 1, Johns Creek, GA, 2010-2011. Managed the development of the Intelligent transportation Master Plan. Directed the rehabilitation of the existing ITS infrastructure including upgrading communications to IP standard and replacing analog PTZ cameras. Coordinated with the Georgia DOT to assist with fiber installation and integration of a newly constructed signal system into the city network. Oversaw the design and construction of the city's Traffic Center. Developed concept of operations for operating the traffic Center.

Client Project Manager; Signal System Upgrades: Centrac's Deployment, Johns Creek, GA, 2011-2012. Introduced the Centrac's signal system to the city. Oversaw the initial demonstration deployment corridor. Expanded the deployment to the entire city through new controllers and 2070 CPU upgrades. Controller conversion required complete database conversion and refreshing CPUs with the new ASC-3 operating system.

Client Project Manager; Flashing Yellow Arrow Left Turn Deployment: FYA deployment, Johns Creek, GA, 2012. Instituted the initial deployment of the flashing yellow arrow left turn signal in the State of Georgia. These signals were deployed at seven locations to relieve ongoing traffic congestion and safety issues. Through the FYA the signals were timed to allow left turns when it is safe to do and restrict them during times when crashes occur. One deployment virtually eliminated angle crashes at a high crash location.

Resume

**EDUCATION/QUALIFICATIONS**

Master of Public Administration,
Georgia State University, 2007

BA, History, The University of Iowa,
2000

**MEMBERSHIPS
AND AFFILIATIONS**

American Planning Association (APA)

Georgia Planning Association (GPA)

- Former Board Member
- Past Chair – Policy/Advocacy Committee

OTHER

- Total years experience: 13

Michael Kray**TRANSPORTATION PLANNER**

Michael Kray is a Senior Transportation Planner and Project Manager. He has lived and worked in Atlanta since he moved to the region in 2005 to attend graduate school at Georgia State University. With more than a decade in the planning industry in both the private and public sector, his extensive planning experience includes active transportation, project evaluation, transportation financing, community engagement, freight and logistics, program administration, long range comprehensive transportation planning, development review, and access management.

Relevant Project Experience

City of Douglasville Comprehensive Transportation Plan, Douglasville, GA. Ongoing. This project will create a multimodal transportation plan for the City of Douglasville, GA. Douglasville is a growing community striving for a more livable, walkable community. Recommendations will include new walking/biking facilities, roadway safety improvements, intersection improvements, and transit operations.

Primary Point of Contact; Fulton Industrial Boulevard CID On-Call Planning, Fulton County, GA. Ongoing. Fulton Industrial Boulevard CID is the largest industrial area in southeastern United States. This on-call planning contract is to provide professional services for CID to augment staff capabilities. Michael serves as primary point of contact with the CID. Services provided include development of RFPs, assistance with consultant selection, grant writing, project oversight, and planning studies.

Project Manager; City of Fayetteville Master Path Plan, Fayetteville, GA. 2019. This project will create a master plan for the expansion of the multi-use path systems in the City of Fayetteville. The goal is to increase pedestrian and golf cart accessibility between residential and commercial developments, promote health and wellness, and potentially reduce vehicular traffic. Michael's role as project manager includes developing

Fayette Master Path Plan, Fayette County, GA. 2019. Within Fayette County is a robust and growing system of multi-use paths that are used by pedestrians, bicyclists, and golf carts. Peachtree City was one of the first cities in the nation to have an integrated path system. Demand is growing for an expanded path network throughout the entire county. The purpose of this study is to establish common goals, project priorities, and operating and maintenance standards for all of the local governments within Fayette County. The plan will balance the needs of pedestrians, bicyclists, and golf cart users. The future path network will ensure compatibility and safety among the different users.

Fayette Transportation Plan, Fayette County, GA. 2019. The Fayette Transportation Plan will clearly define county-wide goals, needs, and priorities for multimodal mobility in and around Fayette County. The plan will be informed by existing comprehensive plans which will strengthen the connection between land use and transportation planning.

Resume

**EDUCATION/QUALIFICATIONS**

M.S., Accounting Taxation, University of New Orleans, 1995

B.S., Accounting, William Carey College, 1986

B.S., Criminal Justice, William Carey College, 1984

OTHER

- Total years experience: 27

Robert J. Porche, Jr.**SENIOR ADVISOR**

Robert Porche has 27 years of experience in Governmental Accounting in senior management role.

Relevant Project Experience

Finance Manager, City of Tucker, Tucker, Ga. 2019-Current. Responsible for training Finance staff on Municipal Accounting and Business License administration. Duties include audit preparation and general ledger compilation. Provide additional training of staff on current software.

Chief Financial Officer, City of Woodstock, GA. 2012-2019. Complete financial management, budget adoption & administration, Investments, and policy adoption. Risk management duties along with Pension secretary responsibility and some benefit administration. Project management including Citywide software conversion across all departments. Agenda item review and financial presentations to City Council.

Finance Director, City of Smyrna, GA. 2011-2012. Responsible for daily operations of Finance, Budget, IT and Audit representation. Financial reporting to Mayor & Council along with software implementation.

Finance Director, City of Holly Springs, GA. 2008-2011. Plans, organizes, manages, and supervises all financial accounting, revenue forecasting, collections, budget, payroll, cash management, investments, debt management and purchasing for the City. Prepared the annual operating and capital budget for presentation at the council retreat. Advises the City Manager, Mayor, and City Council on matters concerning the conditions of appropriations, the extent of expenditures, and financial matters of importance. Prepares agendas and other financial reports as assigned by the Mayor or City Manager.

Senior Tax Accountant, Accounting & Tax Services. 2001. Prepare financial statements, multi-state payrolls, payroll quarterly's, and sales tax returns for corporate clients. Prepare S and C corporate & partnership income tax returns for multi-state clients along with over 75 individual income tax returns processed last tax season. Perform Mini-Controller function for 20 corporate clients ranging in size from under \$1 million to \$12 million. Owned 10% of a real estate development company and performed CFO function. Audit representation experience and audit preparation for senior management. Industries serviced: retail, service, real estate, small construction, government, management, and professional.

Controller, Constable First City Court. 1983-2001. Complete financial responsibility for operations of the Constable's Office. Responsibilities included: P & L management, strategic business planning, customer service/relations, staff supervision & training, contract negotiations, budget administration, financial statements/ review, financial planning, A/P & A/R functions, and financial analysis.

Resume

**EDUCATION/QUALIFICATIONS**

BS, Civil Engineering, Georgia
Institute of Technology

REGISTRATIONS/CERTIFICATIONS

Georgia Professional Engineer
#19080

Professional Traffic Operations
Engineer #2484

GSWCC Level II Certified Design
Professional (Erosion &
Sedimentation Control)

**MEMBERSHIPS
AND AFFILIATIONS**

ITE (Institute of Transportation
Engineers)

APWA (American Public Works
Association)

OTHER

- Total years experience: 35

Ken L. Hildebrandt, P.E., PTOE**CITY ENGINEER****Relevant Project Experience****City Engineer; Jacobs; City of Johns Creek, GA. 2009-Present.**

Responsible for developing contract documents for capital projects, providing capital project management including estimating, budgeting, design coordination, procurement, and construction oversight. Also responsible for reviewing all plats, zoning applications, and Land Disturbance reviews for Public Works.

City Engineer; Jacobs; City of Tucker, GA. 2016-Present.

Responsible for all development plan review, annual budgets for capital improvements and engineering services. Also, identify, investigate, and rectify citizen or Council concerns regarding drainage, traffic, or road maintenance concerns. Coordinate with DeKalb County and Georgia DOT on transportation related issues and manage capital project improvements. SPLOST Manager for a 6-year \$32M transportation tax.

City Engineer; Jacobs; City of Stonecrest, GA. 2017-Present.

Responsible for the plan reviews of all site development plans, road designs, traffic signal installations, water and sewer design, grading plans, erosion and sedimentation control, hydrology studies, grading and drainage. Write city development ordinances and coordinate with engineers/developers on site design requirements.

Director of Public Works; Lowe Engineers; City of Johns Creek, GA. 2006-2009.

Supervised the Public Works Department in providing all transportation related services to the City of Johns Creek. Began the department from scratch - hired personnel, structured department, and inherited projects and responsibilities from Fulton County when the new City of Johns Creek was created and oversaw the operations of the following divisions within the Public Works Department:

- Traffic Services – maintained the City's traffic signals, signage and pavement markings; designed intersection improvements; recommended traffic improvements for land disturbance or zoning applications.
- Field Services – maintained the rights-of-ways within the City; provided cost estimates, prepared bid documents, and oversaw the construction of various projects including resurfacing, sidewalks, guardrail installation and intersection improvements.
- Transportation – planned and coordinated the City's transportation capital project needs; developed and implemented the Transportation Master Plan.
- Parks & Recreation – maintained the City's park system; coordinated athletic and recreation programs; developed and implemented the Parks & Recreation Master Plan.

Resume

**EDUCATION/QUALIFICATIONS**

B.A.: English, Minor in Philosophy,
Georgia State University, Atlanta, GA

REGISTRATIONS/CERTIFICATIONS

ISA Certified Arborist SO-10396A -
2019

Authorized OSHA 10- and 30-Hour
Trainer

CPESC: Certified Professional in
Erosion and Sedimentation Control -
Feb. 2008 CISEC: Certified Inspector
of Sediment and Erosion Control -
Dec. 2018

Certified Erosion Prevention &
Sediment Control Inspector – South
Carolina 2015 Responsible Land
Developer - Virginia 2018

Tennessee Erosion Prevention and
Sediment Control March 2014
GSWCC Level 2 Certified Plan
Reviewer License # 26909 March
2007 GSWCC Certified Trainer - Aug.
2006

GSWCC Level 1B Certified Inspector
License # 26909 Dec. 2006

OTHER

- Total years experience: 20

David S. Schmid, CPESC, CISEC**LAND DEVELOPMENT/ARBORIST**

David has worked in the residential land development and erosion control industry on both the private and government sides for over 20 years in metro Atlanta. He is a CPESC and CISEC (Certified Inspector of Sediment and Erosion Control), as well as a certified GASWCC Level I E&S Certified Trainer. He is also an authorized 10- and 30-hour OSHA trainer. He is also a certified inspector in South Carolina, Tennessee, Maryland, and Virginia. He is a native Atlantan growing up in Tucker, GA where he is now employed as the Land Development Inspection Manager for the City of Tucker.

Relevant Project Experience

Land Development Manager; Jacobs; Tucker, GA; April 2019 – Present.
Supervises day-to-day land development inspection needs; coordinates work schedules of Inspectors and ensures project compliance; assigns Inspectors to respond to reports of alleged ordinance or code violations; develops, plans, implements and manages land development and environmental protection goals and objectives consistent with Community Development Department plans; recommends and reviews department issues relating to the City's capital improvement plan; develops and implements new systems to improve and simplify the land development approval process; responds to City Council requests regarding major land development projects and the application of the City's land development and environmental protection codes and ordinances; directs the development and administration of the department budget; ensures compliance with the provisions of the approved budget; prepares, facilitates, or delivers presentations to various outside agencies/organizations in relation to land development and environmental protection projects, plans, or studies; conducts public meetings and delivers presentations to community groups; ensure compliance with the Metropolitan North Georgia Water Planning District Audits; establish and maintain effective working relationships with citizen groups, governmental committees, and other City departments.

Regional Manager; Lennar Homes Atlanta, GA; May 2018 – February 2019.
Provide oversight and resources to ensure that the divisions within the region are compliant in stormwater management, air quality compliance, spill prevention control and countermeasures, and environmental due diligence modules. Have working knowledge with the form, content and implementation of Air Quality Regulations, current NPDES General Construction Permit and Construction Stormwater Pollution Prevention Plans as they apply to the region. Familiarity with the wetlands permitting protocols, endangered species regulations as they relate to construction, and Phase I environmental site assessment requirements. Develop, coordinate, and provide training for Division Managers and division associates throughout the region. Develop and train the environmental management review team, coordinate the audits, interpret findings, assemble and present the results and recommendations to management.

Resume

**EDUCATION/QUALIFICATIONS**

N/A

REGISTRATIONS/CERTIFICATIONSICC Residential Combination
Inspector

ICC Building Inspector

ICC Building Plans Examiner

ICC Mechanical Inspector

ICC Mechanical Plans Examiner

ICC Plumbing Inspector

ICC Plumbing Plans Examiner

ICC / AACE Property Maintenance &
Housing InspectorGSWCC Certified Soil Erosion
Inspector - Level 1B**MEMBERSHIPS
AND AFFILIATIONS**International Code Council Voting
Member**OTHER**

- Total years experience: 27

Brian Gardiner

CHIEF BUILDING OFFICIAL

Relevant Project Experience

Combination Commercial Inspector; Jacobs Engineering Group; Atlanta, GA. Feb 2019 – present. Meet with contractors, architects, and engineers of all disciplines to assess compliance with the technical codes and approved plans. Conduct inspections of all types and phases of commercial, industrial and residential construction. Conduct Plans Examination, residential and commercial. Conduct investigations of structures in failure or disrepair for the purpose of a court ordered abatement. Train new inspectors in site assessment, code compliance and procedures. Perform inspections of all phases of commercial and residential construction to assure compliance with the State of Ga. adopted technical codes as well as local ordinances. Assure all documentation is in proper order and all permits necessary are present in public file as required. Assure all soil erosion measures are designed and installed properly.

Combination Commercial Inspector; SAFEbuilt LLC; Loveland, CO. June 2017 – Feb. 2019. Consult with and advise elected officials, administrators and stakeholders in matters of code compliance and permitting procedures via phone, e-mail and in meetings. Consult on large capital recruitment, tax incentive, fast-tracked projects. Render official interpretations for architects, contractors and engineers of all disciplines. Conduct inspections of all types and phases of commercial, industrial and residential construction. Conduct Plans Examination, residential and commercial. Conduct investigations of structures in failure or disrepair for the purpose of a court ordered abatement. Train new inspectors in site assessment, code compliance and procedures. Perform inspections of all phases of commercial and residential construction to assure compliance with the State of Ga. adopted technical codes as well as local ordinances. Assure all documentation is in proper order and all permits necessary are present in public file as required. Assure all soil erosion measures are designed and installed properly.

Chief Building Inspector; Henry County Board of Commissioners; McDonough, GA. 2008 – June 2017. Direct and manage entire operations of inspections and plans examination sections of the Henry County Building Department. Oversee the construction trades industry in the area of unincorporated Henry County, GA (322 sq. miles, pop. 211,128) and the incorporated City of Stockbridge (10.9 sq. mi., pop. 27,265). Manage subordinate personnel, which includes training, code interpretation, counseling, disciplining, performance evaluations, and directing work. Consult with and advise elected officials, administrators and stakeholders in matters of code compliance and permitting procedures via phone, e-mail and in meetings (inner office or on-site)

Consult on large capital recruitment, tax incentive, fast-tracked projects. Render official interpretations for architects, contractors and engineers of all disciplines.

Resume

**EDUCATION/QUALIFICATIONS**

Electrical, Plumbing, and HVAC Courses

REGISTRATIONS/CERTIFICATIONS

Georgia Association of Code Enforcement

Level One Certified Code Enforcement Officer

Level 1B Red Card

CPR Certified

Atlanta Apartment Association

EPA Level II & III certified

MEMBERSHIPS AND AFFILIATIONS

City of Atlanta Crisis Intervention Team (CIT)- Member

DeKalb County Disaster Team- Former Member

OTHER

- Total years experience: 20

William Kirkland**CODE MANAGER/LEAD**

William has more than 20 years of experience in property preservation with EAP Levels II & III certification, including residential, commercial and Code Enforcement. He has more than 12 years of direct experience with Code Enforcement and is familiar with various metro local government housing and zoning ordinances.

Relevant Project Experience

Code Enforcement Officer; Inspection Services; City of Stonecrest; GA; 2017 – Present. Ensures buildings and land are maintained in accordance with housing and zoning ordinances. Inspects and investigates properties and buildings to detect the nature of environmental or health hazards, nuisance violations and unsafe building conditions. Provides recommendations on code matters and gains voluntary compliance.

Code Enforcement Supervisor; Code Enforcement; City of Atlanta, GA; 2011 – 2017. Compiled a database of current and potential residential property issues. Facilitated weekly meetings to ensure all issues were being addressed and City codes and ordinances were enforced. Improved counties quality of life.

Code Enforcement Officer; Code Enforcement; DeKalb County, GA; 2007-2011. Responsible for enforcing the county codes and ordinances. Issued warnings and court ordered appearances to violators. Appeared and presented cases on behalf of DeKalb County to the Judges. Followed up with violators to confirm compliance.

Building Engineer; Heath Americare/Healthcare Realty; Atlanta, GA; 1999 – 2007. Managed and maintained four separate buildings in the Atlanta area. Responsible for the electrical, plumbing, HVAC, and general maintenance activities. Reviewed, negotiated, and recommended independent contractors for various tasks to maintain and upkeep the facilities. Monitored work orders and subs to ensure jobs were completed.

Maintenance Supervisor; H.J. Russell; Atlanta, GA; 1998 – 1999. Responsible for the maintenance of a 265-unit apartment complex. Managed a staff of four (4) employees on-site. Prioritized the work orders for repairs of the complex.

2.3.1.4

References



Referenced Project Description 1

Public Works

CITY OF JOHNS CREEK, GA



- 2018 Public Works Department of the Year
- Johns Creek was awarded the 2018 Public Works Department of the Year by the Georgia Section of the Institute of Transportation Engineers. The award is bestowed annually to an agency which has distinguished itself through improvements in the field of transportation and for its commitment to the delivery of innovative and effective transportation solutions. The TMC is shown above.

CONTRACT DESCRIPTION

SIMILAR SCOPE. Today, we are providing a full array of roads and drainage operational services. We maintain 330 centerline miles of roads and four existing parks by managing the City's field services contractors. In addition, we provide program management for a \$9.58M annual capital project budget, a \$40M parks bond, and an approximately \$94M TSPLOST budget.

INNOVATION/EFFICIENCIES/RISK MITIGATION. Working with the City, we developed one of the most advanced Intelligent Traffic Systems (ITS) in the country. The City's synchronized signal timing system uses sophisticated software to help balance traffic flow throughout the City. ITS ties 76 traffic signals in five separately coordinated systems, which are each uniquely timed, to an actively-managed Traffic Management Center (TMC) at City Hall.



- We worked with the City's communications staff to produce a video for local drivers on how to navigate a roundabout.

RESPONSIVENESS. We use the OneSolution work management system for efficient and effective operations. We also use the Rec1 services program to administer Parks and Recreation as part of our scope of services. The systems allow us to identify and resolve citizens requests through innovative customer care protocols.

CONTRACT VALUE

\$3.12 million per year

CLIENT AND POINTS OF CONTACT

Ed Densmore

City Manager
10700 Abbotts Bridge Road, Suite 190, Johns Creek, GA 30097
Phone 678.512.3230; Fax N/A
Ed.Densmore@johnscreekga.gov

Neil Trust

Purchasing Manager
11360 Lakefield Drive
Johns Creek, GA 30097
Phone: 678 512 3233; Fax N/A
Purchasing@johnscreekga.gov

PERIOD OF PERFORMANCE/STATUS

2007 – Ongoing

CONTRACT TYPE

Multi-year, combination of lump sum and time and materials

RELEVANCE TO DUNWOODY

- ✓ Similar Scope
- ✓ Innovation
- ✓ Accountability
- ✓ Responsiveness
- ✓ Transparency
- ✓ Continuity
- ✓ Efficiencies
- ✓ Risk Mitigation

ROLE OF FIRM

- Public Works
- Right of Way Negotiations
- Utility Permitting
- Traffic and Signal Engineering Maintenance
- Traffic Management Center
- Transportation Engineering
- Field Services
- Stormwater Management
- Construction Management
- Parks and Recreation Maintenance
- TSPLOST Management
- Parks Bond Management

Referenced Project Description 2

Public Works, Finance & Administration, Planning & Zoning, and Permitting & Inspection

CITY OF PEACHTREE CORNERS, GA



CONTRACT DESCRIPTION

SIMILAR SCOPE. Incorporated in 2012, the City of Peachtree Corners (City) is home to approximately 43,500 residents. Since 2013, Jacobs has provided city operations and later added the Public Works, Community Development, Call Center, and Stormwater Services. **The City holds contracts directly with field service contractors who perform right-of-way maintenance activities.**

We manage roadway and drainage capital improvement programs, some of which is funded by a special purpose local option sales tax and includes road improvements, resurfacings, culverts, intersections, sidewalks and trails.

INNOVATION/EFFICIENCIES/RISK

MITIGATION. The City needed to take stock of the signage, street lights, curbs, storm drainage structures, and related assets along 122 miles of roads and rights-of-way in the city limits. To provide the **Geospatial Asset Inventory**, we used LiDAR, a remote sensing technology that uses laser pulses to measure distance between points and produce maps. **LiDAR has been used for aerial surveying for years, but this application was among the first to use truck-mounted LiDAR.** Both the National and Georgia Chapter of the American Council of Engineering Companies awarded the project 2017 Engineering Excellence Awards for innovative application of advanced technology that improves infrastructure and asset management.



• Our application of LiDAR for the City of Peachtree Corners was among the first to use truck-mounted LiDAR.
• In 2017, the American Council of Engineering Companies of Georgia (ACEC/G) presented the City a State Award for innovative infrastructure and asset management.

CONTRACT VALUE

\$3.3 million per year

CLIENT AND

POINTS OF CONTACT

Brian Johnson

City Manager

310 Technology Parkway,

Peachtree Corners, GA 30092

Phone 678.691.1202; Fax N/A

bjohnson@peachtreecorners.gov

Brandon BranhamAssistant City Manager/Finance
Director (Procurement)

310 Technology Parkway,

Peachtree Corners, GA 30092

Phone 770.609-8818; Fax N/A

bbranham@

peachtreecornersga.gov

PERIOD OF

PERFORMANCE/STATUS

2014 – Ongoing

CONTRACT TYPE

Multi-year, lump sum

RELEVANCE TO DUNWOODY

- ✓ Similar Scope
- ✓ Innovation
- ✓ Accountability
- ✓ Responsiveness
- ✓ Transparency
- ✓ Continuity
- ✓ Efficiencies
- ✓ Risk Mitigation

ROLE OF FIRM

- Finance & Administration
- Planning & Zoning
- Building Permitting & Inspections
- Code Compliance
- Public Works
- Communications
- Capital Improvement Program Management
- Land Development Reviews
- Stormwater Management
- Road & Drainage Maintenance Management

Referenced Project Description 3

Public Works

CITY OF CENTENNIAL, CO



CONTRACT DESCRIPTION

SIMILAR SCOPE. Incorporated in 2001, the City of Centennial (City) is **home to approximately 110,000 residents**. Jacobs created the public works department in 2007 to help assist in day-to-day operations, while focusing on and attending to the needs of citizens. The initial scope of work included maintenance of the road and roadsides, traffic signal timing and maintenance, and operation of the 24-hour citizen response center. Our work later was expanded to include traffic engineering, snow removal, code enforcement, and maintenance of the city's award-winning park.

INNOVATION/EFFICIENCIES/RISK MITIGATION. We developed and implemented a GIS program that migrated archived data sets and paper maps to a new fully online environment. With the use of ArcGIS Online and the ArcGIS Collector App, employees can access and view accurate data, whether in the office or the field, as well as make real-time changes to the data in the field.

We helped the Public Works Department become the first ever public-private partnership agency to receive the American Public Works Association accreditation. With more than 22,000 municipal, township and county governments in the U.S., Centennial's Public Works Department became the 119th accredited public works agency. Please follow this link to a short video: <https://youtu.be/tV7OvJxK2nM>

CONTRACT VALUE

\$13 million per year

CLIENT AND
POINTS OF CONTACT**Matt Sturgeon**

City Manager
13133 East Arapahoe Road
Centennial, CO 80112
Phone 303.325.8000
Fax 720.488.0933
msturgeon@centennialco.gov

Elisha Thomas

Deputy City Manager
13133 East Arapahoe Road
Centennial, CO 80112
Phone 303.754.3327
Fax 720.488.0933
ethomas@centennialco.gov

PERIOD OF
PERFORMANCE/STATUS

2008 – Ongoing

CONTRACT TYPE

Multi-year, lump sum

RELEVANCE TO DUNWOODY

- ✓ Similar Scope
- ✓ Innovation
- ✓ Accountability
- ✓ Responsiveness
- ✓ Transparency
- ✓ Continuity
- ✓ Efficiencies
- ✓ Risk Mitigation

ROLE OF FIRM

- Traffic Engineering and Operations
- Code compliance
- Street and roadside maintenance, including snow removal
- Public Works Administrative Services
- 24-hour Citizen Response Center

Referenced Project Description 4

Finance & Administration, Planning & Zoning, and Permitting & Inspection

CITY OF TUCKER, GA



CONTRACT DESCRIPTION

SIMILAR SCOPE. Incorporated in 2016, the City of Tucker (City) is a well-established community of 36,000. Jacobs performs all of the city's operations (except for IT), including Planning and Zoning, Building Inspection, Code Enforcement, Land Development, Accounting and Finance, Economic Development, Communications, and all administrative support functions. We got the City up and running in 30 days and provided an Interim City Manager and City Clerk. **We secured the physical assets needed to do business, developed municipal and departmental service functions, created business processes and procedures, facilitated the adoption of city ordinances, took over Planning and Zoning cases from the County, participated in intergovernmental agreements, established boards and commissions, integrated reporting and financial planning systems, created a state-of-the-art Customer Response Center, and initiated staff and board training.**

In 2018, the Economic Development Division kicked off a Downtown Master Plan project that created a blueprint for the growth and redevelopment of Tucker's downtown looking 20 years into the future. This is an outgrowth of the Comprehensive Plan's goals to bolster economic development and enhance the downtown with a mixture of retail, restaurants and mixed-use developments.

INNOVATION/EFFICIENCIES/RISK MITIGATION. We coordinated and provided support for the City's code enforcement efforts, including evaluating and establishing a detailed strategy to address potential code violations. We also implemented a Public Service Request System to address citizens' concerns,

CONTRACT VALUE

\$3.14 million per year

CLIENT AND
POINTS OF CONTACT**Frank Auman**

Mayor

4119 Adrian Street

Tucker, GA 30084

Phone 678.597.9040; Fax N/A

fauman@tuckerga.gov

PERIOD OF
PERFORMANCE/STATUS

2016 – Ongoing

CONTRACT TYPE

Multi-year, lump sum

RELEVANCE TO DUNWOODY

- ✓ Similar Scope
- ✓ Innovation
- ✓ Accountability
- ✓ Responsiveness
- ✓ Transparency
- ✓ Continuity
- ✓ Efficiencies
- ✓ Risk Mitigation

ROLE OF FIRM

- Planning & Zoning
- Building Permitting & Inspections
- Finance & Administration
- Communications
- Court Support
- Land Development
- Code Enforcement
- Economic Development

both residential and commercial, through the BS&A software platform on the City website. In addition, we conducted a series of sweeps through neighborhoods inspecting grounds, structures, exterior property areas, and common spaces to ensure that areas were not in violation. The Tucker Mayor and City Council made a promise to residents that residential and commercial inspections would ensure properties were well-maintained and we helped City leadership fulfill that promise with a responsive code enforcement process.

Planning and Zoning has worked extensively to revamp the codes that were adopted from DeKalb County, with major overhauls to the Zoning, Building Regulation, Land Development, and Sign codes. These changes have made the codes Tucker specific, as well as addressed the needs and desires of the community.

RESPONSIVENESS. We use BS&A municipal software platform for managing an efficient and effective Community Development department. We use it to complete Building & Development permits, Planning & Zoning tasks, and coordinate Code Enforcement tasks.

ACCOUNTABILITY. Our accountability to the Mayor, Council, and Citizens is clearly demonstrated by the statement made by the Tucker Mayor, Frank Auman: *"Hiring Jacobs was the biggest, most consequential, and undoubtedly the best foundational decision we made."*

Referenced Project Description 5

Finance & Administration, Planning & Zoning, and Permitting & Inspection

CITY OF STONECREST, GA



CONTRACT DESCRIPTION

SIMILAR SCOPE. Incorporated in 2017, the City of Stonecrest (City), is a community of 53,000. Jacobs provided startup services and operates Stonecrest's government by providing all staff working in City Hall, including Community Development, the interim City Manager, City Clerk, Accounting, Economic Development, Court Administration, Information Technology, General Administration, Parks and Recreation, and Call Center Services. The Jacobs team collects the city's revenues, pays its bills, answers the phone, and serves its citizens with a high level of customer service.

The City of Stonecrest has been awarded a Certificate of Achievement for Excellence in Financial Reporting by the Government Finance Officers Association of the United States and Canada for its 2017 comprehensive annual financial report. The Certificate of Achievement is the highest form of recognition in governmental accounting and financial reporting.

INNOVATION/EFFICIENCIES/RISK MITIGATION. We recently assisted the City in launching a new Code Enforcement App for tracking and reporting. The App provides a visual depiction of code violation locations and allows staff to identify and track specific trends, which in turn helps us to identify ways to mitigate issues ahead of time. The next phase of this application will allow for citizens to report on issues in real time.

RESPONSIVENESS. We use CitizenServe for administering Planning and Zoning, Code Enforcement, Building and Development permitting, and general work orders related to Community Development.

ACCOUNTABILITY. Our accountability to the Mayor, Council, and Citizens is clearly demonstrated by the statement made by Stonecrest Mayor, Jason Lary: *"The city, which turned a year old in May, finished 2017 with a surplus of \$200,000, thanks to Jacobs, which set up the administration of the new city. Lary said the city expects to see a surplus of \$800,000 in this year's \$6.2 million budget."*

CONTRACT VALUE

\$4.97M annually
(Consolidated Scope)

CLIENT AND

POINTS OF CONTACT

Jason Lary

Mayor

3120 Stonecrest Blvd.

Stonecrest, GA 30038

Phone 770.224.0200; Fax N/A

jlary@stonecrestga.gov

George Turner

Mayor Pro-Tem/Councilman

(Procurement provided by Jacobs)

3120 Stonecrest Blvd.

Stonecrest, GA 30038

Phone 770.224.0200; Fax N/A

gtturner@stonecrestga.gov

PERIOD OF

PERFORMANCE/STATUS

2017 – Ongoing

CONTRACT TYPE

Multi-year, lump sum

RELEVANCE TO DUNWOODY

- ✓ Similar Scope
- ✓ Innovation
- ✓ Accountability
- ✓ Responsiveness
- ✓ Transparency
- ✓ Continuity
- ✓ Efficiencies
- ✓ Risk Mitigation

ROLE OF FIRM

- Building Permitting & Inspection
- Planning & Zoning
- Code Enforcement
- Economic Development
- GIS & Maps
- Finance & Administration
- Communications & Cultural Affairs
- Courts
- Recreation & Parks

2.3.1.5

Required Forms



5. Proposal Form

**Proposal Form
City of Dunwoody, GA
RFP 20-04 Municipal Government Services Procurement**

Company Name: Jacobs

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 20-04 properly completed in accordance with said Proposal Documents), and the Contract Documents for RFP 20-04 Municipal Government Services Procurement, at the City of Dunwoody, and to furnish the prescribed evidence of a valid business license, insurance, and all other documents required by these Contract Documents. The Bidder further agrees to commence work and to perform the work specified herein within the time limits set forth in the Contract Documents, which time limits Bidder acknowledges are reasonable.

The undersigned further agrees that, in the case of failure or refusal on its part to execute the said contract, provide evidence of specified insurance, a copy of a valid business or occupational license and all other documents required by these Contract Documents within ten (10) business days after being provided with Notice of Intent to Award the contract (or such earlier time as may be stated elsewhere in these Proposal Documents), the Proposal award may be offered by the City to the next ranked Bidder, or the city may re-advertise for Proposals, and in either case the City shall have the right to recover from the Bidder the City's costs and damages including, without limitation, attorney's fees, to the same extent that the City could recover its costs and expenses from the Bidder under section 6.10 of the Instructions to Bidder if the Bidder withdrew or attempted to withdraw its Proposal.

Company Name: Jacobs

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

1. 20-04 Addendum 1/ March 25, 2020
2. 20-04 Addendum 2/ April 7, 2020
3. 20-04 Addendum 3/ April 8, 2020
- 4.
- 5.

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, 2021.

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.

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

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

Termination for fund appropriation: The City may unilaterally terminate this Agreement due to a lack of funding at any time by written notice to the Consultant. In the event of the City's termination of this Agreement for fund appropriation, the Consultant will be paid for those services actually performed. Partially completed performance of the Agreement will be

compensated based upon a signed statement of completion to be submitted by the Service Provider, which shall itemize each element of performance.

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

Legal Business Name CH2M HILL Engineers, Inc.

Federal Tax ID 32-0100027

Address 9191 S. Jamaica Street, Englewood, CO 80112

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

Yes ☐ No ☒

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

Yes ☐ No ☒

Representative Signature 

Printed Name Andrew Appleton

Telephone Number 916.286.0261

Fax Number N/A

Email Address Andrew.Appleton@Jacobs.com

Packet page:...

Jacobs





Request for Proposals - RFP 20-04

Municipal Government Services

Issue Date: March 16, 2020

Proposal Due Date: April 17, 2020

Request for Proposals (RFP) 20-04
Municipal Government Services Procurement

The City of Dunwoody (hereinafter called “the City”) welcomes sealed proposals for Purchasing RFP 20-04 Municipal Government Services Procurement. The City will consider service providers whose proposals meet the criteria established in the Request for Proposals. The City may directly negotiate final terms with the selected service provider(s). The City reserves the right to reject any or all responses for any reason. The City may also request clarification of information from any responding Contractors. **Work is to commence on or about January 1, 2021.**

Contractors wishing to bid must submit complete and concise proposals in a sealed package, which shall be clearly marked “**John Gates, Purchasing Manager – Confidential RFP 20-04. Municipal Government Services.**” Within the proposal package, Bidders shall submit a separately sealed **TECHNICAL** proposal and separately sealed **COST** proposal prepared according to the instructions provided in this RFP. The City must receive proposal packages **no later than 2:00 pm EST, Monday, April 17, 2020**, at which time all technical proposals will be publicly opened. Proposals will not be accepted if sent by facsimile or e-mail. The City will not consider proposals received after the time and date specified for the opening; the City will return late proposals unopened. Furthermore, proposals are legal and binding when submitted.

The City will hold a **Pre-Proposal Conference at 1 p.m. ET on Monday, March 30, 2020** at the City of Dunwoody, Dunwoody Hall, 4800 Ashford Dunwoody Road, First Floor, Dunwoody, GA 30338. The conference will include a review of the proposal documents and a question and answer session. Attendance at the Pre-Proposal Conference is strongly encouraged, but not required. Prior to the Pre-Proposal conference, the City will post a meeting agenda on the City’s website. The City expects Contractors to be familiar with the proposal requirements and to provide the City with any questions regarding the proposal documents at the Pre-Proposal conference or by the deadline for Contractor questions.

NOTE: At the time of the release of the RFP, the COVID-19 Pandemic was causing disruptions nationwide. We are assuming the above pre-proposal conference will become a virtual event. Please check with purchasing@dunwoodyga.gov for updated information.

Contractors shall submit all questions regarding Purchasing RFP 20-04 via email only to Purchasing@dunwoodyga.gov no later than Wednesday, April 1, 2020 at 2:00 pm EST. The City will post answers to submitted questions pertaining to this RFP on the Purchasing page of the City’s website.

Proposals should be clearly marked on the outside packaging with “**John Gates, Purchasing Manager – Confidential RFP 20-04. Municipal Governing Services**” and addressed as follows:

John Gates, Purchasing Manager

Confidential – RFP 20-04
Municipal Government Services
City of Dunwoody
4800 Ashford Dunwoody Rd, Second Floor
Dunwoody, GA 30338

Contractors may not withdraw their proposal for a period of one hundred and eighty (180) days after the time and date scheduled (or subsequently rescheduled) for proposal opening. The City's staff will review all proposals submitted before the required deadline. The City, at its sole discretion, may short-list firms that the City deems best meet the requirements, taking into consideration all criteria listed in the RFP. The City may at its sole discretion, ask for formal presentations from all of the responsive and responsible Bidders, or only from those firms that are short-listed.

To support a non-biased evaluation of submitted proposals, **the City is requesting Bidders to submit their proposals in two (2) clearly labeled separate SEALED envelopes. The first envelope shall include the TECHNICAL proposal, containing one (1) printed and signed original, (6) printed copies, and one (1) electronic copy in searchable PDF. The second sealed envelope shall include the COST proposal, containing one (1) original printed copy signed by an authorized representative and one (1) electronic copy.**

The technical proposal envelope should only contain the Bidder's technical response; the City will not evaluate any additional material. The outside of this envelope must be clearly labeled with the Bidder's **organization name, address, contact information and labeled (RFP) 20-04 Municipal Government Services Procurement TECHNICAL Proposal.**

The cost proposal envelope should only contain the Bidder's cost proposal; the City will not evaluate any additional material. The outside of the cost proposal envelope must be clearly labeled with the Bidder's **organization name, address, contact information and labeled (RFP) 20-04 Municipal Government Services Procurement COST Proposal.**

All proposals may be subject to public inspection under Georgia law.

The City will score all technical proposals first and then evaluate cost proposals. Following the review of the technical proposals, the City will review Bidders' cost proposals and calculate the final score for each proposing Bidder. The City reserves the right to review only the cost proposals from the highest ranked vendors who demonstrated, in the City's option, the best ability to meet the needs of the City.

The City may negotiate with the highest-ranking vendor for each service area. Negotiations may take place in person or via telephone with the qualified firm(s) as identified by the City, or if short-listing occurs, the City may negotiate with some or all of the short-listed Bidders. The City may give Bidders an opportunity to submit their best and final offers; which shall include a contract signed by the Bidder. The City of Dunwoody requires pricing to remain firm for the duration of

the contract. Failure to hold firm pricing for the duration of the contract will be sufficient cause for the City to declare a proposal non-responsive.

The Bidder awarded the Contract must provide proof of liability insurance, along with any other required insurance coverage and evidence of business or occupational license, as outlined in the RFP.

The City reserves the right to waive any informalities or irregularities of proposals, to request clarification or information submitted in any proposal, to request additional information from any Bidder, or to reject any or all proposals and to re-advertise for proposals. The City also reserves the right to extend the date or time scheduled for the opening of proposals. Award, if made, will be to the responsible and responsive Bidder submitting the proposal, deemed by the City, in its sole discretion, to be the most advantageous to the City, price and other factors considered.

To ensure the proper and fair evaluation of proposals, the City prohibits any communication, except as expressly authorized herein regarding this solicitation initiated by a Bidder or its agent to an employee of the City evaluating or considering the proposal during the period of time following the issuance of the RFP, the opening of proposals and prior to the time a final decision (vote) has been made with respect to the Contract award.

A designated employee or representative of the City who is not a member of the selection team may initiate communication with a Bidder in order to obtain information or clarification needed to develop a proper and accurate evaluation of the proposal. Any communication initiated by Bidder regarding this solicitation during evaluation period should be submitted in writing, marked CONFIDENTIAL and delivered to John Gates, Purchasing Manager, 4800 Ashford Dunwoody Rd, Dunwoody GA 30338, or by e-mail to **Purchasing@dunwoodyga.gov**. **Unauthorized communication by the Bidder shall disqualify the Bidder from consideration.**

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1. General Information

1.1. Background

The City of Dunwoody is an incorporated city (2008) on the north side of metro Atlanta with a 2010 census population of 46,267. It is a scenic community with many of the metro area's top dining, shopping, schools, and recreation. The City of Dunwoody is settled at the most northern tip of DeKalb County, bordered by Fulton County on the north and west, Interstate 285 to the south, and Gwinnett County on the northeast. Dunwoody is home to a large high-end shopping mall (Perimeter Mall), a significant amount of Fortune 500 companies, and an affluent residential base. The City is fortunate to have strong neighborhoods, a variety of places of worship and several neighborhood level shopping centers and office complexes. The road network and public transit provide easy access to Buckhead, Midtown, Downtown, and Hartsfield Jackson International Airport. Dunwoody is regarded as a family friendly and convenient location for businesses and visitors.

The City functions under the governance of a City Council and the management of a City Manager. The City provides municipal services to its citizens and businesses in a unique and progressive manner through a partnership with private firms. From the initial incorporation, the City has operated as a public-private partnership (PPP), with the vast majority of City staff employed by private companies where the City has determined that the PPP model adds value, flexibility, promotes competition, builds accountability, and provides the highest level of customer service to the citizens of the City.

1.2. Purpose of Procurement

The existing municipal services contracts for Public Works, Finance and Administrative Services, Planning and Zoning, Information Technology, Permitting and Inspections, Parks and Recreation and Public Relations/Marketing are set to expire on December 31, 2020. The purpose of this RFP is to enter into a public-private partnership with highly experienced service providers who have the capability and professional staffing resources required to provide high quality service and increased efficiencies of municipal operations. Firms shall provide service to the City for the period of four years, plus one additional year at the City's option.

The City is searching for the Contractor(s) that will be able to provide municipal services in the following service areas: Public Works, Finance and Administrative Services, Planning and Zoning, Information Technology, Permitting and Inspections, and Parks and Recreation and Facilities Management. Bidders may respond to more than one service area. Staffing levels during the contract may be fluid and are expected to be provided by staff assigned to the City on a full-time basis, part-time basis, and back office support. Staffing levels rise and fall in conjunction with the workload. The RFP is to identify Contractors who can accomplish the scope of work in the most advantageous, and

perhaps creative, methods. The contract is NOT a staffing arrangement; nor does the current RFP merely mirror the existing staffing structure and scope of work for the current PPPs. Accordingly, head counts, existing staff evaluations, organization structures and costs may not be relevant to proposals for this RFP and should be considered only under this understanding.

The City seeks Contractor(s) to manage the delivery of municipal services in a responsive, economical, and efficient manner. Furthermore, the City expects that the Contractor(s) will identify any causes of inefficiencies or uneconomical practices, including inadequacies related to the types of policies and procedures within respective service areas. The City expects Contractors to continuously improve the services delivered to the City's residents by tracking key performance indicators and by providing ongoing professional development for contracted staff.

1.3. Term of Contract

The term of the contract for the delivery of municipal services in each service area will be from January 1, 2021 through the following forty-eight (48) succeeding months, plus another twelve (12) months at the City's election.

Anticipated Schedule of Events

RFP Issue Date	Monday, March 16, 2020
Pre-Proposal Conference	Monday, March 30, 2020 at 1 p.m.
Last Day for Questions	Wednesday, April 1, 2020 at 2 p.m.
Proposal Due Date	Friday, April 17, 2020 at 2 p.m.
Written Proposal Evaluations	Mon., April 20 – Fri., May 1, 2020
Interviews for Short Listed Bidder's	Thur., May 7 – Wed., May 13, 2020
Contract Award	Monday, June 1, 2020
Executed Contract Commences	Wednesday, January 1, 2021

NOTE: At the time of the release of the RFP, the COVID-19 Pandemic was causing disruptions nationwide. We are assuming the above pre-proposal conference will become a virtual event. Please check with purchasing@dunwoodyga.gov for updated information.

(Note: Dates are subject to change)

* * * END OF GENERAL INFORMATION * * *

1. Scope of Work

1.1 Scope of Required Services

For the purpose of this RFP, Contractor(s) will provide all municipal services for the City of Dunwoody; the City divided the service areas into eight (8) separate functions:

- 2.2 Public Works
- 2.3 Finance and Administrative Services
- 2.4 Planning and Zoning
- 2.5 Information Technology
- 2.6 Permitting and Inspections
- 2.7 Parks and Recreation
- 2.8 Facilities Management

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

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

- a) Provide services under the direction of the designated City Official. Such services shall encompass all those duties and functions reasonably and customarily associated with delivery of the required services in accordance with local, state, and federal laws including, but not limited to, the City Charter, City ordinances, and laws of the United States and the State of Georgia.
- b) Comply with all OSHA and other applicable federal and state statutes, regulations and standards for workplace safety and all applicable laws regarding hazardous material and maintain all required Safety Data Sheets (SDA) forms on site at the City.
- c) Comply with all local, state and federal documentation retention requirements including, but not limited to, the City's document retention schedules, as adopted and amended by City Council.
- d) Support the established culture throughout the City and community of Dunwoody.
- e) Promote information sharing and collaborative work between all City staff and Contractors.
- f) Identify, record and report relevant 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. The contractor lead representative will also have a meeting every 60-90 days with representatives from the city management to discuss deficiencies in their operations.

- g) Develop, implement, maintain, and improve strategies to attract and retain highly-qualified employees in the appropriate number to maintain the required level of service and to fill vacancies in staffing promptly 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 Department Head minimum qualifications and staffing requirements each time a position is to be filled. Traditionally, existing staff members have been retained 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.
- h) 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 designee.
- i) 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.
- j) Identify and apply for grants matching strategic goals of the City.
- k) 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).
- l) 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.
- m) 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.
- n) Throughout the term of the contract, research and implement operational improvements to increase efficiencies, improve service and reduce operating expenses.
- o) Review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standards changes.
- p) Maintain and account for all information, equipment, and property, which the City provides to the Contractor for use during the period of performance.
- q) Manage all storage, maintenance, inspections and other necessary services related to the motor vehicles and equipment provided to the Contractor by the City.

- r) Provide a detailed Motor Vehicle Use and Safety Policy for the use of such vehicles by any staff of the Contractor sufficient to ensure that the City is protected regarding the use of vehicles. The City may utilize any vehicle described in section 7.5 (G) of the General Conditions when not in use by the Contractor.
- s) Obtain approval of the City Manager on vehicle make, model, and age and adhere to required branding to the City of Dunwoody standards of any additional vehicles furnished and used for service delivery by the Contractor.
- t) 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.
- u) Communicate with the Mayor, City Council, and media services only through the City Manager or designee, unless otherwise authorized.
- v) 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. Monthly billing invoices to the City shall include a production report including monthly recap of hours spent on the Contract segregated by on-site and off-site hours and percentage of each staff member's time spent solely on City contracted services.
- w) Normal office hours of any individual contractor may not extend before 8 a.m. nor later than 5 p.m. without express written permission of the City Manager and must be reviewed and confirmed again in writing by each January 1st of the contract.
- x) All contracted staff who are considered a 1.0 full-time equivalent position by the Contractor and City must receive the same paid holidays as full-time city staff and should the City be closed for inclement weather will receive the same benefit as full-time employees (e.g. If the employees are paid for that day or partial day the contractor will be paid the same.)
- y) Proposals must have a plan for EEO training for all staff and management and supervisory training for all supervisors.
- z) 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.
- aa) Use only the address of Dunwoody City Hall and Dunwoody e-mail addresses for all City-related matters, including both incoming and outgoing mail.
- bb) 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.
- cc) 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.
- dd) 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.

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

In addition, the Contractor(s) shall provide the specific services described in the sections following:

1.2 Public Works

The Department of Public Works is responsible for the management, development, safety, and maintenance of the City's roadways, parks, and stormwater systems. Its major functions include transportation planning, infrastructure maintenance management of the city's stormwater utility, emergency preparedness as it relates to public works functions, traffic engineering, and capital project management. The Public Works department is charged with providing high quality and responsive service to the residents and business owners of Dunwoody, including the on-call and maintenance staffs who strive to respond to citizen and community requests in a professional and timely manner. Currently, the Department maintains 150 centerline miles of roadway, and 65 linear miles of sidewalks, addressing issues such as:

- Repairing damaged curbs, gutters, catch basins, sidewalks and roadway paving
- Maintaining traffic lights and signs
- Maintaining rights-of-way by mowing grass and removing trash and debris
- Working closely with the regional, state, and federal agencies to assure that roads within Dunwoody are maintained and improved

1.2.1 General Requirements

Contractors responding to the Public Works scope of work shall perform the following services:

- 1.2.1.1** Provide services under the direction of the City Manager and/or Public Works Director or designee. The Public Works Director is a City employee.
- 1.2.1.2** Provide a full-time, on-site Acting Public Works Director during periods of leave and vacancy with the existing Public Works Director position, approved by the City, with full responsibility to manage all Public Works, and Stormwater staff necessary to properly perform the services, duties, and responsibilities set forth.
- 1.2.1.3** Provide the City with a primary contact to act as a liaison between the City and the Contractor.
- 1.2.1.4** Provide the City with a primary contact to act as a liaison between the City and the appropriate person at outside agencies (e.g. DeKalb Department of Watershed Management).
- 1.2.1.5** 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.
- 1.2.1.6** Provide supervision of Contractor(s) staff providing Public Works Services

to ensure that all contractual requirements are performed effectively and efficiently. The City Public Works Director will provide day-to-day operational supervision for department staff.

- 1.2.1.7** Develop capital improvement plans for applicable Public Work service areas.
- 1.2.1.8** Provide, manage, and oversee ongoing project management, engineering, design, and maintenance for the operation as needed to meet the needs of the City.
- 1.2.1.9** Provide supervision of Contractors providing Public Works services to ensure that Contractors meet City performance standards.
- 1.2.1.10** Conduct all activities necessary to maintain a first class traffic system, including but not limited to, conducting necessary studies and implementation of traffic control improvements.
- 1.2.1.11** Conduct all activities necessary to maintain a street system plan, including but not limited to, the coordination, review, and management of all contracts for streets, sidewalks, and related projects.
- 1.2.1.12** Maintain the inventory of all transportation related assets, which shall include, but not be limited to, traffic signals, street signs, streetlights, guard rails, sidewalks, roads, curbs, gutters, traffic calming devices, stormwater catch basins and inlet structures. The City will provide the Contractor an asset inventory as of January 1, 2021 in a manageable electronic database format.
- 1.2.1.13** Respond to public requests and complaints in a timely and professional manner and keep the appropriate logs and tracking records of the resolution of all such requests and complaints.
- 1.2.1.14** Attend City meetings to represent Public Works as required and directed by the City Manager and/or Public Works Director.
- 1.2.1.15** Track, maintain, and report on key performance indicators established by the City for Public Works in a timely manner.
- 1.2.1.16** Identify and perform other Public Works assistance where the Contractor reasonably anticipates needs, which are not specifically set forth above.

1.2.2 Street Maintenance and Striping

The Contractor shall provide the following services:

- 1.2.2.1** Manager City's contractor responsible for maintenance and repair of all City Streets, including but not limited to, pothole repair, paving and striping as directed by the City.
- 1.2.2.2** Oversee the City's pavement management program.

- 1.2.2.3** Oversee all maintenance work in compliance with current Georgia Department of Transportation (GDOT) specifications.
- 1.2.2.4** Oversee unanticipated and emergency road repairs such as washouts, sinkholes and damage caused by vehicle accidents.
- 1.2.2.5** Conduct all activities necessary to maintain a first class roadway and bridge infrastructure system in accordance with national and state standards, including, but not limited to, overseeing necessary maintenance of all roadways and bridges, which shall include minor repairs, cleaning and repairs necessitated by storm events.
- 1.2.2.6** Respond to citizen inquiries and process requests using the City's work management system.
- 1.2.2.7** Coordinate emergency responses, as they relate to Public Works, to all weather-related events.
- 1.2.2.8** Identify and perform other street maintenance and striping responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.2.3 Traffic Signals, Street Signs and Street Lights

The Contractor shall provide the following services:

- 1.2.3.1** Provide traffic engineering services by staff holding sufficient expertise and experience to review and adjust signal timing, troubleshoot signals and review traffic plans.
- 1.2.3.2** Maintain the proper operation and ensure proper maintenance of all traffic signals, street signs and streetlights at all times within the City of Dunwoody.
- 1.2.3.3** Traffic signals shall be operational continuously and Contractor shall be responsible for coordinating emergency response to signal outages or malfunctions.
- 1.2.3.4** Coordinate the adjustment and/or alignment of signal heads for proper pedestrian and vehicular traffic.
- 1.2.3.5** Inspect signal timing and make adjustments as required. (The city will pay the labor and materials for a contract crew to repair signals and update signal timing plans. However, the City expects the Contractor to be able to identify whether a signal is malfunctioning, oversee required repairs and make minor timing adjustments.)
- 1.2.3.6** Oversee and manage the regular inspection and cleaning of traffic signal cabinets and equipment.
- 1.2.3.7** Oversee signal timing projects and equipment upgrades, and review

signal related elements of capital projects.

- 1.2.3.8** Monitor the City's traffic control city as needed to keep signal equipment and communications fully operational.
- 1.2.3.9** Respond to emergency traffic events and implement signal timing to mitigate traffic impacts.
- 1.2.3.10** Respond to citizen inquiries and process requests using the City's work management system.
- 1.2.3.11** Identify and perform other traffic signals, street signs, and streetlights responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.2.4 Sidewalks, Gutters and Related Street Areas

The Contractor shall provide the following services:

- 1.2.4.1** Oversee the maintenance and construction of any new sidewalks and curbing to ensure completion in accordance with standards as directly by the City (e.g. GDOT as well as applicable AASHTO and ASTM standards).
- 1.2.4.2** Maintain first class sidewalks, gutters, and related street areas including, but not limited to, overseeing all necessary maintenance and cleaning of the same as directed by the City.
- 1.2.4.3** Oversee the maintenance of the City's Rights-of-Way (ROW), including landscaping of median areas, and maintenance and upkeep of the City's streets and drainage systems consistent with the standards of the Department.
- 1.2.4.4** Respond to citizen inquiries and process requests using the City's work management system.
- 1.2.4.5** Identify and perform other sidewalks, gutters, and related street area responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.2.5 Traffic and Transportation Engineering

The Contractor shall provide the following services:

- 1.2.5.1** Review and update the inventory of the City's existing road conditions and review the re-paving plan, the long-term schedule, and the associated annual costs.
- 1.2.5.2** Review and revise the existing striping plan and the associated schedule and projected yearly costs.
- 1.2.5.3** Monitor the existing traffic signal system and create an annual schedule

for all required updates.

- 1.2.5.4** Maintain communications with the Perimeter Community Improvement Districts (PCID) in accordance with their Memorandum of Understanding.
- 1.2.5.5** Work with the community and the PCID to set public space standards for all Dunwoody commercial areas.
- 1.2.5.6** Continuously explore methods of improving traffic flow in a non-grid environment.
- 1.2.5.7** Review and if applicable, revise plans to provide appropriate infrastructure to enhance the traffic flow of pedestrians and cyclists.
- 1.2.5.8** Manage the city's traffic calming program using current best practices.
- 1.2.5.9** Utilize the latest GIS equipment and technology to review and update transportation infrastructure and pavement condition data.
- 1.2.5.10** Analyze, evaluate, and synthesize all the above transportation elements into the existing Comprehensive Transportation Plan as appropriate.
- 1.2.5.11** Identify and perform other traffic and transportation engineering responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.2.6 Stormwater

The Contractor shall provide the following services:

- 1.2.6.1** Provide a stormwater utility manager approved by the City, with full responsibility to manage and perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved manager without written approval from the City, such approval will not be unreasonably withheld. (The Contractor is fully responsible for hiring and firing of personnel assigned to this contract. The City may request from time to time that personnel be removed from the contract and replaced. Contractor will be responsible for identifying suitable candidates able to provide the scope of services outlined in the contract. The City, at its discretion, may request an opportunity to review potential candidates and/or interview candidates prior to offers being made.) – See Section 2.1(g) regarding staff reassignments.
- 1.2.6.2** Provide ongoing engineering, design, and management of the maintenance of stormwater systems, as needed, to meet the needs of the City in accordance with all applicable standards and as directed by the City.
- 1.2.6.3** Review, update, and implement all necessary policies, protocols, rules, and regulations necessary to meet or exceed the City's stormwater

requirements under applicable, federal, state, and local laws, including, but not limited to, federal clean water requirements and State of Georgia National Pollutant Discharge Elimination Standards (NPDES) permitting and compliance.

- 1.2.6.4** Prepare and submit stormwater management plans, permit updates and annual reports to the Georgia Environmental Protection Division and achieve compliance.
- 1.2.6.5** Integrate activities when applicable with Planning and Zoning and other departments as necessary. Review hydrology reports and stormwater management plans for development projects.
- 1.2.6.6** 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.
- 1.2.6.7** Identify, document and, if deemed applicable by the City, implement water conservation practices and methods.
- 1.2.6.8** Create, maintain, store, and retrieve available documents that are necessary for the effective implementation and operation of the City's stormwater requirements under applicable, local, state, and federal laws.
- 1.2.6.9** Prepare the parcel level data necessary to calculate the billing data for stormwater customers and communicate the calculations to the appropriate parties in a timely manner.
- 1.2.6.10** Conduct post construction stormwater enforcement as necessary.
- 1.2.6.11** Maintain and update the City's stormwater infrastructure GIS database.
- 1.2.6.12** Respond to citizen inquiries and process requests using the City's work management system.
- 1.2.6.13** Identify and perform other stormwater responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

2.2.7 Capital Project Management

2.2.7.1 Preconstruction

- 2.2.7.1.1** Provide a Professional Engineer licensed in Georgia and all necessary support to coordinate all aspects of preconstruction for assigned capital projects included but not limited to:

- Prepare and review project budgets and schedules
- Design consultant selection
- Public involvement

- Communication with the public and city council
- Design review
- Utility coordination
- Rights-of-way acquisition
- Permitting
- Bid preparation

2.2.7.1.2 Provide technical support for other public works initiatives as needed.

2.2.7.2 Construction

2.2.7.2.1 Provide construction project management plan for certain infrastructure and parks capital projects and to be the point of contact for all communications between the city, the contractor, design engineer, materials testing company, adjacent property owners and other affected parties.

2.2.7.2.2 Ensure compliance with the contract documents and city standards and specifications

2.2.7.2.3 Manage materials testing contracts.

2.2.7.2.4 Conduct preconstruction and project meetings. Prepare meeting agendas and minutes.

2.2.7.2.5 Maintain a daily presence on active construction sites. Monitor the contractor's progress and enforce all requirements of applicable codes, contract documents and city standards and specifications. Take photographs.

2.2.7.2.6 Review and monitor the construction schedule.

2.2.7.2.7 Review and process contractor progress payments for approval by Public Works Director.

2.2.7.2.8 Perform all construction administrative activities including correspondence and document control.

2.2.7.2.9 Coordinate all aspects of the departmental procurement process including, but not limited to review, comment and facilitate responses to requests for information, evaluate and negotiate change orders, prepare the scope of work for requests for qualifications, proposals and bids, conduct pre-proposal meetings, respond to questions and coordinate with the city purchasing manager, review proposals, bids and pay applications, and manage construction contracts, schedules and budgets for capital projects.

2.2.7.2.10 Document changes to the design and coordinate as-built drawings.

- 2.2.7.2.11** Conduct technical reviews of construction documents.
- 2.2.7.2.12** Provide coordination and review of contractor's staging and detour plans.
- 2.2.7.2.13** Coordinate communications to the public with the city's public relations staff.
- 2.2.7.2.14** Provide final inspection services and project closeout activities.
- 2.2.7.2.15** Provide post-construction services as needed for project closeout and warranty issues.
- 2.2.7.2.16** Maintain production reports reflecting time and other costs dedicated to individual capital projects.

2.2.8 Utility Coordination

- 2.2.8.1** Maintain contacts with all utility companies located within City right of way.
- 2.2.8.2** Notify utility contacts when citizen complaints are received by the city.
- 2.2.8.3** Review utility encroachment permits submitted for utility work in City right of way.
- 2.2.8.4** Coordinate with utility companies regarding City infrastructure projects including conducting quarterly utility coordination meetings.
- 2.2.8.5** Oversee utility work in the public right of way for compliance with City standards and regulations.

2.2.9 Emergency Preparedness

As it relates to Public Works functions, the Contractor shall provide the following services:

- 2.2.9.1** Review, revise and implement policies and guidelines, and coordinate, operate and maintain the City's emergency preparedness program in accordance with all applicable, federal, state, and local laws, as well as prudent local government practices.
- 2.2.9.2** Integrate and coordinate all emergency preparedness operations in conjunction with Homeland Security, Emergency 911, FEMA, GEMA, and NIMS as it relates to Public Works activities.
- 2.2.9.3** Assist the Police Department with chains or other traction devices (to the extent requested) in the event of a snow or ice storm, which may impair the traction of Police or other City vehicles.
- 2.2.9.4** Identify and perform other emergency preparedness responsibilities, as

related to Public Works, where the firm reasonably anticipates needs, which are not specifically set forth above.

1.3 Finance and Administrative Services

The City of Dunwoody Finance and Administration Department is responsible for all financial operations, contract administration, administrative and facility services. Currently the City bills around 2,400 occupation and excise taxpayer businesses annually. The Department's mission is to provide all stakeholders in a transparent and efficient manner with professional, courteous, and reliable services that are timely and accurate.

The services provided by the Finance and Administration Department include:

- Administrative Assistance and Reception
- Accounting
- Budgeting Services
- Revenue Control
- Purchasing Services
- Risk Management

1.3.1 General Requirements

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

- 1.3.1.1** Identify and perform Finance and Administrative assistance where the firm reasonably anticipates needs, which are not specifically set forth below.
- 1.3.1.2** Provide services under the direction of the City Manager and/or City Finance Director or designee. The Finance Director is a City employee.
- 1.3.1.3** Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 1.3.1.4** 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.
- 1.3.1.5** 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
- 1.3.1.6** Provide additional staffing resources on an as needed basis to support the

City, such as during financial audits, website updates and special projects.

- 1.3.1.7** Provide employees that are proficient with the software utilized by the Finance and Administrative Department. This, at a minimum, includes the Microsoft Office Suite.
- 1.3.1.8** Adhere to all established internal controls and procedures.
- 1.3.1.9** 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.
- 1.3.1.10** 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.
- 1.3.1.11** Have included in their staffing a fulltime Certified Public Account or Certified Public Financial Officer at all times.

1.3.2 Administrative Assistance and Reception

The Contractor shall provide the following services:

- 1.3.2.1** Provide dedicated clerical and administrative support for the office of the City Manager, as well as clerical and administrative support for elected officials and the City Finance Director.
- 1.3.2.2** Receive and screen visitors and telephone calls at the reception station to be staffed by the firm at all times during the City's business hours (currently 8 am – 5 pm except for holidays), providing first-tier responses to customer inquiries.
- 1.3.2.3** Coverage for the City's front desk reception area can use other full-time contracted staff to cover the desk for short breaks during the day; but for extended period of times, such as and including lunch hours, the desk should not be covered using contracted staff dedicated to full time equivalent positions in other areas. Exceptions can be made by the City Manager or his/her designee for emergencies.
- 1.3.2.4** 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.
- 1.3.2.5** Collect and sign for all incoming and outgoing mail or express packages and maintain a log of packages, monetary receipts, carrier, sender, and recipient.
- 1.3.2.6** 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.

- 1.3.2.7** Coordinate travel arrangements as required under the City's travel policy for the City Manager, Mayor, City Council, and other staff as necessary.
- 1.3.2.8** 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.
- 1.3.2.9** Compose correspondences and respond to general inquiries on behalf of the City Manager.
- 1.3.2.10** Type, proofread, edit and format meeting transcriptions and other formal correspondence.
- 1.3.2.11** Attend all City Council meetings and hearings and other meetings, as directed by the City Manager or designee.
- 1.3.2.12** Respond to all inquiries as directed.
- 1.3.2.13** Provide and maintain access to data to other City contract providers as necessary.
- 1.3.2.14** Coordinate and assist various [internal] events such as holiday luncheon and teambuilding activities.
- 1.3.2.15** Identify and perform other administrative assistance and reception where the firm reasonably anticipates needs, which are not specifically set forth above.

1.3.3 Administrative Assistance to the City Clerk

- 1.3.3.1** 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.
- 1.3.3.2** Provide dedicated, full-time, on-site clerical and administrative support for the office of the City Clerk.
- 1.3.3.3** 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).
- 1.3.3.4** Maintain and administer the City's document imaging system and records retention management.
- 1.3.3.5** Format, print, route and store ordinances, and resolutions for the City Clerk.
- 1.3.3.6** Manage, document and respond appropriately to open records requests on behalf of the City as directed by the City Clerk.

- 1.3.3.7** Duplicate and distribute materials for City meetings.
- 1.3.3.8** Organize and store City contracts as directed by the City Clerk.
- 1.3.3.9** Post public notices as directed.
- 1.3.3.10** 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.
- 1.3.3.11** Perform City Clerk's responsibilities upon the City Clerk's absence.
- 1.3.3.12** 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.

1.3.4 Accounting

The Contractor shall provide the following services:

- 1.3.4.1** Provide a full-time qualified manager of 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(g) regarding staff reassignments.
- 1.3.4.2** Maintain all financial records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB), best practices and advisories of the Governmental Finance Officers Association (GFOA) and the City's accounting manual.
- 1.3.4.3** Produce and deliver to the City Finance Director in a timely manner any and all financial information and reports as requested by the City Finance Director.
- 1.3.4.4** Assist in developing and implementing the policies and procedures established by the City Finance Director for the withdrawal/transfer and disbursement of City funds, promotion of internal controls and reporting of financial information.
- 1.3.4.5** Process all invoices presented with proper approval for payment, process only invoices presented with proper approval.
- 1.3.4.6** Promptly identify and pay all City bills and obligations, including payroll, in accordance with Georgia law and sound business practices.

- 1.3.4.7** Properly code and record all financial transactions of the City under the direction of the City Finance Director.
- 1.3.4.8** Prepare and review journal entries, direct pays and wire transfers.
- 1.3.4.9** Maintain capital asset records.
- 1.3.4.10** Maintain accounting subsidiary ledgers and supporting schedules to support account balances in the general ledger.
- 1.3.4.11** Maintain cash and investments in accordance with approved investment policies and applicable laws.
- 1.3.4.12** Identify and maintain records and accounting for all grants and capital projects.
- 1.3.4.13** Prepare responses for surveys for other governmental agencies and authorities as directed by the City Finance Director.
- 1.3.4.14** Assist the City Finance Director and City Clerk with contract administration and supervision of contracts and agreements.
- 1.3.4.15** Assist the City Finance Director with obtaining financing when necessary.
- 1.3.4.16** 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).
- 1.3.4.17** Identify and analyze financial trends and variances and report them to the City Finance Director.
- 1.3.4.18** Compile operating and financial data to assist with the preparation of the annual budget.
- 1.3.4.19** Prepare all required annual reports including the City's Comprehensive Annual Finance Report (CAFR) to be delivered to the Department of Audits within the requirements and deadlines established in OCGA.
- 1.3.4.20** Prepare a Popular Annual Financial Report (PAFR) under the requirements and guidelines published by GFOA and internal deadline requirements.
- 1.3.4.21** Coordinate and cooperate with external auditors and provide requested information and reports for year-end and interim reporting.
- 1.3.4.22** Document all accounting procedures and processes as well as perform tests and walk-throughs to ensure sound accounting procedures and processes.
- 1.3.4.23** 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.
- 1.3.4.24** Maintain a tickler file of all reports and deadlines completed by the City

regularly.

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

1.3.5 Budgeting Services

The Contractor shall provide the following services:

- 1.3.5.1** 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.
- 1.3.5.2** Comply with all requirements of the budget policy as approved or amended from time to time by the Mayor and City Council and recommend amendments to the policy as needed and identified.
- 1.3.5.3** Assist the City Finance Director and City Manager as directed with budget preparation and preparation of reports and schedules.
- 1.3.5.4** Monitor City expenditures and prepare analytical reviews as directed.
- 1.3.5.5** Meet with department heads when directed and review preliminary budgets prior to developing the final City budget.
- 1.3.5.6** Assist departments throughout the year in managing budgetary thresholds. Prepare, with assistance from Marketing and Public Relations, an attractive and professional annual budget book for submission to GFOA's award program. The document shall include all required and suggested components indicated by GFOA.
- 1.3.5.7** Prepare, maintain, and update the 5-year Capital Improvement Program budget, when requested.
- 1.3.5.8** Prepare ongoing cash flow analysis, financial reports, planning models and trend analysis to assist in short, and long term financial planning as directed by the City Finance Director.
- 1.3.5.9** Serve as a liaison with all City departments on budget preparation and administration.
- 1.3.5.10** Provide materials, schedules, and other documentation for all budget meetings, hearings and public meetings.
- 1.3.5.11** Identify and perform other budget responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.3.6 Revenue Control

The Contractor shall provide the following services:

- 1.3.6.1** Maintain and improve, where possible, the City's processes and procedures that identify, record and secure all City revenues.
- 1.3.6.2** Maintain all revenue control records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards, and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB) and best practices and advisories of the Governmental Finance Officers Association (GFOA).
- 1.3.6.3** 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.
- 1.3.6.4** Coordinate collection of all City-collected fees received by other departments.
- 1.3.6.5** Reconcile cash receipts collected daily and prepare daily deposits for the bank.
- 1.3.6.6** Identify record and report relevant accounting performance measurements.
- 1.3.6.7** Document all revenue control procedures and processes as well as perform tests and walk-throughs to ensure sound revenue control procedures and processes.
- 1.3.6.8** 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.
- 1.3.6.9** Review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standard changes.
- 1.3.6.10** Identify and perform other revenue control responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.3.7 Purchasing Services

The Contractor shall provide the following services:

- 1.3.7.1** 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.
- 1.3.7.2** Comply with all requirements of the Purchasing Policy as approved or amended from time to time by the Mayor and City Council, as well as

recommend amendments to the policy as needed and identified.

- 1.3.7.3** Manage and maintain the requisition and purchasing process in compliance with applicable laws and the adopted purchasing policy.
- 1.3.7.4** Monitor departmental expenditures against available budget for purchases.
- 1.3.7.5** Maintain all purchasing records for the City and component units and joint ventures of the City in accordance with applicable laws, guidelines, standards and best practices for municipal accounting, including, but not limited to, General Accepted Accounting Principles (GAAP), pronouncements of the Governmental Accounting Standards Board (GASB) and best practices and advisories of the Governmental Finance Officers Association (GFOA) and/or the National Institute of Governmental Purchasing (NGIP.)
- 1.3.7.6** Produce and deliver to the City Finance Director in a timely manner any and all purchasing information and reports as requested by the City Finance Director.
- 1.3.7.7** Identify and take advantage of all available discounts through purchases or competitive contracts with other governments for City purchases.
- 1.3.7.8** Prepare and maintain contracts and contract files, while also coordinating with the City Clerk for proper maintenance of City contracts.
- 1.3.7.9** Manage and maintain vendor information and registration within the City's financial reporting system.
- 1.3.7.10** 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.
- 1.3.7.11** Manage and maintain the City's procurement.
- 1.3.7.12** Prepare solicitations and oversee the competitive procurement process for projects funded through the City.
- 1.3.7.13** Coordinate, as needed, with the City Attorney on issues that may arise during the procurement process.
- 1.3.7.14** Prepare, manage, and oversee competitive procurement processes, including coordination with other City departments.
- 1.3.7.15** Reconcile encumbrances to the general ledger as requested by accounting.
- 1.3.7.16** Maintain inventory of all furniture, fixtures, supplies, and equipment that do not qualify as capital assets.

- 1.3.7.17** Document all purchasing procedures and processes as well as perform tests and walk-throughs to ensure sound purchasing procedures and processes.
- 1.3.7.18** Identify and perform other purchasing responsibilities where the Contractor reasonably anticipates needs, which are not specifically set forth above.

1.3.8 Risk Management

The Contractor shall provide the following services:

- 1.3.8.1** Design, implement, manage, document, and maintain a citywide risk management program.
- 1.3.8.2** 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.
- 1.3.8.3** Design, implement, manage, document, and maintain a risk management claims review process.
- 1.3.8.4** Recommend and advise the City's Finance Director of the appropriate amounts and types of insurance.
- 1.3.8.5** Assist in the procurement of all necessary insurance.
- 1.3.8.6** Process and assist in the investigation of insurance claims, coordinating with legal representation as needed.
- 1.3.8.7** Review insurance policies and coverage amounts of contractors and make recommendations for changes.
- 1.3.8.8** Document all risk management procedures and processes as well as perform tests and walk-throughs to ensure sound risk management procedures and processes.
- 1.3.8.9** Identify, record and report key performance indicators relevant to risk management.
- 1.3.8.10** Identify and perform other risk management responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.3.9 Liaison with Financial System Provider

The Contractor shall provide the following services:

- 1.3.9.1** Designate one or more individuals to act as superusers with the City's financial system provider, currently Tyler Technology.

- 1.3.9.2** Compile weekly reports to the Finance Director of all outstanding issues with the vendor and potential paths to resolution.
- 1.3.9.3** Liaison with the City's Information Technology provider to develop both a short-term (one year) and long term (two to five years) to improve the City's financial system.
- 1.3.9.4** Develop financial reports extracted from the system and train departmental users in how to run them.

1.4 Planning and Zoning

The goal of the Planning and Zoning Department is to promote and protect the City through planning and development practices while providing professional and efficient customer service. The Planning and Zoning Department is responsible for working with the citizens of Dunwoody, Boards, and Commissions, the development community and the elected officials while managing current and long-range planning, and land development.

1.4.1 General Requirements

Contractors responding to the Planning and Zoning scope of work shall perform the following services:

- 1.4.1.1** Provide services under the direction of the Community Development Director or designee. The Community Development Director is a City employee.
- 1.4.1.2** Provide a full-time, on-site Acting Community Development Director during periods of leave and vacancy with the existing position, approved by the City, with full responsibility to manage all Planning and Zoning Department as well as Inspections and Permitting staff necessary and proper to perform the services, duties, and responsibilities set forth.
- 1.4.1.3** Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 1.4.1.4** Provide a supervision of Contractor(s) staff providing Planning & Zoning Services to ensure that all contractual requirements are performed effectively and efficiently. This may be accomplished with a Deputy Director (full-time). The City Community Development Director will provide day-to-day operational supervision for department staff.
- 1.4.1.5** Develop capital improvement plans for applicable Planning and Zoning service areas.
- 1.4.1.6** Provide ongoing engineering, design and maintenance oversight for the operation of all systems, as needed to meet the needs of the City.
- 1.4.1.7** Provide supervision of Contractors and consultants providing Planning and Zoning services to ensure that all contractual requirements are performed effectively and efficiently.
- 1.4.1.8** Verify and update all information provided or obtained from other sources.
- 1.4.1.9** Attend City meetings to represent Planning and Zoning as required and directed by the City.

- 1.4.1.10** Track, maintain, and report in a timely manner on key performance indicators for Planning and Zoning established by the City in consultation with the Contractor.
- 1.4.1.11** Identify and perform other Planning and Zoning assistance where the firm reasonably anticipates needs, which are not specifically set forth above.

1.4.2 Planning and Zoning Services

The Contractor shall provide the following services:

- 1.4.2.1** Staff (as needed to meet the requirements herein) and maintain the Planning and Zoning Department for the City.
- 1.4.2.2** Regularly provide updated information to builders and developers regarding policies and procedures adopted by the City related to land use planning within the city.
- 1.4.2.3** Provide information to the public as it relates to all land development activities within the City.
- 1.4.2.4** Manage the development, maintenance and updating of land use and zoning maps as required by state and local agencies.
- 1.4.2.5** Review, revise, and update policies and procedures manual which outlines all planning and zoning activities, and develops schedules and time frames for processing all land development activities (including zoning).
- 1.4.2.6** Regularly inform key City officials of all relevant and applicable zoning and/ or planning issues.
- 1.4.2.7** Review, revise, develop, and implement, in coordination with the City Manager, procedures for the issuance of certificates of use. Contractor shall verify that all business license applications meet the City's zoning codes prior to their issuance by the Finance and Administration department.
- 1.4.2.8** Provide support and assistance for updates to the City's zoning code.
- 1.4.2.9** Provide the services of a trained and qualified Arborist.
- 1.4.2.10** Develop Request for Proposals (or other formal solicitations) when directed by the City.
- 1.4.2.11** Provide full support for all boards, committees, and advisory groups established by Council including, but not limited to, , Construction Board of Adjustments and Appeals, Design Review Advisory Committee, Planning Commission, Sustainability Commission, and Zoning Board of Appeals.

- 1.4.2.12** Develop recommendations on how to improve the operations of all boards, committees, and advisory groups served by Planning and Zoning.
- 1.4.2.13** Identify and perform other planning and zoning responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.
- 1.4.2.14** Provide for plats, land disturbance, buildings, architectural, engineering, fire, signs, and any other plan review in 7 (seven) calendar days on the first submittal by the design professional, 5 (five) days on the second review and 3 (three) days on the third review.

1.5 Information Technology

The Information Technology Department is responsible for maintaining, supporting, engineering, and updating the City's IT infrastructure and all communication systems. The City of Dunwoody owns all systems and software currently utilized by City employees. The local area network is TCP/IP based and IPV6 compatible. The computer network is based on Microsoft Windows servers including Exchange and SQL. Computers are Microsoft Windows based and are loaded with the Microsoft Office Professional Suite. The IT Department manages the City's website and the content within. Furthermore, the IT Department provides 24/7 troubleshooting assistance to users of the system as necessary (Police). See Appendix C for a complete list of the hardware and IT systems utilized by the City of Dunwoody.

1.5.1 General Requirements

Contractors responding to the Information Technology scope of work shall perform the following services:

- 1.5.1.1** Provide ongoing engineering, design and maintenance oversight for the operation of all systems, as needed to meet the needs of the City.
- 1.5.1.2** Provide services under the direction of the City Manager or designee.
- 1.5.1.3** Provide an Information Technology Manager, approved by the City, with full responsibility to manage all Information Technology Department staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved Manager without written approval of the City, which approval will not be unreasonably withheld. – See Section 2.1(g) regarding staff reassignments.
- 1.5.1.4** Provide mid-to-upper level specialist support primarily (but not solely) responsible for the design and implementation of Public Safety systems, and providing technical assistance to IT team members with the proper integration and support of Public Safety systems.
- 1.5.1.5** Provide the City with a primary contact who shall be available to the City in person as needed or by telephone on a twenty-four (24) hour basis, seven (7) days a week.
- 1.5.1.6** Provide supervision of subcontractors providing Information Technology services to ensure that subcontractors perform all contractual requirements effectively and efficiently.
- 1.5.1.7** Track, maintain, and report in a timely manner on key performance indicators for IT services established by the City in consultation with the Contractor
- 1.5.1.8** Identify and perform other Information Technology assistance where the

firm reasonably anticipates needs, which are not specifically set forth above.

1.5.2 Information Technology Infrastructure

The Contractor shall provide the following services:

- 1.5.2.1** Provide purchasing assistance, install, configure, and maintain any additional hardware and software required to satisfy all City's operational needs.
- 1.5.2.2** Assist, administer, and troubleshoot the City's website. The City will pay for major upgrades and maintenance separately.
- 1.5.2.3** Maintain and regularly update hardware and software utilized by the City for efficient service delivery and administrative functions. Hardware includes, but is not limited to, desktop computers, laptop computers, peripherals, cell phones, mobile devices, copiers, printers, scanners, faxes, plotters, cameras, projectors, and audio recorders. Software includes, but is not limited to, systems for accounting, human resources, work order tracking, public works, capital planning, court management, police force, agenda and document management, and geospatial information system (GIS) integration.
- 1.5.2.4** Provide the expertise for planning, installation, configuration, and maintenance of all City IT systems to ensure that systems are interoperable and continuity is maintained during turnover of City personnel and Contractors. Contractor shall develop/update an IT Strategic Plan annually during the budget preparation process (currently mid-year).
- 1.5.2.5** Manage the inventory and licensing of all IT assets and report discrepancies to the City Finance Director.
- 1.5.2.6** Maintain software and hardware interoperability among users and systems. The local area network is TCP/IP based and IPV6 compatible. The computer network is based on Microsoft Windows servers including Exchange and SQL. Computers are Microsoft Windows based and are loaded with the Microsoft Office Professional suite.
- 1.5.2.7** Maintain an appropriate replacement program for all computers and equipment. The City covers all hard costs for replacement of hardware and software. Provide cost budgets for any IT project, including replacement projects, when the cost is anticipated to exceed \$10,000.
- 1.5.2.8** Provide all users with email for internal and external communications, common contact lists, and scheduling.
- 1.5.2.9** Maintain disaster recovery and IT business continuity plans and ensure that compliance is periodically validated.

- 1.5.2.10** Provide 24/7 troubleshooting for all Citywide IT systems.
- 1.5.2.11** Develop request for proposals when directed by the City.
- 1.5.2.12** Archive and retrieve all emails to comply with open records requests.
- 1.5.2.13** Provide for the centralized, electronic storage of the City's documents. Provide virtual private network (VPN) connectivity for remote users.
- 1.5.2.14** Maintain all communications systems including VOIP, VOIP Fax, VPN and wireless systems. Maintain local area network switches, cabling, and patch cords for communications, networking, and data sharing.
- 1.5.2.15** Administer network accounts and resource level security to systems, services, applications, databases, email, documents, and printers.
- 1.5.2.16** Administer network services including, but not limited to, Active Directory, *Dynamic Host Configuration Protocol (DHCP)*, *Domain Name System (DNS)*, *Remote Procedure Call (RPC)*, *Internet Information Services (IIS)*, and Print.
- 1.5.2.17** Provide general software user support and coordinate support with software providers when needed.
- 1.5.2.18** Administer the Microsoft SQL server and provide connectivity to City applications requiring database storage and services. Coordinate the procurement, installation, configuration, and maintenance of all databases required of municipalities in the State of Georgia by any governmental agencies.
- 1.5.2.19** Upon request, provide schema and any database data in a standard SQL format for importation into a non-contractor database.
- 1.5.2.20** Identify and perform other IT infrastructure responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.5.3 Security Component for Information Technology

The Contractor shall provide the following services:

- 1.5.3.1** Maintain the numerous security components that must be addressed including: ensure data security and integrity with nightly backups; provide anti-virus, anti-malware, anti-spam, and patch management; provide firewall protection for the local area network; provide a virtual private network connectivity for remote users; and administer network accounts and resource level security to systems, services, applications, databases, email, documents, and printers.
- 1.5.3.2** Provide technical solutions such as SSL to secure all Internet

communications to protect the privacy of the citizens of Dunwoody and the integrity of its software systems. Additionally, the Contractor will be responsible for ensuring security for new City software systems including, but not limited to, finance, personnel, municipal court, and public safety.

- 1.5.3.3** Ensure data security and integrity with a nightly backup (with offsite storage) and the ability to restore from a central location.
- 1.5.3.4** The backup site does not have to be hot. A reasonable expectation for the restoration of documents and emails is two hours and restoration of services within four hours.
- 1.5.3.5** Provide firewall protection for the local area network.
- 1.5.3.6** Identify and perform other IT security management responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.5.4 Geographical Information System (GIS)

The Contractor shall provide the following services:

- 1.5.4.1** Manage the existing GIS system as well as for the service, update and maintenance of the GIS databases on not less than a monthly basis.
- 1.5.4.2** Review data contained within the existing GIS system, and coordinate with all other necessary City personnel to obtain pertinent data to be included within the GIS. Determine necessary documentation as well as coordinate and implement the physical retrieval, reproduction, and storage of the transferred records.
- 1.5.4.3** Maintain one employee available during business hours capable of operating, printing, and extracting information, including maps, from the GIS System in a timely manner as directed by the City Manager or department head.
- 1.5.4.4** Provide the public with access to limited City GIS files through the City website as directed.
- 1.5.4.5** Maintain, develop, implement, and improve GIS standards, policies, and procedures.
- 1.5.4.6** Maintain all existing and future GIS data layers.
- 1.5.4.7** Develop new data layers and maps requested by the City or its contractors to meet business needs.
- 1.5.4.8** Provide any GIS related information and/or data in response to requests and needs of City personnel as well as any IT Department employees who may be engaged in City of Dunwoody Planning and Zoning projects.

- 1.5.4.9** Identify and perform other GIS related responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.6 Permitting and Inspections

Providing top quality facilities to live and conduct business is a key goal of the City of Dunwoody, which prompted the City to creating a standalone Permitting and Inspection Department. This Department processes all building and special event permits, provides building inspections, fire services and provides code enforcement (compliance) services. The City believes that this combination of services should reduce the number of code offenders, while decreasing expenses and time required for correcting code violations.

In 2019, the City of Dunwoody conducted 4,769 inspections for numerous locations including, new buildings, additions, residential work, commercial work, renovations, electrical systems, plumbing systems replacement of water heaters, water lines and drains, and HVAC (heating, ventilating, and air-conditioning systems). In addition, the City processed 1,467 permits for Land Disturbance Permits, Commercial or Multi-Family Residential, Single-Family Residential, and Roof Replacements. The City's fee schedule is viewable at:

http://dunwoodyga.gov/index.php?section=departments_community_development_permits_fee_schedule

1.6.1 General Requirements

Contractors responding to the Permitting and Inspections scope of work shall perform the following services:

- 1.6.1.1** Provide services under the direction of the Community Development Director or designee. The Community Development Director is a City employee.
- 1.6.1.2** Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 1.6.1.3** Provide supervision of Contractor(s) staff providing Permitting and Inspection Services to ensure that all contractual requirements are performed effectively and efficiently. The City Community Development Director will provide day-to-day operational supervision for department staff.
- 1.6.1.4** Verify and update all information provided or obtained from other sources.
- 1.6.1.5** Review, update, develop, and implement, in coordination with the Community Development Director, a plan for an on-going Code Enforcement department process for the City.

- 1.6.1.6** Permitting and Inspections Department will remedy violations on City Right of Ways as well as private and commercial property. The enforcement officer shall be responsible for enforcing ordinances as directed by the City.
- 1.6.1.7** Coordinate with City of Dunwoody Planning and Zoning Department to ensure uniform application of codes and acquisition of any state and federally mandated certifications.
- 1.6.1.8** Enforce housing code standards.
- 1.6.1.9** Issue permits for special events at the direction of the Planning and Zoning Department and collect permit fees.
- 1.6.1.10** Maintain system of standards for taxi and limousine licensing and compliance; including periodic review of standards for improvements and modifications.
- 1.6.1.11** Provide advice and guidance to City staff, advisory groups, boards, and commissions on issues related to permits and inspections.
- 1.6.1.12** Track, maintain, and report in a timely manner on key performance indicators established by the City in consultation with the Contractor for the Permitting and Inspections.
- 1.6.1.13** Identify and perform other Permitting and Inspections assistance where the firm reasonably anticipates needs, which are not specifically set forth above.
 - 1.6.1.14** Provide for plats, land disturbance, buildings, architectural, engineering, fire, signs, and any other plan review in 7 (seven) calendar days on the first submittal by the design professional, 5 (five) days on the second review and 3 (three) days on the third review.

1.6.2 Building Permitting and Inspection

The Contractor shall provide the following services:

- 1.6.2.1** The Building Permitting and Inspections services shall include, establishing, staffing, and maintaining the Inspections and Permitting Departments for the City.
- 1.6.2.2** Review, revise, develop, and implement, in coordination with the Community Development Director, the City's existing plan review and permitting process.
- 1.6.2.3** Maintain the City of Dunwoody's status as Local Issuing Authority (LIA) registered with the State of Georgia. Contractor shall include a fee schedule for the proposed plan review and permitting process, which the

City could adopt as necessary. Review, revise develop and implement, in coordination with the City, the City's existing building permitting process for the City including response time standards.

- 1.6.2.4** Perform inspections and accurate compliance of the City of Dunwoody Building and City codes to ensure that every new and renovated building's design documents meet the building and trade codes.
- 1.6.2.5** Review, revise, develop, and implement, in coordination with the City, the outlined plan for the City to conduct soil erosion and sedimentation control inspections for the City in accordance with the State of Georgia NPDES.
- 1.6.2.6** Review, revise, update, and develop a system of standards for City signage and issue all required Signage permits for temporary and permanent signage at the direction of the Planning and Zoning Department and collect permit fees as appropriate.
- 1.6.2.7** Collect permit fees and issue all building, construction, plumbing, electrical, HVAC, soil erosion, land disturbance permits and all other related permits; in conjunction with the Planning and Zoning Department.
- 1.6.2.8** Manage and maintain Permits and Inspection data and integrate it into the City of Dunwoody database regularly.
- 1.6.2.9** Manage and maintain the web accessible database and filing system, record retention program, and schedule for Permits and Inspections Documents that allows permit applicants to check status of Permits and Inspections via the Internet.
- 1.6.2.10** Review, revise, and update the current methods used to incorporate Energy Efficient and sustainable Leadership in Energy & Environmental Design (LEED) standards into the permit and inspection process.
- 1.6.2.11** Identify and perform other building permitting and inspection responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.
- 1.6.2.12** Provide for a Building Official (full time) who oversees the activities of the Permit and Inspection staff

1.6.3 Code Compliance

The Contractor shall provide the following services:

- 1.6.3.1** Ensure that the City meets housing codes.
- 1.6.3.2** Review and revise, in coordination with the City, a plan for an on-going code compliance process for the City.

- 1.6.3.3** The code compliance department shall prevent and remedy violations on City right of ways, as well as private and commercial properties. The code enforcement officers shall be responsible for enforcing City and State ordinances as directed by the City.
- 1.6.3.4** Coordinate with the City's Planning and Zoning Department to ensure uniform application of codes and acquisition of any state and federally mandated certifications.
- 1.6.3.5** Issue permits for special events at the direction of the Planning and Zoning Department, and collect permit fees.
- 1.6.3.6** Identify and perform other code compliance responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.
- 1.6.3.7** Code enforcement officers may be required to work on the weekend as well as during the week.
- 1.6.3.8** All complaints for code violations will be acknowledged within 24 hours of time that we receive the complaint, except for complaints on the weekend, the response shall be on Monday before 12:00 pm.
- 1.6.3.9** Seventy five percent (75%) of the code enforcement complaints shall be investigated within 3 days of receiving the complaint.

1.6.4 Fire Services

- 1.6.4.1** Provide fire life safety and accessibility plan reviews and inspections required for building renovation and new construction. These same services are currently offered by the DeKalb County Fire Marshal's office. Customers should be offered an option to have these services provided by the City or at the customer's option, they can have DeKalb County provide these services.
- 1.6.4.2** Provide fire plan reviews and inspection services by staff holding appropriate ICC certifications necessary to provide these services.
- 1.6.4.3** Provide all fire plan reviews and inspections within a reasonable time period that is consistent with key performance indicators established by the City.

NOTE: DeKalb County will continue to provide other services, such as firefighting, annual safety inspections and arson investigations.

1.6.5 Business License

- 1.6.5.1** Bill and collect business occupation taxes and review the calculation of

fees and charges for accuracy.

- 1.6.5.2** 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.
- 1.6.5.3** Ensure no revenue is lost due to missing a deadline.
- 1.6.5.4** 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.
- 1.6.5.5** Process applications, issue designated licenses and permits and calculate related fees and charges appropriately.
- 1.6.5.6** Collect and record revenue payments from customers for various City revenue sources while ensuring the customer's account is properly credited.
- 1.6.5.7** Greet public and answer routine questions associated with collection of taxes, fees, assessments or other charges during established business hours.
- 1.6.5.8** Collect excise taxes from commercial sources and prepare reports for management review.
- 1.6.5.9** Maintain and update the City's database of businesses within the City's financial reporting system.
- 1.6.5.10** Reconcile cash receipts collected daily and prepare daily deposits for the bank.
- 1.6.5.11** Identify record and report relevant accounting performance measurements.
- 1.6.5.12** Document all revenue control procedures and processes as well as perform tests and walk-throughs to ensure sound revenue control procedures and processes.
- 1.6.5.13** Review all related processes, procedures and policies at least annually for amendments and improvements based on circumstances and industry standard changes.
- 1.6.5.14** Identify and perform other revenue control responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.7 Parks and Recreation

The City of Dunwoody Parks and Recreation Department strives to provide the residents of Dunwoody with the highest quality parks, recreational services, and green space to enhance the quality of life to our community. The City of Dunwoody manages nine major parks with combined land space of over 192 acres. These parks are home to several major events each year and offer a variety of activities including skateboarding, tennis, and more.

1.7.1 General Requirements

Contractors responding to the Parks and Recreation scope of work shall perform the following services:

- 1.7.1.1** Provide services under the direction of the City Manager and/or Parks and Recreation Director or designee. The Parks and Recreation Director is a City employee.
- 1.7.1.2** Provide a minimum of two operations staff over maintenance and enhancements of the park facilities and a minimum of two recreation staff over recreation programs and facility rentals. approved by the City, with full responsibility to manage all Parks and Recreation Department staff necessary and proper to perform the services, duties, and responsibilities set forth. The Contractor shall not replace the approved staff without written approval of the City, which approval will not be unreasonably withheld. (The Contractor is fully responsible for hiring and firing of personnel assigned to this contract. The City may request from time to time that personnel be removed from the contract and replaced. Contractor will be responsible for identifying suitable candidates able to provide the scope of services outlined in the contract. The City, at its discretion, may request an opportunity to review potential candidates and/or interview candidates prior to offers being made.) – See Section 2.1(g) regarding staff reassignments.
- 1.7.1.3** Provide supervision of Contractor(s) staff providing Parks and Recreation Services to ensure that all contractual requirements are performed effectively and efficiently. The City Parks and Recreation Director will provide day-to-day operational supervision for department staff.
- 1.7.1.4** Provide the City with a primary contact who shall be available to the City in person or by telephone on a twenty-four (24) hour basis, seven (7) days per week.
- 1.7.1.5** Provide off-hours emergency service and support on a twenty-four (24) hour basis, seven (7) days a week.
- 1.7.1.6** Ensure that recreational facilities are in good repair and promptly notify the City of the need to repair or replace City equipment or the need for

facility maintenance.

- 1.7.1.7** Coordinate the development of bid specifications, proposal review and evaluation, and the award process.
- 1.7.1.8** Oversee the department budget and monitors expenditures.
- 1.7.1.9** Review development of construction plans and ensures compliance with specifications.
- 1.7.1.10** Provide supervision of Contractors providing Parks and Recreation Services to ensure that all Contractors perform contractual requirements effectively and efficiently.
- 1.7.1.11** Verify and update all information provided or obtained from other sources.
- 1.7.1.12** Comply with all local, state, and federal regulations applicable to performing work within a City park or recreational facility.
- 1.7.1.13** As it relates to Parks and Recreation, the Contractor shall track, maintain, and report on key performance indicators established by the City in consultation with the Contractor in a timely manner.
- 1.7.1.14** Identify and perform other Parks and Recreation assistance where the firm reasonably anticipates needs, which are not specifically set forth above.

1.7.2 Parks Maintenance

The Contractor shall provide the following services:

- 1.7.2.1** Plan, implement and coordinate staffing and contract administration for the daily maintenance and use of all public parks and recreational facilities. Supervisory duties include, but not limited to prioritizing and assigning work; conducting performance evaluations of contracted staff as well as reviewing proposals for contract renewals; ensuring staff are adequately trained; and ensuring contracted staff are following City policies, procedures and guidelines.
- 1.7.2.2** Oversee contracts responsible for the maintenance of City parks. This includes internal and external cleaning of all facilities daily, mulching, and playgrounds.
- 1.7.2.3** Ensure repairs are completed in a timely manner including, but not limited to:
 - Painting over or removal of graffiti
 - Mowing and trimming

- Applying top dressing, dragging, aerating and lining athletic fields
- Repairing or replacing broken windows
- Repairing or replacing damaged or missing park signs
- Repairing or replacing broken toilets and other bathroom facilities
- Removing debris
- Repairing or placing lighting in all recreational and park areas
- Removal of trees when necessary

1.7.2.4 Review, revise, develop, and recommend to the City Manager short, mid, and long range plans for capital improvements.

1.7.2.5 Conduct all activities necessary to identify, develop and prepare submissions for any federal, state, or local funding and grant programs for improvements to the Park and Recreation system within Dunwoody, and provide fund oversight as required by law.

1.7.2.6 Maintain all Parks and Recreational facilities as outlined in the above activities including:

- Dunwoody Park and Nature Center
- The Donaldson-Bannister Farm
- North DeKalb Cultural Center
- Windwood Hollow Park
- Brook Run Park
- Vernon Oaks Park
- Georgetown Park
- Pernoshal Park
- Dunwoody Trailway
- North Shallowford Annex
- Perimeter Center East Park Property
- Waterford Park Property
- Austin Elementary School Park Property
- Other recreational facilities acquired by the City during the term of the contract

1.7.2.7 Identify and perform other park maintenance responsibilities to ensure safety and cleanliness, where the firm reasonably anticipates needs, which are not specifically set forth above.

1.7.2.8 Inspects parks and community facilities to ensure safety, cleanliness, and project tasks are completed properly.

1.7.2.9 Oversee the maintenance of recreational fields such as applying top

dressing, dragging, aerating, and lining fields.

1.7.2.10 Oversee the maintenance (including janitorial maintenance) in parks and community facilities.

1.7.2.11 Oversee all repairs within parks and community facilities.

1.7.3 Recreation

The Contractor shall provide the following services:

1.7.3.1 Develop and/or maintain short, mid, and long-term plans for capital improvements and implement said plans, as directed.

1.7.3.2 Plan, recommend, implement and coordinate staffing and contract administration for the daily maintenance and use of public parks and recreational facilities.

1.7.3.3 Plan, recommend, implement, and coordinate staffing for planning and promoting, of recreational programs and special events sponsored by the City. These special events may include, but are not limited to festivals, ceremonies, and 5Ks.

1.7.3.4 Coordinate with Park and Recreation staff to ensure dates for events scheduled in connection with facility activities do not conflict with any other City activities.

1.7.3.5 Coordinate preparation and cleanup for all recreational activities upon closure of events.

1.7.3.6 Administer all contracts with private instructors programs.

1.7.3.7 Coordinate the reservation and payments for all park rental facilities.

1.7.3.8 Manage and administer the collection of all fees and revenues from City provided recreational programming, devise, and implement a system for the security of all revenues collected.

1.7.3.9 Coordinate specified aspects of utilization of parks with emergency management procedures of local, state, and federal agencies.

1.7.3.10 Manage all planning, implementing and coordinating of staffing for the planning and promoting of recreation programs and special events.

1.7.3.11 Plan, implement, and coordinate staffing for the managing, coordinating and scheduling of City athletic facilities as needed.

1.7.3.12 Establish, operate, and oversee all aspects of emergency management procedures with local, state, and federal agencies to ensure safe recreational system.

1.7.3.13 Maintain and update a programming and management plan for the

continued operation of City resources, including but not limited to the Brook Run Skate Park and the North Shallowford Annex

- 1.7.3.14** Identify and perform other recreation services responsibilities where the firm reasonably anticipates needs, which are not specifically set forth above.

1.8 Facilities Management

Facilities Management oversees maintenance and operations of the City's two main properties: Dunwoody City Hall (4800 Ashford Dunwoody Rd, Dunwoody GA 30338) which was occupied by staff in the winter of 2017/2018. The facility is a building of approximately 45,532 square feet consisting of two stories. All city departments are primarily located at this facility. In the fall of 2019, the City also opened the North Shallowford Annex a.k.a. the Annex (4470 North Shallowford Rd, Dunwoody GA 30338). The facility is a building of approximately 13,675 square feet consisting of two stories. The building's main purpose is to house police training and citizen recreational programming activities.

The Contractor will act as the primary point of reference for maintenance of these two facilities, the emergency contact for any related issues, and perform custodial work of the building and grounds. The Contractor may do it through their own staff or subcontract out duties; however, the operator will be responsible for all subcontractor performance. For this RFP, only these two buildings will be included in the scope; however, the City may negotiate with the selected Contractor a later date should additional City properties be added during the contract.

1.8.1 General Requirements

Contractors responding to the Facilities Management scope of work shall perform the following services:

- 2.8.1.1** Have a 24 hours a day, seven days a week contact to respond to emergency maintenance issues.
- 2.8.1.2** Daily weekday cleaning of the exterior and interior of both buildings, including at least one individual to be on one of the two sites for custodial issues and minor repair work during normal working hours. Daily exterior cleaning includes sweeping and litter pickup on the grounds. Daily interior cleaning includes thorough cleaning of all restrooms, locker rooms, break rooms, public areas, and common areas. A night crew cleaning will be required each workday. After hour night crew's duties will also include garbage/recycling removal and vacuuming each weekday. City council meetings, town halls, and some commission or committee meetings will occur at night or weekends. If requested, the after hour night crew may be requested to start their cleanup after that meeting.
- 2.8.1.3** Stocking of normal consumable rest room and breakroom supplies will be coordinated by the operator; though the cost for supplies will be borne by the city, unless there is a cost savings through the Contractor.
- 2.8.1.4** Having, at minimum, one individual available during normal working hours

to handle routine repair work and minor manual labor at both City Hall and the Annex. Staff may be the same as those handling most custodial duties during this time and does not necessarily need to be on premise during all working hours, but readily available. If the normal custodial staff can handle the request, there will be no additional charge to the city. If other staff is needed, that will be considered a major repair and the City must approve their use beforehand and the City will be charged a predetermined per hour rate plus parts required for repair.

- 2.8.1.5** Scheduling and overseeing major repair work on City Hall or the Annex. Operator may act on behalf of the City on these projects by selecting and coordinating vendors. Major repair work must be pre-approved by the City before commencement except in emergency matters. Major repair work includes specialized building maintenance, such as HVAC or plumbing or minor repair work, such as drywall or painting that takes over an hour to complete.
- 2.8.1.6** Weekly landscaping services during all months, except for December, January, and February. This includes season replenishment of floral landscaping twice a year.
- 2.8.1.7** Coordinating and overseeing maintenance of life, safety, and comfort operations of the buildings, including but not limited to:
 - 2.8.1.7.1** Maintenance of all HVAC systems, at least quarterly;
 - 2.8.1.7.2** Maintenance of backup generator systems, at least twice a year, though fuel purchases will be considered a utility cost to be borne by the City below;
 - 2.8.1.7.3** Elevator maintenance and inspection as required by law and best practices;
 - 2.8.1.7.4** Fire alarm and fire suppression systems as required by law and best practices;
 - 2.8.1.7.5** Evacuation drills of staff and tenants performed on a best practices service level;
 - 2.8.1.7.6** Pest and rodent extermination at least monthly;
 - 2.8.1.7.7** Exterior window cleaning at least twice a year and interior cleaning at least annually;
 - 2.8.1.7.8** Carpet and floor cleaning, at least quarterly or twice a year as traffic demands in a given area;
 - 2.8.1.7.9** Cleaning of ice machines and water system filter replacement in water fountains and refrigerators;
 - 2.8.1.7.10** Having access to standard cleaning equipment

necessary to perform all functions; and

2.8.1.7.11 All of the above areas will be included in the monthly fee charged the City.

- 2.8.1.8** Obtaining security clearances through the Dunwoody Police Department for all employees who will have to work unsupervised in a secure area. Operators will also be responsible for supervising contractors who do not have a clearance.
- 2.8.1.9** Suggesting to city management any major capital improvements needed to the building and working with city staff to determine the best method to obtain those improvements also suggesting operational changes in each facility to reduce costs or improve performance. The Contractor will provide a quarterly report to the City indicating they have reviewed the facilities and found them to either needing no capital improvements or provide the City a list of those improvements.
- 2.8.1.10** For any situation where the City has a tenant in the building and has a contractual relationship to perform services for the tenant that are described in this scope of work, it will be understood that the operator will be performing them for the tenant also.
- 2.8.1.11** The Contractor will work with the City's representative to craft the annual budget for cost such as utilities and supplies.
- 2.8.1.12** The Contractor will have the authority to enter the premises as necessary to perform the duties outlined in this scope of work.
- 2.8.1.13** The Contractor will not be responsible for the costs of the following:
- 2.8.1.13.1** Major repairs as outlined above.
 - 2.8.1.13.2** Utility costs of the building including but not limited to electricity, natural gas, water, phone (including emergency telephone or communication service for elevators or public safety systems) or stormwater.
 - 2.8.1.13.3** Debt service or building payments;
 - 2.8.1.13.4** Furniture for offices or common areas;
 - 2.8.1.13.5** Property insurance, though this does not eliminate the operator to have their own insurance for operations and liability;
 - 2.8.1.13.6** Normal consumable supplies for restrooms, breakroom, and common areas, though the Contractor will coordinate their purchase.
 - 2.8.1.13.7** While not being responsible, should it be desired

and advantageous to both, the City and Contractor may amend the agreement concerning costs not to be covered by the Contactor and agree for it to be paid by the Contractor as a pass through.

* * * END OF SCOPE OF WORK ***

2. Proposal Format

2.1 Economy of Presentation

Each proposal shall be prepared simply and economically, providing **straightforward and concise** delineation of Bidder's capabilities to satisfy the requirements of this RFP. Emphasis in each proposal must be on completeness and clarity of content. To expedite the evaluation of proposals, it is essential that Bidders follow the format and instructions contained herein. The City factors the proposal itself when considering the Contractor's ability to deliver high quality services.

2.2 Proposal Submission

To support a non-biased evaluation of submitted proposals, the City is requesting Bidders to submit their proposals in two (2) individually sealed envelopes, one being the TECHNICAL proposal and the other being the COST proposal. Bidders shall submit the technical and cost proposal envelopes in one (1) sealed and marked package sent to the designated address but in separate envelopes within that package. The City will score all technical proposals first before evaluating the Cost Tables – Appendix D. Once the City evaluates all technical and cost proposals, the evaluation team will calculate the final score for each proposing Bidder for each service area.

2.2.1 Technical Proposal

The technical proposal envelope shall contain the following:

- Six (6) printed and one (1) signed original; and
- One (1) electronic copy on a flash drive, in searchable PDF

The outside of the technical proposal envelope must be clearly labeled with the Bidder's **organization name, address, contact information and labeled (RFP) 20-04 Municipal Government Services Procurement TECHNICAL Proposal**. The technical proposal envelope should only contain the Bidder's technical response; the City will not evaluate any additional material.

If bidding on multiple service areas, Bidders should clearly divide and mark with tabs the responses for each service area.

2.2.2 Cost Proposal

The cost proposal envelope shall contain only the following:

- One (1) printed and signed original; and

- One (1) electronic copy on a flash drive, in searchable PDF.

The outside of the cost proposal envelope must be clearly labeled with the Bidder's **organization name, address, contact information and labeled (RFP) 20-04 Municipal Government Services Procurement COST Proposal.**

The cost proposal envelope should contain, at the minimum, Appendix D – Cost Table, showing the costs associated with providing services for all service areas proposed. Bidders should also provide detailed costing information for each service area for which they respond. In addition, Bidders should provide hourly rates for all team members for any additional related services that may be required beyond the scope of this RFP. Alternatively, proposals may include one single blended rate for all team members. The City will not evaluate any additional material submitted by the Contractor.

3.3. Proposal Content

The City expects that all Bidders responding to this RFP will develop responses that are concise, customized, and exhaustive. Bidders responding in more than one (1) service area must clearly divide and mark with tabs responses to each service area.

The City expects technical and cost proposals to be well organized. A table of contents is required in the technical proposal. The table of contents should include, at a minimum, all listed items in the sequence indicated below in section **3.3.1 Technical Proposal Content**. In each section of the proposal, Bidders should address the items in the order as listed in the RFP. Forms provided in the RFP must be completed and included in the appropriate section of the proposal.

The technical and cost proposals shall include the following.

2.3.1 Technical Proposal Content

Below is an outline of what the Technical Proposal should include. Bidders shall use tabs that clearly mark section headings, and if submitting combined bids for multiple service areas clearly divide separate service areas within each section. Bidders shall submit the technical proposal in a separately sealed envelope as specified in the section **3.2.1** of this RFP.

The Technical Proposal Content may NOT exceed fifty (50) total 8 ½ x 11 pages not including anything in the appendices, some of which are part of the cost proposal. Proposers are allowed to submit supplementary material above the fifty page limit in an Appendix: Examples of Previous Work with Similar Operations and Clients, but that information may or

may not be read by reviewers and will not be considered part of the official proposal.

To aid in thorough and consistent review, Contractors shall organize and number the proposal to correspond to the proposal outline provided below. Bidders should include a table of contents. Failure to follow proposal format and content requested by this RFP may result in proposal disqualification.

2.3.1.1 Letter of Transmittal

A letter of transmittal that provides the following information must accompany each proposal:

- Identify the submitting organization.
- Identify the name, title, telephone number and an e-mail address of the contact person of the organization.
- Indicate which of the service area(s) the Bidder is responding.
- Include a statement acknowledging no Proposal may be withdrawn for a period of one hundred and eighty (180) days after the time and date of proposal opening.

2.3.1.2 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 services lists in 2.1 Scope of Services. Bidders shall address each listed item in order as it appears, providing separate descriptions for each applicable service area (if bidding on multiple scopes of work). 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(f) 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.
- Describe your firm's methodology to ensure collaboration with City staff to research, evaluate, and, if authorized, implement efficiency and cost-saving improvements.
- Describe your firm's approach to maintaining appropriate and timely communication with the City Manager and City staff requests.
- Describe your firm's methodology for addressing transition issues at both the beginning and conclusion of this contract. The existing contract for these services expires at midnight on December 31, 2020.
- Provide and describe a list of any firm-supplied facilities, equipment, and supplies you anticipate using for this contract.
- Describe your firm's approach to support the City's environmental sustainability goals.

2.3.1.3 Qualifications and Experience of Firm and Staff

2.3.1.3.1 Qualifications of Firm

This section shall include information on the Bidder's corporate organization (history, size, etc.), experience, and skills regarding the Bidder's record of accomplishment, reputation, and past performance in providing services to municipalities of similar size and indicate the capabilities for the successful completion of this work. Furthermore, Bidders shall provide information pertaining to the following:

- Describe attributes, special capabilities, techniques, or resources that make your firm uniquely qualified to provide requested services.
- Discuss your firm's involvement with similar projects at the federal, state, and/or local government levels.
- State whether the Bidder has any pending litigation, and state whether the firm has had any litigation in the last

five (5) years and the outcome of such litigation.

- Describe the “back office” attributes, capabilities, and resources that will support the staff positioned at the City’s premise(s).
- The City reserves the right to verify Bidder’s financial statements and information provided to ensure that Bidder has the necessary financial resources to perform the contract in a satisfactory manner.
- A listing of physical offices manned by at least one full-time individual on January 1, 2020 in the Atlanta MSA. The list should include street address, purpose of the business, and summary of the staff at that facility.
- A listing of ongoing similar contracts to this RFP that were in effect on January 1, 2020 in the Atlanta MSA. The list should include the contracting entity, area of contractual services (e.g. City of Dunwoody) purpose of the contract, and summary of its operations.

2.3.1.3.2 Qualifications of Staff

The City expects staffing levels within the service areas to remain flexible to allow additional back office support when applicable. Therefore, the City acknowledges that Contractors may occasionally alter staff. Please note that the City has the final say on any staffing replacements and Contractors may not replace staff until receiving approval from the City. – See Section 2.1(g) regarding staff reassignments. In addition, Bidders shall provide answers to the following:

- Describe the staffing methodology and include the approach taken to fill staff positions during times of vacancy such as vacation, sickness, FMLA, or attrition.

- Describe Contractor's and any proposed staff's qualifications and experience with the delivery of municipal services; particularly those described for this project.
- Provide resumes or professional profiles of key personnel (Directors and Managers) already identified that the Contractor would likely assign to this project.
- Describe the approach to ensure staff is adequately trained and up-to-date at the beginning of the contract, as well as your methodology for ensuring staff stays up-to-date throughout the term of the contract.
- The City expects Bidders responding to this RFP to provide the City with a high-level organizational chart, which should depict how the Bidder's organization intends to staff the various departments they are proposing. If a Bidder is submitting proposals for more than one (1) service area then the Bidder must provide an organizational chart for each department they are submitting. The organizational chart should include on-site, subcontracted, and Contractor-provided (back office) service positions.

2.3.1.4 References

Bidders shall submit three (3) references for similar projects. Bidders must provide a complete list of clients for which services comparable in scope and size to those requested in this RFP have been rendered, a brief description of the services rendered, the dates of services, and the name, address, telephone number and email of the prospective vendor's contact person in that agency. Reference contact must have agreed to provide a complete and uncensored testimony.

2.3.1.5 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) which includes acknowledgement of any and all Addenda to this RFP
- Executed Affidavit Verifying Status for City Public Benefit (Appendix B of this RFP)
- The Technical Proposal which may NOT exceed fifty (50) total 8 ½ x 11 pages not including anything in the appendices, some of which are part of the cost proposal. Proposers are allowed to submit supplementary material above that in an Appendix: Examples of Previous Work with Similar Operations and Clients, but that information may or may not be read by reviewers and will not be considered part of the official proposal.

Cost Proposal:

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

Failure to submit completed and signed forms may result in proposal rejection.

2.3.1.6 Appendices

Bidders may attach other materials that they feel may improve the quality of their responses. Each Bidder may, but is not required to, include additional references, resumes and any other materials deemed necessary, but not provided otherwise (such as promotional literature, etc.). Note that these materials may or may not be reviewed by all evaluators and shall not be part of the official evaluation except to the extent they support qualifications and experience of the Bidder.

3.3.2 Cost Proposal Content

Bidder shall provide a not-to-exceed price for all services indicated in this RFP. Pricing shall show 48 payments plus an optional 12 additional payments. The City of Dunwoody requires pricing to remain firm for the duration of the contract. Failure to hold firm pricing for the duration of the contract will be sufficient cause for the City to declare a proposal non-responsive. An authorized representative of the bidding firm shall sign the cost proposal.

Bidders shall complete all parts of Appendix D – Cost Table, showing the costs associated with providing services for all service areas proposed. Bidders should also

provide detailed costing information for each service area for which they respond. Cost detail shall include a figure for proposed salaries, burden factor (as a percentage of proposed salaries), and proposed profit margin on the contract (as a percentage of salaries). The combined totals of these three factors will equal the not-to-exceed price for all services as shown on Appendix D. At the conclusion of each budget year, the City will perform a salary review. The Contractor will make available for inspection reports and supporting documents (W-2's, etc) that substantiate the salaries allocated to the contracted services. Those salaries, combined with the burden percentage and profit margin, will result in the costs owed by the City for that year; up to the not-to-exceed price shown on Appendix D. If the amount owed by the City results in a refund due, the City will deduct the costs from the next month's contract. For the final year of the Contract, the City will withhold up to 15% of the final month's payment pending completion of the salary review. The exception for this will be Facilities Management which is footnoted on Appendix D.

Maintaining a highly trained and qualified staff is essential for the duration of the Contract. Accordingly, all burden ratios shall include at least 5% of the staff members' salaries to be budgeted for training and travel related to such training. The Contractor, at least annually, will consult with the City on the best use of those funds as described in Section 2.1(l). The training funding along with the burden and profitability ratios are not applicable to bidders of the Facilities Management Contract. Their price is not based on an FTE.

Additionally, Bidder should list annual rates for all team members for any additional related services that may be required beyond the scope of this RFP.

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

* * * END OF PROPOSAL FORMAT * * *

4. Evaluation Criteria

The City, in its discretion, may award the Contract to the responsible and responsive Bidder(s) submitting the proposal that the City deems is the most advantageous, price and other factors being considered. To facilitate efficient evaluation sessions, the City asks Bidders to strictly follow the format mentioned in the RFP Section 3 – Proposal Format.

The City's staff will review all proposals submitted. After reviewing the proposals, the City may, at its discretion, invite to interview (at Bidder's expense) one or more of the Bidders whose proposals appear to best meet the City's requirements. Interview responses along with the written proposal and samples (if any), will become part of Bidder's submission evaluated pursuant to the evaluation criteria. The City reserves the right to short-list Bidders for further consideration.

The following are the evaluation criteria the City will consider in determining which proposal is most advantageous to the City:

A. Proposed Management Plan and Approach of Work

The Proposal shall outline the plan that the Bidder will use to provide the most effective delivery of services put forth by the City.

B. Firm and Staff Qualifications

The Proposal must give a detailed report of related experiences that will demonstrate the ability of the Bidder to perform requested duties and provide the services as outlined in this RFP. The Proposal shall include the resumes of those qualified personnel proposed to fill the duties of the assignments at the appropriate levels requested by this RFP.

C. Cost Proposal Fee – (Submitted in a separate SEALED package from the technical proposal)

The Cost Proposal must be submitted upon the format identified and must include all professional service levels, including those services to be provided by Sub-Contractors. The City pays for software maintenance contracts, paving, patching, etc. This is not the Contractor's obligation and should not be factored into the Contractor's pricing. However, if the Contractor must utilize proprietary or self-owned hardware and software (or other equipment) not contemplated within the scope of this RFP, the Contractor should include those costs.

D. References

Bidders shall submit three (3) references for similar projects and only three. Bidders must provide a complete list of clients for which services comparable in scope and size to those requested in this RFP have been rendered, a brief description of the services rendered, the dates of services, and the name, address, telephone number and email of the prospective vendor's contact person in that agency. Reference contact must have agreed to provide a complete and uncensored testimony.

E. Interviews (Optional)

At its option, the City may invite firms in for a presentation and interview.

5. Proposal Form

**Proposal Form
City of Dunwoody, GA
RFP 20-04 Municipal Government Services Procurement**

Company Name: _____

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 20-04 properly completed in accordance with said Proposal Documents), and the Contract Documents for RFP 20-04 Municipal Government Services Procurement, at the City of Dunwoody, and to furnish the prescribed evidence of a valid business license, insurance, and all other documents required by these Contract Documents. The Bidder further agrees to commence work and to perform the work specified herein within the time limits set forth in the Contract Documents, which time limits Bidder acknowledges are reasonable.

The undersigned further agrees that, in the case of failure or refusal on its part to execute the said contract, provide evidence of specified insurance, a copy of a valid business or occupational license and all other documents required by these Contract Documents within ten (10) business days after being provided with Notice of Intent to Award the contract (or such earlier time as may be stated elsewhere in these Proposal Documents), the Proposal award may be offered by the City to the next ranked Bidder, or the city may re-advertise for Proposals, and in either case the City shall have the right to recover from the Bidder the City's costs and damages including, without limitation, attorney's fees, to the same extent that the City could recover its costs and expenses from the Bidder under section 6.10 of the Instructions to Bidder if the Bidder withdrew or attempted to withdraw its Proposal.

Company Name: _____

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

- 1.
- 2.
- 3.
- 4.
- 5.

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, 2021.

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.

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

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

Termination for fund appropriation: The City may unilaterally terminate this Agreement due to a lack of funding at any time by written notice to the Consultant. In the event of the City's termination of this Agreement for fund appropriation, the Consultant will be paid for those services actually performed. Partially completed performance of the Agreement will be

compensated based upon a signed statement of completion to be submitted by the Service Provider, which shall itemize each element of performance.

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

Legal Business Name _____

Federal Tax ID _____

Address _____

Does your company currently have a location within the City of Dunwoody?	Yes	No
Will your company accept the City's procurement card for payments from the City?	Yes	No

Representative Signature _____

Printed Name _____

Telephone Number _____

Fax Number _____

Email Address _____

6. Instruction to Bidders

6.1 Intent

It is the intent of these Instructions to establish guidelines for the proper completion of the Proposal Forms. These Instructions to Bidders provide guidance and explanation for subsequent Proposal Forms and Contract Documents. Please read all Instruction paragraphs.

6.2 General

- A.** The City's goal is that all the terms and conditions stated in the Proposal Documents will constitute the terms of the final Contract between the City and the successful Bidder, without significant or material change to such terms or conditions. Exceptions to any of the terms of the agreement to which a Bidder will not or does not agree must be presented prior to the deadline for submitting questions by the Bidder in writing as provided in this section and directed to Purchasing@dunwoodyga.gov. Such exceptions must be specific, and the Bidder must state a reason for each exception and propose alternative language. The purpose of the exception process is to permit the City to correct, prior to the opening of the proposals, any technical or contractual requirement, provision, ambiguity, or conflict in the RFP and related documents, which may be unlawful, improvident, unduly restrictive of competition, or otherwise inappropriate. Any corrections will be made via an addendum issued prior to the submission deadline. Unless timely submitted as an exception and amended with an addendum, any such ambiguity, conflict or problem shall be resolved in favor of the City of Dunwoody. Bidders shall not substitute entire agreements or sets of terms and conditions, but discuss separately each term or condition that they take exception to or desire to change. Bidders should resolve any language issues with the Contract prior to bidding and not assume language will be altered after bids are accepted.
- B.** The Contract work for each service area shall not be divisible, and shall be awarded, if an award is made, to a single Bidder. The City will award only one contract for each service area required under this Request for Proposals. If the successful Bidder intends to provide any services through another company, the successful Bidder must serve as the City's prime Contractor and shall have full responsibility to the City for all obligations under the Contract.
- C.** A Bidder's Proposal prices shall remain firm for the duration of the initial term of the Contract. Any anticipated increases in Bidder's costs during the initial term of the Contract must be reflected in its prices set forth in its Proposal. The City shall not be obligated to renegotiate or increase any price for any work during the initial term of the Contract based on a Bidder's mistake or miscalculation of prices, underestimation of costs, or for any other reason. All

of the Bidder's overhead costs, including, but not limited to, costs of travel and the required bonds and insurance coverage, shall be included in such Bidder's prices listed in its Proposal.

- D.** The Contract, if awarded, shall not be construed to create unto the Contractor any exclusive rights with respect to any of the City's requirements. The City may in its sole discretion award any additional or similar services to any third party, or if the Contract is for the provision of services, the City may elect to perform all or a portion of the services by its own employees.
- E.** There shall be no reimbursable or travel expenses associated with this project regarding any category or term. Without limiting the generality of the foregoing, all of the Bidder's overhead costs related to travel shall be included in such Bidder's prices in its Proposal.
- F.** The City will contract with the successful Bidder to provide services indicated in the Scope of Work throughout the duration of the Contract at the price submitted. The City will not price a contract for hourly rates.

6.3 Environmental Sustainability

The City of Dunwoody is committed to environmental sustainability. The City believes we have a unique opportunity to expand our leadership in the area of environmentally preferable purchasing, and through our actions, elicit changes in the marketplace. By further incorporating environmental considerations into public purchasing, the City of Dunwoody will positively impact human health and the environment, remove unnecessary hazards from its operations, reduce costs and liabilities, and improve the environmental quality of the region. As such, the City encourages the incorporation of environmental sustainability into proposals.

6.4 Examination of Proposal/Contract Documents

All prospective Bidders shall thoroughly examine and become familiar with the Proposal package and carefully note the items, which must be submitted with the Proposal. (These Instructions to Bidders, the Request for Proposals, the Proposal Forms, the Contract, the General Conditions, and the Scope of Work are referred to herein as the "Proposal Documents" or the "Contract Documents"). Submission of a Proposal shall constitute an acknowledgment that the Bidder has read and understands the Proposal Documents. The failure or neglect of a Bidder to receive or examine any Proposal Document shall in no way relieve it from any obligations under its Proposal or the Contract. No claim for additional compensation will be allowed which is based upon a lack of knowledge or understanding of any of the Contract Documents or the scope of work.

6.5 Addendum(s)-Changes While Proposing

Other than during the Pre-Proposal Conference, the City shall not be required to provide to any Bidder verbal interpretations as to the meaning of any portion of the Proposal Documents. Requests for interpretation, clarification or correction of Proposal Documents, forms or other material in this Proposal Package should be made in writing and delivered to John Gates, Purchasing Manager, 4800 Ashford Dunwoody Rd, Dunwoody GA 30338 or by e-mail to Purchasing@dunwoodyga.gov no later than Friday, March 27, 2020 at 2:00 pm EST. Any response by City to a request by a Bidder for clarification or correction will be made in the form of a written Addendum. All parties to whom the Proposal packages have been issued will be sent a notification of the issuance of an Addendum either by e-mail and/or by facsimile. The Addendum may be electronically downloaded by visiting either the City Purchasing Department's website at the link below or by visiting Georgia's Department of Administrative Services (DOAS) web site at the link below. Prior to submitting its response, it shall be the responsibility of each Bidder to visit the City Purchasing Department's website to determine if addendum(s) were issued and, if so, to obtain such addendum(s).

https://dunwoodyga.gov/index.php?section=departments_purchasing
<https://doas.ga.gov/state-purchasing/georgia-procurement-registry-for-local-governments>

6.6 Preparation of Proposals

- A.** Proposals shall be submitted on reproduced copies of the attached Proposal Forms including any revised or additional Proposal Forms supplied by Addendum(s). If an award is made, the completed Proposal Forms shall constitute a part of the Contract Documents and will be incorporated in the final Contract between the City and the successful Bidder. All blank spaces in the Proposal Forms should be filled in legibly and correctly in ink or type.
- B.** All Proposals shall contain the name and business address of the individual, firm, corporation, or other business entity submitting the Proposal and shall be subscribed by either the individual, a general partner, a member of a member-managed LLC, a manager of a manager-managed LLC, or an authorized officer or agent of a Corporation or business entity, and should be properly witnessed or attested. If any officer or agent other than the signatories described in the preceding sentence shall sign any Contract Document on behalf of the Bidder, the City should be furnished with satisfactory evidence of such officer's or agent's authority to bind the Bidder with respect to the contents of the subject Proposal Documents so signed by him or her. If the Bidder is an LLC, the Bidder should submit with its Proposal its Articles of Organization or other evidence satisfactory to the City, indicating whether the LLC is member-managed or manager-managed, and indicating that the person executing the Proposal is authorized to bind the LLC.
- C.** If the Bidder is a partnership, joint venture, or sole proprietorship, the City, reserves the right to require the Bidder to submit to the City at any time the

name and business address of each owner, principal, partner, or member of the Bidder having an ownership or management position with the Bidder.

- D.** If the Bidder is a corporation or other state-chartered business entity, the City reserves the right to require the Bidder to submit to the City at any time, the name and business address of each officer, director, and holder of 10% or more of the stock or other ownership interests of such corporation or other business entity. If the Bidder is a corporation, the Proposal should have the corporate seal affixed and include the name of the State in which it was incorporated. If the Bidder is a foreign corporation or other state-chartered business entity and is the successful Bidder, the Bidder will be required to submit evidence prior to the execution of the Contract, if awarded, that the corporation or other state-chartered business entity is authorized to do business in the State of Georgia and the City. If the Bidder elects to use a fictitious name in its Proposal, a copy of the Bidder's fictitious name registration should be provided to City.

6.7 Proposal Guaranty

A Proposal Guaranty shall not be required for this Contract.

6.8 Delivery of Proposals

- A.** All Proposals shall be submitted in sealed envelopes marked on the outside according to the requirements stated in the RFP. Each Proposal shall consist of an executed copy of the Proposal Form, along with all other documents or information required to be submitted pursuant to the terms of the Proposal Documents (together, the "Proposal"). The documents comprising the Proposal must be completed and signed on the forms provided herein, or on exact reproductions thereof.
- B.** All Proposals shall be submitted pursuant to the terms outlined in these Instructions to Bidders. Any Proposals received after the time and date specified in the Request for Proposals for the opening of the Proposals will not be considered, but will be returned unopened.
- C.** Each Bidder's response to the Request for Proposals shall be at the sole cost and expense of the Bidder and such Bidder shall have no right or claim against the City for costs, damages, or loss of profits. The Bidder shall have no right to recover such costs, damages, or expenses in the event the City exercises its right to reject any or all Proposals or to cancel an award pursuant to a provision hereof for any reason.

- D.** Submission of a Proposal shall constitute authorization for the City and its representatives and agents to make such copies of the Proposal or portions thereof and to distribute such copies as may be necessary or desirable to carry out the City's objectives or requirements.

6.9 Communications Regarding Evaluation of Proposals

To ensure the proper and fair evaluation of Proposals, the City prohibits any communication related to this contract and initiated by a Bidder or its agent to an employee of the City evaluating or considering the Proposal during the period of time following the opening of Proposals and prior to the time a decision has been made with respect to the Contract award. An employee or representative of the City who is not a member of the selection team may initiate communication with a Bidder in order to obtain information or clarification needed to develop a proper and accurate evaluation of the Proposal. Any communication initiated by Bidder during evaluation should be submitted in writing and delivered via e-mail to Purchasing@dunwoodyga.gov. Unauthorized communication by the Bidder shall disqualify the Bidder from consideration.

6.10 Withdrawal of Proposals

No Proposal may be withdrawn after it is submitted unless the Bidder makes a request in writing and such request is confirmed as received prior to the time set for opening of Proposals. No Proposal may be withdrawn after the scheduled Proposal opening time for a period of one hundred eighty (180) days. Any Bidder withdrawing or attempting to withdraw its Proposal prior to the expiration of the one hundred eighty (180) day period shall be obligated to reimburse the City for all its costs incurred in connection with such withdrawal or attempted withdrawal including, without limitation, any increased costs for procuring the goods or services from another Bidder or all costs of advertising and re-procuring the goods or services, and all attorneys' fees, in addition to payment of City's other damages. A Bidder's submission of a Proposal shall be deemed the Bidder's acknowledgment of an agreement to the provisions of this Section.

6.11 Disqualification of Bidders

- A.** Any of the following causes may be considered as sufficient for the disqualification of a Bidder and the rejection of its Proposal:
- 1.** Submission of more than one Proposal for the same work, or participation in more than one Proposal for the same work as a partner or principal of the Bidder, by an individual, firm, partnership or corporation, under the same or different names, or by Bidders which are affiliates, either at the time of submittal, or at the time of award. This is not intended to prevent subcontractors or individual team members from negotiating with the primary Contractor to provide

services. For purposes of this section, the term “affiliates” means firms, partnerships, corporations or other entities under common control;

2. Evidence of collusion between or among Bidders including, but not limited to, agreements not to compete for contracts with the City;
 3. Evidence, in the opinion of the City, of Bidder(s) attempting to manipulate the Proposal pricing for its own benefit (e.g. pricing resulting in a failure of the City's ability to enforce the Contract or impose the remedies intended following breach by Contractor);
 4. Being in arrears on any of its existing contracts with the City or in litigation with the City or having defaulted on a previous contract with the City;
 5. Poor, defective or otherwise unsatisfactory performance of work for the City or any other party on prior projects which, in the City's judgment and sole discretion, raises doubts as to Bidder's ability to properly perform the work; or
 6. Any other cause which, in the City's judgment and sole discretion, is sufficient to justify disqualification of Bidder or the rejection of its Proposal.
 7. Evidence of improper communication as described in section 6.9 above.
- B.** The City has adopted a policy, which addresses, among other things, the obligations of the City's employees with respect to interest in business entities, unauthorized compensation, and acceptance of gifts. Please be aware that any act by a Bidder that could cause a City employee to violate the policy is sufficient cause for the denial of the right of the Bidder to propose on any contract or sell any materials, supplies, equipment, or services to the City for a period of time that is determined by the City Manager and/or City Finance Director.

6.12 Rejection of Irregular Proposals

A Proposal may be considered irregular and may be rejected if it is improperly executed, shows omissions, alterations of form, additions not called for, unauthorized conditions, or limitations, or unauthorized alternate Proposals;; fails to include the proper Proposal Guaranty, Contract references, other certificates, affidavits, statements, or information required to be included with Proposals, including, but not limited to, the Bidder's prices;; or contains other irregularities of any kind.

6.13 Notice of Intent to Award Contract

Unless all Proposals are rejected, a Notice of Intent to Award is anticipated to be provided within ninety (90) days from the opening of Proposals to the responsible and responsive Bidder submitting the Proposal deemed to be most advantageous to the City, price and other factors being considered. For all procurements, the City reserves the right to reject any or all Proposals and to cancel the procurement or to solicit new Proposals.

6.14 Responsibility of Bidders

- A.** City reserves the right, to aid it in determining a Bidder's responsibility, to require a Bidder to submit such evidence of Bidder's qualifications as the City may deem necessary, and may consider any evidence available to the City of the financial, technical, and other qualifications and abilities of a Bidder, including past performance (experience) with the City and others. The City shall be the final authority in the award of any and all Proposals.
- B.** All Bidders shall furnish the City with the company name, address, contact person, and telephone number of preferably three (3) entities (entities other than the City) for which they have supplied similar services as requested in this Proposal. The information should be submitted on the provided Contract References page with the knowledge that the City will use the data for reference purposes. The City does check all references and requires the Bidder to notify the reference, verify contract information, and obtain permission from the reference before completing the form.
- C.** For a Bidder to meet the minimum responsibility criteria for this Contract, the Bidder must provide verifiable evidence, through references or otherwise, that the Bidder is an individual, a firm, a corporation, or other entity that has experience or is engaged in providing such services and, taking into account the activities of a related predecessor, affiliate, or principal of Bidder, has been actively engaged in such activity for at least three (3) years.

6.15 Guaranty of Faithful Performance

A Performance Bond shall not be required for this Contract.

6.16 Power of Attorney and Countersignature

Not applicable.

6.17 Execution of Contract

- A.** The Bidder to whom the Notice of Intent to Award is given shall, within ten (10) business days of the date of the Notice of Intent to Award, execute and/or deliver the following to the City: the Contract, a copy of the Bidder's valid business or occupational license, and all other documents and information required by the Contract Documents. All of the above documents and information must be furnished and the Contract Documents executed by the Bidder, and delivered to the City, before the Contract will be executed by the City.
- B.** A Bidder's failure to timely fulfill its obligations under this section shall be just cause for withdrawal of such Notice of Intent to Award. In such case, a Notice of Intent to Award may then be issued to the next ranked Bidder or all Proposals may be rejected and the Contract re-advertised. In such event, the City shall be entitled to receive its damages and costs, including, but not limited to, its attorneys' fees caused by or in connection with a Bidder's failure to fulfill its obligations under this paragraph. A Bidder's liability for failing to timely fulfill the obligations stated in this paragraph shall be the same as for withdrawing its Proposal (see Section 6.10).
- C.** The Contract shall not be binding upon the City until it has been executed by the City and a copy of such fully executed Contract is delivered to the Contractor. The City reserves the right to cancel the award without liability to any Bidder at any time before the Contract has been fully executed by the City and delivered to the Contractor. Accordingly, the Contractor is hereby warned that it should not commence performance or incur costs or expenses in connection with the Contract obligations until it has been delivered a final, fully executed copy of the Contract.

6.18 Georgia Sales Tax

The City is a governmental agency and a political subdivision under Georgia law. Purchases by the City under this Contract are exempt from sales tax: A City tax-exempt number is not required for a municipality. No purchase made by any entity is qualified to be exempt other than those made directly by the City. The City's sales tax exemption does not apply to goods or services purchased or consumed by a Contractor for which the Contractor is deemed to be the ultimate consumer in connection with the fulfillment of its Contract obligations, and the City shall have no liability for such taxes.

6.19 Subcontracts

- A.** The Contractor's right to subcontract shall be governed by the provisions of Section 7.17 of the General Conditions.

- B.** Nothing contained in these Contract Documents shall be construed as creating any contractual relationship between any subcontractor and the City.
- C.** The Contractor shall be fully responsible to the City for the acts and omissions of a subcontractor and of persons employed by said subcontractor to the same extent that the Contractor is liable to the City for acts and omissions of persons directly employed by it.

6.19 Familiarity with Laws

All Bidders and the Contractor are presumed to be familiar with and shall observe all Federal, State and local laws, ordinances, codes, rules and regulations, including, without limitation, the City's rules and regulations, that may in any way affect work herein specified. Ignorance on the part of the Contractor shall in no way relieve Contractor from any such responsibility or liability. Contractor's compliance with requirements of O.C.G.A. 13-10-91 and Rule 300-10-1-.02 will be attested.

6.20 Security

The successful Bidder will be required to comply with all applicable standards of the City relating to security, which may be in effect or changed from time to time.

6.21 Minority and Women Business Enterprise ("MWBE") Participation

An MWBE participation goal has not been established for this Contract. Such participation is encouraged, but will not be considered during the evaluation process for award of this Contract.

6.22 Local Developing Business ("LDB") Participation

An LDB participation goal has not been established for this Contract. Such participation is encouraged, but will not be considered during the evaluation process for award of this Contract.

6.23 Insurance

The Bidder to whom the Notice of Intent to Award is given shall provide a signed Certificate of Insurance. The Certificate of Insurance shall evidence the insurance coverage required by the City pursuant to Section 7.14 of the General Conditions and shall be filed with the City within ten (10) business days of the date of the Notice of Intent to Award. The Certificate of Insurance must contain a provision that the coverage provided under the policies will not be cancelled or modified or the limits thereunder decreased unless at least thirty (30) days prior written notice has been given to the City.

6.24 Proposal Errors

In the case of a Bidder's error in the extension or addition of Proposal prices, the unit prices will govern. Proposals having erasures or corrections should be initialed in blue ink.

6.25 Compliance with Occupational Safety and Health Act

The Bidder certifies that all materials, equipment, chemicals, etc. contained in its Proposal or otherwise to be provided or used by the Bidder in its performance of the Contract work, and including any replacements or substitutions therefore, shall meet all EPA and OSHA requirements.

6.26 Performance Standard

The standards by which the Contractor's performance will be evaluated are set forth in the General Conditions and Scope of Work. The successful Contractor's failure to meet these standards, after receipt of written notice to correct such deficiencies, may in addition to the City's other remedies, in the City's sole discretion, result in a termination of the Contract for cause pursuant to the termination provisions of the General Conditions. 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. The Contractor shall commence tracking key performance indicators in January 2021.

6.27 No Proposals

In the event a potential Bidder elects not to submit a Proposal, such potential Bidder is nonetheless requested to respond by advising the City of the reason for not submitting a Proposal.

6.28 Public Records/Public Meetings

Please be aware that all meetings of the City's Council are duly noticed public meetings and all documents submitted to the City as a part of or in connection with a Proposal may constitute public records under Georgia law regardless of any person's claim that proprietary or trade secret information is contained therein. By submission to the City, Bidders waive any declaration that their entire response to be proprietary information. Proposals and all related correspondence are subject to the Georgia Open Records Act and may be provided to anyone properly requesting same, after contract award. The City cannot protect proprietary data submitted in vendor proposals unless provided for under the open records law. In the event, the Bidder deems certain information to be exempt from the disclosure requirements, the proposal must specify what content is considered exempt and cite the applicable provision of the law to support that assessment. In the event such information is requested under the open records law, the Bidder's assessment will be examined by the City Attorney who will make a determination. The decision to withhold or release the information will be at the City's sole discretion.

* * * END OF INSTRUCTIONS TO BIDDERS * * *

7. General Conditions

7.1 Scope of Work

The Contract will be to provide services to the City in accordance with the Contract Documents. All work shall be performed in accordance with the Scope of Work attached hereto.

7.2 Regulations

- A.** The Contractor shall comply with all applicable federal, state, and local laws, ordinances, rules, and regulations pertaining to the performance of the work specified herein.
- B.** The Contractor shall obtain all permits, licenses and certificates, or any such approvals of plans or specifications as may be required by Federal, State and local laws, ordinances, rules and regulations, for the proper execution of the work specified herein.
- C.** During the performance of this Contract, the Contractor shall keep current and, if requested by the City, provide copies of any and all licenses, registrations, or permits required by applicable governing agencies. The Contractor shall keep a copy of any and all licenses, registrations, and permits on the job site while performing the Contract work.

7.3 Work Hours

- A.** The Contractor shall normally perform on-site work during standard work hours, which currently are between 8:00 a.m. and 5:00 p.m., Monday through Friday, excluding City's observed holidays. The City may require the Contractor to perform work on the city's premises outside the standard work hours. Non-standard work hours may be arranged with prior approval of the City. The Contractor shall advise the City no less than 48 hours in advance of its projected work schedule. The Contractor shall perform no work during City observed holidays without the prior written permission of the City. Work completed outside normal business hours is for the benefit of the City when disruptions can be minimized. Normally, this is scheduled well enough in advance to properly plan. While there is no standard notification period, it is typically weeks ahead of time for major projects. Basic troubleshooting often can be completed remotely via telephone, email or remote computer access. When emergencies or other unexpected events occur, there may be no advance notice provided.

- B. In the event an emergency condition is declared by the Mayor, City Manager or their respective designees, the Contractor will perform work during such hours as requested by the City.
- C. Work can be performed away from the City's premises, but in all cases, such work must be maintained and documented on the City's servers (shared drives accessed via a VPN, etc.)

7.4 Contractor's Personnel

- A. The Contractor will abide by all State and Federal regulations on wages and hours of an employee dealing with the employment relationship between the Contractor and its subsidiaries or related parties and its employees, including but not limited to the Federal National Labor Relations Act, the Federal Fair Labor Standards Act, the Federal Civil Rights Act of 1964, as amended, and the Americans with Disabilities Act.
- B. The Contractor shall require all prospective employees to show proof of citizenship, or proof from the United States Immigration and Naturalization Service of valid entry permits and/or work permits for legal aliens and proof that such legal aliens are eligible to be employed in the United States. This includes any requirement for participation in the DHS e-Verify or SAVE program.
- C. Should the Contractor engage employees who are illiterate in English, it will be the Contractor's responsibility and obligation to train such employees to be able to identify and understand all signs and notices in and/or around the areas that relate to them or the services being performed by them pursuant to this Contract. In addition, the Contractor will have someone in attendance at all times who can communicate instructions to said employee.
- D. The Contractor shall maintain a drug-free workplace within the meaning of the Georgia Drug-free Workplace Act. No employee shall be hired by a Contractor for work on the City's premises prior to such employee having tested negative for drugs. In addition, existing employees of the Contractor must be subject to drug testing by the Contractor upon reasonable suspicion of drug use. Results of all such drug tests are to be retained by the Contractor. Copies shall be provided to the City, if requested.
- E. The Contractor shall transfer promptly from the City any employee or employees that the City Manager or designee advises are not satisfactory, and replace such personnel with employees satisfactory to the City; but in no event shall the City be responsible for monitoring or assessing the suitability of any employee or agent of the Contractor.

- F.** The Contractor's employees shall be instructed that no gratuities shall be solicited or accepted for any reason whatsoever from the tenants, customers or other persons at the City. The Contractor shall be responsible for ensuring that all articles found by its employees on the City's premises are turned over to the City or the City's designated agent in charge of such articles.
- G.** A valid driver license (Commercial Driver License, if applicable) will be required of all personnel operating motor vehicles or motorized equipment on roadways in or around the City.
- H.** While working on city property all Contractors' employees shall wear neat-appearing business casual attire or uniforms with the company name and/or logo and footwear of a style that complies with all legal and safety requirements, including and without limitation, the requirements of OSHA.
- I.** Designation of Project Manager - The Contractor shall designate a Project Manager acceptable to the City for all purposes related to this Contract.

 - 1.** The Project Manager shall be fully responsible for the Contractor meeting all of its obligations under this Contract. The Project Manager shall provide the City with an appropriate status report on the progress of the project every week, as well as conduct weekly team status review calls or meeting with the City's Authorized Representative (CAR) during the Contract term, the day to be mutually determined as part of the Project Plan. This report may be delivered by facsimile, e-mail, U.S. postal service, or private carrier, provided it is delivered in a timely manner.
 - 2.** The Project Manager shall be available, as reasonably required, to be on-site during necessary times. Such times shall be discussed between the Project Manager and the City, but the final required times will be at the City's discretion.
 - 3.** In the event that the designated Project Manager terminates employment with the Contractor, or is requested by the City to be removed from the role of Project Manager (as provided in Section 7.4.I.4), the position shall be assumed by an individual with equivalent qualifications, experience, and knowledge. Such replacement shall require the City's prior approval.
 - 4.** The Contractor shall not replace the approved Project Manager without written approval of the City, which approval will not be unreasonably withheld. – See Section 2.1(g) regarding staff reassignments.

- J. The process by which the implementation partner requests the removal of a team member from the project. If a Contractor replaces a proposed team member, the Contractor shall replace that team member with a new team member of similar experience. The City reserves the right to accept or reject any proposed or replacement team member, with or without cause, at any time during the duration of the project.

7.5 Items Provided by the City

- A. Work Location. The City of Dunwoody shall provide a work location for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' work locations.
- B. Uninterruptible Power Supply (UPS). The City of Dunwoody shall provide a power supply for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' power supplies.
- C. Printers. The City of Dunwoody shall provide a common-use (shared) printers for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' printers or printers for employees not using the common-use printers except when determined by the City a private printer should be provided.
- D. Office Space. The City of Dunwoody shall provide office space for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' office spaces.
- E. Utility Services. The City of Dunwoody shall provide utility services for all full-time office-based employees proposed under this contract. It shall be the sole responsibility of the Contractor to provide for other project team members' utility services.
- F. Employee Parking. The City of Dunwoody shall provide employee parking for all full-time office-based employees proposed under this contract, as well as other team members working at a City Work Locations. It shall be the sole responsibility of the Contractor to provide for other project team members' parking including, but not limited to full-time employees traveling outside the City.
- G. Vehicles. On January 1, 2021, Contractor shall supply new vehicles necessary to perform the Contract(s). The quantity of vehicles shall be sufficient to provide

each person who routinely performs work throughout the City (e.g. Building Inspector) with access to a vehicle when needed. Pooled vehicles are acceptable as long as the quantity in the pool is sufficient to meet this requirement. It shall be at the City's sole discretion to resolve disputes as to whether the amount is sufficient. As a minimum standard, Contractor shall maintain vehicles in a manner acceptable to the City. Vehicles shall be free of any major defects. Paints, body, and interior shall have only minor (if any) blemishes, and there shall be no major mechanical problems. There shall be little or no rust on the vehicles. Engine compartment shall remain clean, with no fluid leaks. Tires shall match and maintain substantial available tread wear. Vehicles must have a clean title history. Vehicles must pass all required emissions tests. Vehicles shall not have any unsubstantiated mileage at any time. Vehicles shall be replaced at the Contractor's expense at any time the vehicle does not meet the City's standard, no less often than when the age of the vehicle reaches six years or 150,000 miles. The original (or replacement) vehicles' ownership reverts to the City at the conclusion of the contract. If the contract is terminated prior to the end of the 36th month, the City shall purchase the vehicle(s) at the published Kelly Blue Book trade-in value for the same vehicle in "good" condition provided the Contractor has adhered to the standards noted in this section. Contractor allows the City to utilize the vehicles when not in use by the Contractor. These vehicles are to be used exclusively to conduct the business of the City.

7.6 Tools and Equipment

The City shall also supply furniture, fixtures, and equipment for all city offices and full-time office-based contractor employees. Equipment includes those items customarily supplied to office staff such as chairs, computers, phones and office supplies. Cellular phones are issued to City employees only. If an employee of the Contractor requires a phone, smart device, tablet, etc in order to accomplish the scope of the contract, the Contractor is expected to provide such equipment to the employee directly. The Contractor would be required to comply with all open records and IT security requirements associated with data and usage of such equipment.

7.7 Performance Requirements

- A.** The Contractor shall perform all of its obligations and functions under the Contract in accordance with the Contract provisions, industry standards, and any manufacturers' specifications. The Contractor shall adjust and coordinate its activities to the needs and requirements of the City and perform its activities so as not to annoy, disturb, endanger, unreasonably interfere with, or delay the operations or activities of the City.

- B. The Contractor's personnel shall perform work in a neat and professional manner as directed by the City Manager, and in compliance with all Federal, State, and City of Dunwoody regulations and OSHA rules and regulations shall be followed at all times.
- C. Dates for commencement and completion of work shall be coordinated with the City's CAR.
- D. Any work required beyond that which is specified herein, shall be reported in advance to the City. At no time shall work beyond the scope be performed without prior written authorization from the City.
- E. The Contractor shall utilize maximum safety precautions. Tools and equipment will be in a good state of repair, safe to use, and be used in the manner in which they were intended. The Contractor is required to inform all workers and concerned persons of the Material Safety Data on all products being utilized on this project. No materials or equipment will be left unattended or stored on the project site at any time.
- F. Any and all materials generated for or received for this project are property of the City and shall be given to the City as soon as reasonable possible. Electronic delivery of all documentation is generally acceptable provided it is received in its original format. Only the City's CAR will provide for exceptions to this provision. The City's CAR will designate a person to collect these materials.

7.8 Confidential Information

- A. In the course of performing the Contract work, the Contractor may gain access to security-sensitive and other sensitive information of the City.
- B. The Contractor agrees to hold all City data and information in confidence and to make such information known only to its employees and subcontractors who have a legitimate need to know such information and only after advising such persons of the Contractor's non-disclosure obligations.
- C. The Contractor shall seek the City's prior written consent before using for any purpose other than the fulfillment of the Contractor's obligations hereunder, or before releasing, disclosing, or otherwise making such information available to any other person.
- D. The Contractor shall employ such practices and take such actions to protect the City's information from unauthorized use or disclosure as the Contractor employs and takes to protect its own information, but in no event shall the Contractor use less than reasonable efforts to protect the City's information.

- E. The provisions of this Section shall survive the expiration or earlier termination of the Contract.

7.9 Use of Premises

During the progress of the work specified herein, the Contractor shall keep the premises free from accumulation of waste materials, and other debris resulting from the work. At the completion of each work day, the Contractor shall remove daily all waste materials and debris from, and about the premises as well as unnecessary tools, equipment, machinery and surplus material, and leave the site clean and ready for occupancy by the City.

7.10 Safety and Protection

The Contractor shall be solely and completely responsible for initiating, maintaining, and supervising all safety precautions and programs in connection with the work. The Contractor shall take all necessary precautions for the safety of, and shall provide the necessary protection to prevent damage, injury, or loss to all employees on the work site and other persons including, but not limited to, the general public who may be affected thereby.

7.11 Compensation - Invoice and Payment for Services

- A. The City shall pay the Contractor, subject to any authorized deductions, the applicable prices set forth for each service authorized by the City, and actually delivered or performed, as the case may be, by the Contractor to the satisfaction and acceptance, as appropriate, of the City. The timing of such payments shall be as set forth below in this Section.
- B. The City shall pay the Contractor the price as set forth within 30 days after completion of the services, or 30 days after the City's receipt of the invoice, whichever is later. Invoices shall not be submitted more frequently than monthly at the conclusion of each month's performance as set forth in this contract.
- C. The Contractor shall invoice with such supporting documentation and other backup material as the City may reasonably require. At a minimum, monthly billing invoices to the City shall include a production report including monthly recap of hours spent on the Contract segregated by on-site and off-site hours and percentage of each staff member's time spent solely on City contracted services.
- D. The Contractor shall deliver to the City for approval and acceptance, and before eligible for final payment of any amounts due, all documents and material prepared by the Contractor for the City under this Contract.

- E. The City shall pay the undisputed amount of the Contractor's invoice, as it may be reduced to reflect unsubstantiated or unsatisfactory services. Items in dispute shall be paid upon the resolution of the dispute. No verification or payment of any amounts invoiced shall preclude the City from recovering any money paid in excess of that due under the terms of this Contract.
- F. The Contractor shall be obligated to pay promptly all proper charges and costs incurred by the Contractor for labor and materials used for the work performed hereunder. The City shall have the right, but not the obligation, to pay directly to third parties (including subcontractors), all past due amounts owed by the Contractor to third parties for labor and materials used for the work hereunder, based on invoices submitted by such third party, and all such amounts paid by the City shall be applied toward, and shall reduce, amounts owed to Contractor hereunder.
- G. Annually, the City will perform a salary review to reconcile the salaries paid for contracted services to the City. Contractor will make available for inspection reports and supporting documentation, sufficient to the City's reasonable satisfaction, showing the direct salaries paid to employees providing services to the City. The City will combine the salaries of the direct employees, the overhead burden ratio and profit margin to determine the amount due for the Contract year. The City will owe the lesser of the not-to-exceed amount shown in Appendix D, Page III or the combined total of the direct salaries, burden and profit margin.
- H. The Contractor shall submit all invoices to: City of Dunwoody, Georgia, Accounts Payable, 4800 Ashford Dunwoody Rd, Dunwoody GA 30338.

7.12 Compliance with Laws and Regulations

- A. The Contractor shall perform its obligations and functions hereunder in compliance with the applicable laws of the United States, the State of Georgia, DeKalb County, the City of Dunwoody, any applicable rules, regulations, or directives of any agency thereof, and the applicable regulations of the City. OSHA rules and regulations shall be followed at all times. The City shall have the right (but not the obligation) to contest or challenge by any means whatsoever any law, regulation, rule or directive which in any way affects or otherwise impacts upon the Contractor's performance of its obligations and functions hereunder; the Contractor shall cooperate to the fullest extent and take whatever action (including becoming a party in any litigation) the City should reasonably request in connection with any such challenge or contest by the City.
- B. The Contractor shall obtain and keep current all licenses, permits and authorizations, whether municipal, county, state, or federal, required for the performance of its obligations and functions hereunder and shall pay promptly when due all fees therefore.

- C. The Contractor shall abide by all applicable state and federal regulations pertaining to wages and hours of an employee; including but not limited to the Contractor's compliance with requirements of O.C.G.A. 13-10-91 and Rule 300-10-1-.02.

7.13 Contractor's Liability

The Contractor shall be responsible for the prompt payment of any fines imposed on the City or the Contractor by any other federal, state or local governmental agency as a result of the Contractor's, or its subcontractor's (or the officers', directors', employees' or agents' of either), failure to comply with the requirements of any law or any governmental agency rule, regulation, order or permit. The liability of the Contractor under this Section 7.13 is in addition to and in no way a limitation upon any other liabilities and responsibilities which may be imposed by applicable law or by the indemnification provisions of Section 7.14 hereof, and such liability shall survive the expiration or earlier termination of this Contract.

7.14 Indemnification and Insurance

- A. The Contractor shall indemnify, defend and hold completely harmless the City, and the members (including, without limitation, members of the City's Council, and members of the citizens' advisory committees of each), officers, employees and agents of each, from and against any and all liabilities (including statutory liability and liability under Workers' Compensation Laws), losses, suits, claims, demands, judgments, fines, damages, costs and expenses (including all costs for investigation and defense thereof, including, but not limited to, court costs, paralegal and expert fees and reasonable attorneys' fees) which may be incurred by, charged to or recovered from any of the foregoing by (i) reason or on account of damage to or destruction or loss of any property of the City, or any property of, injury to or death of any person resulting from or arising out of or in connection with the Contractor's negligent performance of this Contract, or the negligent acts or omissions of the Contractor's directors, officers, agents, employees, subcontractors, licensees or invitees, regardless of where the damage, destruction, injury or death occurred, unless such liability, loss, suit, claim, demand, judgment, fine, damage, cost or expense was proximately caused by the negligence of the City and any person other than the Contractor or the Contractor's directors, officers, agents, employees, subcontractors, licensees, or invitees, or (ii) arising out of or in connection with the failure of the Contractor to keep, observe or perform any of the covenants or agreements in this Contract which are required to be kept, observed or performed by the Contractor, or (iii) arising out of or in connection with any claim, suit, assessment or judgment prohibited by Section 7.14 (D) below by or in favor of any person described in Section 7.14 (E) below that is attributable to Contractor's negligence, or (iv) arising out of or in connection with any action by Contractor or its directors, officers, agents, employees, subcontractors, licensees or invitees. The City

agrees to give the Contractor reasonable notice of any suit or claim for which indemnification will be sought hereunder, to allow the Contractor or its insurer to compromise and defend the same to the extent of its interests, and to reasonably cooperate with the defense of any such suit or claim. In carrying out its obligations under this section, the Contractor shall engage counsel reasonably acceptable to the City. In any suit, action, proceeding, claim or demand brought in respect of which the City may pursue indemnity, the City shall have the right to retain its own counsel, but the fees and expenses of such counsel shall be at the expense of the City unless (1) the Contractor and the City shall have mutually agreed to the contrary, or (2) the Contractor has failed within a reasonable time to retain counsel reasonably satisfactory to the City. The indemnification provisions of this Section 7.14 shall survive the expiration or earlier termination of this Contract with respect to any acts or omissions occurring during the term of the Contract.

- B.** In addition to indemnification provisions stated above, if the City's use of any service, software, firmware, programming, or other item provided by or on behalf of the Contractor is enjoined due to infringement of another person or entity's intellectual property rights, the Contractor shall promptly, at its sole cost and expense, modify the infringing item so that it no longer infringes, procure for the City the legal right to continue using the infringing item, or procure for the City a non-infringing item, or procure for the City a non-infringing replacement item having equal or greater functional capabilities as the infringing item.
- C.** The Contractor shall assume all responsibility for loss caused by neglect or violation of any state, federal, municipal or agency law, rule, regulation or order. The Contractor shall give to the proper authorities all required notices relating to its performance, obtain all official permits and licenses, and pay all proper fees and taxes. It shall promptly undertake proper monetary restitution with respect to any injury that may occur to any building, structure, or utility in consequence of its work. The Contractor will notify the City in writing of any claim made or suit instituted against the Contractor because of its activities in performance of the Contract.
- D.** No recourse under or upon any obligation, covenant or agreement contained in this Contract, or any other agreement or document pertaining to the work or services of the Contractor hereunder, as such may from time to time be altered or amended in accordance with the provisions hereof, or any judgment obtained against the City, or by the enforcement of any assessment or by any legal or equitable proceeding by virtue of any statute or otherwise, under or independent of this Contract, shall be had against any member (including, without limitation, members of the City's Council, or members of the citizens advisory committees of each), any officer, employee or agent, as such, past, present, or future of the City, either directly or through the City or otherwise for any claim arising out of or in connection with this Contract or the work or services conducted pursuant to it, or for any sum that may be due and unpaid by the City. Any and all personal liability of every nature, whether

at common law or in equity, or by statute or by constitution or otherwise, of any such member, officer, employee, or agent, as such, to respond by reason of any act or omission on his or her part or otherwise for any claim arising out of or in connection with this Contract or the work or services conducted pursuant to it, or for the payment for or to the City, or any receiver therefore or otherwise, of any sum that may remain due and unpaid by the City, is expressly waived and released as a condition of and in consideration of the execution of this Contract and the promises made to the Contractor pursuant to this Contract.

- E.** In any and all claims against the City, or any of their officers, members, agents, servants or employees, by any employee of the Contractor, any subcontractor, anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable, the indemnification obligation of the Contractor under this Section 7.14 shall not be limited in any way by any limitation on the amount or type of damages, compensation or benefit payable by or for the Contractor or any subcontractor under Workers' Compensation Acts, disability benefit acts or other employee benefit acts.
- F.** No provisions of Section 7.14 herein shall be construed to negate, abridge, or otherwise reduce any other right of indemnity that the City may have as to any party or person described therein.
- G. Insurance**

 - 1.** General Liability and Automobile Liability. The Contractor shall purchase and maintain in force during the term of the Contract, at its own cost and expense, to protect the Contractor, the City, and the members (including, without limitation, all members of the governing City's Council and the citizens' advisory committees of each), officers, agents, and employees of each, from and against any and all liabilities arising out of or in connection with the Contractor's performance of the Contract work:

 - a)** Commercial General Liability Insurance including contractual liability coverage for Contractor's covenants to and indemnification of the City under the Contract, with these required limits:

 - 1.** \$ 2,000,000 General Aggregate
 - 2.** \$2,000,000 Products & Completed Operations Aggregate
 - 3.** \$1,000,000 Personal & Advertising Injury
 - 4.** \$1,000,000 Per Occurrence
 - 5.** \$10,000 Medical Expense, and

- b)** Automobile Liability Insurance with policy limits of not less than ONE MILLION DOLLARS (\$1,000,000.00) combined single limit per accident. Such insurance is required even if Contractor is not bidding on service areas requiring routine access to motor vehicles, such as those outlined in Section 7.5 (G). Coverage must include liability for Owned, Non-owned and Hired Vehicles and provide a waiver of subrogation to the City.
 - c)** Contractor shall procure and maintain a policy providing Excess or Umbrella Liability Insurance which is at least as broad as the underlying policy. This insurance, which shall be maintained throughout the life of the contract, shall be in an amount of not less than \$5,000,000 per occurrence. Coverage must follow form with primary policy and coverage must be as broad as primary policy
- 2.** Self-Insured Retention. Contractor's commercial general liability insurance policies shall not be subject to a self-insured retention exceeding \$10,000, if the value of the Contract is less than \$1,000,000, and not be subject to a self-insured retention exceeding \$100,000, if the Contract is \$1,000,000 or more, unless approved by the City Manager. Contractor's automobile liability insurance policies shall not be subject to a self-insured retention exceeding \$10,000, unless approved by the City Manager.
- 3.** Additional Insured Endorsement (Form CG 20 10 (07/04) and CG 20 37 (07/04) or equivalent). Contractor agrees and shall cause the City their members (including, without limitation, members of the City's Council and members of the citizens' advisory committees of each), officers, employees, and agents to be named as additional insured's under such policy or policies of commercial general and automobile liability insurance. Endorsement must not exclude the Additional Insured from Ongoing or Products - Completed Operations coverage. Coverage shall include a Waiver of Subrogation.
- 4.** Workers' Compensation and Employer's Liability. If Contractor has any employee working on City property, Contractor shall procure and maintain in force during the term of the Contract (i) workers' compensation insurance, and (ii) employer's liability insurance. The policy limits of the Contractor's employer's liability insurance shall not be less than \$1,000,000 for "each accident," \$1,000,000 for "disease policy limit," and \$1,000,000 for "disease each employee." If the Contractor is self-insured, the Contractor shall provide proof of self-insurance and authorization to self-insure as required by applicable state laws and regulations. Contractor shall provide a Workers Compensation waiver of subrogation.
- 5.** Professional Liability Insurance. The Contractor shall purchase and maintain in force during the term of the Contract, Professional Liability insurance which will

pay for damages arising out of errors or omissions in the rendering, or failure to render professional services under the Contract in the amount of at least TWO MILLION DOLLARS (\$2,000,000.00) per claim. Such insurance must contain nose and tail coverage to include work performed by the Contractor from the project's inception date and until such time as the Statue of Limitations has run for the work done on the project.

6. Health Insurance. Not applicable.
7. Garage Liability Insurance. Not applicable.
8. Garage Keeper's Legal Liability Insurance. Not applicable.
9. Crime Coverage Contractor must provide \$1,000,000 employee dishonesty coverage with coverage extended to 1st and 3rd party claims.
10. Pollution Liability Insurance. Not applicable.
- K. Deductibles. The Contractor's policies of insurance required by this Section 7. may require the Contractor's payment of a deductible, provided the Contractor's insurer is required to pay claims from the first dollar at 100% of the claim value without any requirement that the Contractor pay the deductible prior to its insurer's payment of the claim.
- L. Other Insurance Requirements. All insurance policies required by Section 7.14 (G). shall provide that they are primary insurance with respect to any other valid insurance the City may possess, and that any other insurance the City does possess shall be considered excess insurance only. All such insurance shall be carried with a company or companies, which meet the requirements of Section 7.15 (B) of these General Conditions, and said policies, shall be in a form satisfactory to the City. A properly completed and executed Certificate of Insurance on a form provided or approved by the City (such as a current ACORD certificate of insurance) evidencing the insurance coverage required by this Section shall be furnished to the City upon the Contractor's execution of the Contract. The Contractor shall provide the City with at least thirty (30) days' prior written notice of any adverse material change in the Contractor required insurance coverage except that ten (10) days' notice of cancellation for non-payment is required. For purposes of an "adverse material change" shall mean any reduction in the limits of the insurer's liability, any reduction, non-renewal, or cancellation of any insurance coverage, or any increase in the Contractor's self-insured retention. Prior to the expiration of any such policy, the Contractor shall file with the City a certificate of insurance showing that such insurance coverage has been renewed. If the insurance coverage is canceled or reduced, the Contractor shall, within five (5) days after such cancellation or reduction in

coverage, file with the City a certificate showing that the required insurance has been reinstated or provided through another insurance company or companies approved by the City. If the Contractor fails to obtain or have such insurance reinstated, the City may, if it so elects, and without waiving any other remedy it may have against the Contractor, immediately terminate this Contract upon written notice to the Contractor. The City Manager shall have the right to alter the monetary limits or coverage herein specified from time to time during the term of this Contract, and the Contractor shall comply with all reasonable requests of the City Manager with respect thereto.

7.15 Surety Bonds/Letters of Credit/Liability Insurance

- A.** A surety Bond/Letter of Credit is not required for this Contract.
- B.** Liability Insurance Companies furnishing insurance coverage required by these General Conditions shall (a) be Admitted to issue insurance policies in the State of Georgia, and (b) must have no less than a "A-" Financial Rating and a Financial Size Category of "Class VI" or higher according to the most current edition of A.M. Best's Insurance Reports. If the liability insurer is rated by A.M. Best's Insurance Reports at an "A-" Financial Rating and a Financial Size Category of "Class VIII" or higher than the City Manager may waive the requirement for the insurer to be approved by the State of Georgia.

7.16 Contract Adjustments

- A.** Notwithstanding any provision herein to the contrary, the City reserves the right to modify at any time the nature, method, scope, frequency, or timing of the Contractor's obligations under this Contract (Contract Adjustments) in whatever manner it determines to be reasonably necessary for the proper completion of the Contractor's work hereunder. Both parties agree that, should any Contract Adjustments be made, the Contractor's compensation and the amount of the Performance Bond or Letter of Credit required, will be adjusted accordingly, in such amount or amounts as will be mutually agreed to by means of good faith negotiation by the City and the Contractor and, to the extent possible, by reference to any unit costs already established in the Proposal. Without exception, all deletions to the scope of work will be set forth in a written Amendment to this Contract.
- B.** Notwithstanding the foregoing, the City shall have the right to terminate this Contract pursuant to the provisions of Section 7.18 (B) herein should the Contractor and the City fail to reach agreement on the adjusted compensation, or the amount of the Performance Bond or Letter of Credit, within thirty (30) days after the date of the Contract Adjustment.

- C. Notwithstanding the foregoing, there shall be no upward adjustment of the compensation on account of any Contract. Adjustment made necessary or appropriate as a result of the mismanagement, improper act, or other failure of the Contractor, its employees, agents, or its subcontractors to properly perform its obligations and functions under this Contract.
- D. Upon the conclusion of the contract, the City may choose, at its sole discretion, to hire employees currently employed by the Contractor. The Contractor agrees to hold the employee harmless from any action resulting from a City-initiated transfer of employment to a City employee.

7.17 Subcontractors

- A. The Contractor shall perform all of its obligations and functions under this Contract by means of its own employees, or by a duly qualified subcontractor, which is approved in advance by the City. Such subcontractor, which is an affiliate, parent, or subsidiary company; or had principal owners, relatives, management, or employees common to the Contractor; or any other party that has the ability to significantly influence the management or daily business operations of the subcontractor must be disclosed in writing to the City Manager. Goods and services provided by subcontractors, which are reimbursed by the City must be bona fide arm's-lengths transactions. In the event a subcontractor is employed, the Contractor shall continuously monitor the subcontractor's performance, shall remain fully responsible to ensure that the subcontractor performs as required and itself perform or remedy any obligations or functions, which the subcontractor fails to perform properly. Nothing contained herein shall be construed to prevent the Contractor from using the services of a common carrier for delivering goods to the City.
- B. This Contract shall be referred to and incorporated within any contractual arrangement between the Contractor and a subcontractor and, in such contractual arrangement; the subcontractor shall give its express written consent to the provisions of this Section 7.17. To the extent feasible, the provisions of this Contract shall apply to any such subcontractor in the same manner as they apply to the Contractor. However, such application shall neither make any subcontractor a party to this Contract, nor make such subcontractor a third party beneficiary hereof.
- C. In the event that the Contractor employs a subcontractor, then the City may require that copies of invoices for all work (including invoices submitted to the Contractor for work performed by a subcontractor) shall be submitted to the City by the Contractor and the City shall pay all compensation to the Contractor. It shall be the sole responsibility of the Contractor to deal with a subcontractor with respect to the collecting and submission of invoices and the payment of

compensation. In no event shall the City have any obligation or liability hereunder to any subcontractor, including, in particular, any obligations of payment.

7.18 Default and termination

A. In the event that:

- 1.** The Contractor shall repeatedly fail (defined for this purpose as at least three (3) failures within any consecutive twelve (12) month period) to keep, perform or observe any of the promises, covenants or agreements set forth in this Contract (provided that notice of the first two (2) failures shall have been given to the Contractor, but whether or not the Contractor shall have remedied any such failure); or
- 2.** The Contractor shall fail to keep, perform or observe any promise, covenant, or agreement set forth in this Contract, and such failure shall continue for a period of more than five (5) days after delivery to the Contractor of a written notice of such breach or default; or
- 3.** The Contractor's occupational or business license shall terminate or the Contractor shall fail to provide the City with any bond, letter of credit, or evidence of insurance as required by the Contract Documents, for any reason; or
- 4.** The Contractor fails for any reason to provide the City with an acceptable renewal or replacement bond or letter of credit within the time period specified by a provision of this Contract; or
- 5.** The Contractor shall become insolvent, or shall take the benefit of any present or future insolvency statute, or shall make a general assignment for the benefit of creditors, or file a voluntary petition in bankruptcy or a petition or answer seeking an arrangement for its reorganization, or the readjustment of its indebtedness under the Federal Bankruptcy laws, or under any other law or statute of the United States or any State thereof, or shall consent to the appointment of a receiver, trustee or liquidator of all or substantially all of its property; or
- 6.** The Contractor shall have a petition under any part of the Federal Bankruptcy laws, or an action under any present or future insolvency laws or statute filed against it, which petition is not dismissed within thirty (30) days after the filing thereof; or

7. There is any assignment by the Contractor of this Contract or any of the Contractor's rights and obligations hereunder for which the City has not consented in writing; or
 8. The Contractor shall default on any other agreement entered into by and between Contractor and the City, then, in its discretion, the City shall have the right to terminate this Contract for default, which termination shall be effective upon delivery of written notice of such termination to the Contractor. In the event that the City terminates this Contract for default, or the Contractor abandons or wrongfully terminates the Contract, the Contractor shall be paid for compensation earned to the date of termination or abandonment (but the City shall have the right to reduce by off-set any amounts owed to the Contractor hereunder or under any other Contract or obligation by the amount of the City's damages and any amounts owed by the Contractor to the City), but the Contractor shall not be compensated for any profits earned or claimed after the receipt of the City's notice of termination by default or after abandonment or wrongful termination. The City's election to terminate or not to terminate this Contract in part or whole for the Contractor's default shall in no way be construed to limit the City's right to pursue and exercise any other right or remedy available to it pursuant to the terms of the Contract or otherwise provided by law or equity.
- B.** Notwithstanding anything else herein contained, the City may terminate this Contract in whole or in part at any time for its convenience by giving the Contractor thirty (30) days written notice. In that event, the Contractor shall proceed to complete any part of the work, as directed by the City, and shall settle all its claims and obligations under the Contract, as directed by the City. The Contractor shall be compensated by the City in accordance with the provisions hereof, including in particular Section 7.2 of these General Conditions which shall include a reasonable allowance for costs associated with demobilization and subcontract termination, if any, provided, however, that in no event shall Contractor be entitled to compensation for work not performed or for anticipatory profits. Contractor shall justify its claims, as requested by the City, with accurate records and data.
- C.** Bankruptcy and Liquidation - In the event the Contractor (1) makes an assignment for the benefit of creditors, or petition or apply to any tribunal for the appointment of a custodian, receiver, or trustee for all or a substantial part of its assets; (2) commences any proceeding under any bankruptcy, reorganization, arrangement, readjustment of debt, dissolution, or liquidation law or statute of any jurisdiction whether now or hereafter in effect; (3) has had any such petition or application filed or any such proceeding commenced against it in which an order for relief is entered or an adjudication or appointment is made, and which remains undismissed for a period of sixty (60) days or more; (4) takes any corporate action indicating its consent

to, approval of, or acquiescence in any such petition, application, proceeding, or order for relief or the appointment of a custodian, receiver, or trustee for all or substantial part of its assets; or (5) permits any such custodianship, receivership, or trusteeship to continue undischarged for a period of sixty (60) days or more causing the Contractor or any third party, including, without limitation, a trustee in bankruptcy, to be empowered under state or federal law to reject this Contract or any agreement supplementary hereto, the City shall have the following rights:

1. In the event of a rejection of this Contract or any agreement supplementary hereto, the City shall be permitted to retain and use any back-up or archival copies of the software licensed hereunder under this Agreement for the purpose of enabling it to mitigate damages caused to the City because of the rejection of this Contract. The City shall exert reasonable efforts to mitigate such damages by use of such back-up or archival copies.
2. In the event of rejection of this Contract or any agreement supplementary hereto, the City may elect to retain its rights under this Contract or any agreement supplementary hereto as provided in Section 365(n) of the Bankruptcy Code. Upon written request of the City to, as applicable, the Contractor or the bankruptcy trustee or receiver. The Contractor or such bankruptcy trustee or receiver shall not interfere with the rights of the City as licensee as provided in this Contract or in any agreement supplementary hereto to obtain the Source Material(s) from the bankruptcy trustee and shall, if requested, cause a copy of such Source Material(s) to be available to the City.
3. In the event of rejection of this Contract or any agreement supplementary hereto, the City may elect to retain its rights under this Contract or any agreement supplementary hereto as provided in section 365(n) of the Bankruptcy Code without prejudice to any of its rights of setoff with respect to this Contract under the Bankruptcy Code or applicable non-bankruptcy law; or in the event of a rejection of this Contract or any agreement supplementary hereto, the City may retain its rights under this Contract or any agreement supplementary hereto as provided in section 365(n) of the Bankruptcy Code without prejudice to any of its rights under section 503(b) of the Bankruptcy Code.

7.19 City's Authorized Representative

During the term of this Contract, the City Manager or designee may from time to time designate an individual to serve as the City's Authorized Representative (CAR) and an Assistant CAR designated to serve in that capacity in the absence of the CAR, who shall have such authority to act on the City's behalf as the City Manager may from time to time actually delegate to such person, but in no event shall the CAR have authority to modify

or terminate this Contract, or make final decisions with respect to amendments, time extensions, assignments, cost or payment adjustments or payment disputes.

7.20 Assignment

Neither this Contract nor any of the Contractor's rights or obligations hereunder may be assigned by the Contractor without the City's prior written consent, which consent may be granted or withheld at the City's sole discretion. Any transfer of this Contract by merger, consolidation or liquidation (unless the stock of the Contractor is traded on a national stock exchange or in a generally recognized over the counter securities market) or any change in ownership of or power to vote a majority of the outstanding voting stock or ownership interests of the Contractor shall constitute an assignment of this Contract for purposes of this Section. In the event the Contractor assigns or subcontracts or attempts to assign or subcontract any right or obligation arising under this Contract without the City's prior written consent, the City shall be entitled to terminate this Contract pursuant to the provisions of Section 7.17 hereof.

7.21 Notices

- A.** Unless otherwise stated herein, all notices or other writings which the City is required or permitted to give to the Contractor may be hand delivered, mailed via U.S. Certified Mail, or sent next-day delivery by a nationally-recognized overnight delivery service to the Contractor's address set forth in the Proposal. Any such notice shall be deemed to have been delivered upon actual delivery, or one (1) day following submission to a nationally-recognized overnight delivery service for next day delivery to the Contractor, or three (3) days following submission to the Contractor by U.S. Certified Mail.
- B.** Unless otherwise stated herein, all notices or other writings, which the Contractor is required or permitted to give to the City, may be hand delivered to the City Manager and the City Attorney, mailed via U.S. Certified Mail, or sent next-day delivery by a nationally recognized overnight delivery service. Any such notice shall be deemed to have been delivered upon actual delivery, or one (1) day following submission to a nationally-recognized overnight delivery service for next day delivery to City, or three (3) days following submission to the City by U.S. Certified Mail. Any such notice shall be sent to:

City of Dunwoody, GA
ATTN: City Manager
4800 Ashford Dunwoody Rd
Dunwoody GA 30388

With a copy sent to:

City of Dunwoody, GA
ATTN: City Attorney
4800 Ashford Dunwoody Rd
Dunwoody GA 30388

- C. Either party may change its notice address by written notice to the other given as provided in this section.

7.22 Nondiscrimination

During the performance of this Contract, the Contractor, for itself, its assignees, and successors in interest agrees as follows:

- A. Compliance with Regulations. The Contractor shall comply with the Laws and Regulations as they may be amended from time to time (hereafter referred to as the "Regulations"), which are herein incorporated by reference and made a part of this Contract.
- B. Nondiscrimination. The Contractor, with regard to the work performed by it during the Contract, shall not discriminate on the grounds of race, color, or national origin in the selection and retention of any subcontractor, including procurement of materials and leases of equipment. The Contractor shall not participate either directly or indirectly in the discrimination prohibited by the Regulations.
- C. Solicitations for Subcontracts, Including Procurement of Materials and Equipment. In all solicitations either by competitive proposing or negotiation made by the Contractor for work to be performed under a subcontract, including procurement of materials or leases of equipment, each potential subcontractor or supplier shall be notified by the Contractor of the Contractor's obligations under this Contract and the Regulations relative to nondiscrimination on the grounds of race, color or national origin.
- D. Information and Reports. The Contractor shall provide all information and reports required by the Regulations or directives issued pursuant thereto and shall permit access to its books, records, accounts, other sources or information, and its facilities as may be determined by the City to be pertinent to ascertain compliance with such Regulations, orders, and instructions. Where any information required of the Contractor is in the exclusive possession of another who fails or refuses to furnish this information, the Contractor shall so certify to the City, as appropriate, and shall set forth what efforts it has made to obtain the information.
- E. Sanctions for Noncompliance. In the event of the Contractor's noncompliance with the nondiscrimination provisions of this Contract, the City shall impose such

Contract Sanctions as it may determine to be appropriate, including but not limited to:

1. Withholding of payments to the Contractor under the Contract until the Contractor complies, and/or
2. Cancellation, termination or suspension of the Contract, in whole or in part.

F. Incorporation of Provisions. The Contractor shall include the provisions of subsections 7.22 (A) through 7.22 (E) in every subcontract, including procurement of materials and leases of equipment, unless exempt by the Regulations or directives issued pursuant thereto. The Contractor shall take such action with respect to any subcontract or procurement as the City may direct as a means of enforcing such provisions including sanctions for noncompliance. Provided, however, that in the event the Contractor becomes involved in, or is threatened with, litigation with a subcontractor or supplier as a result of such direction, the Contractor may request the City to enter into such litigation to protect the interest of the City and, in addition, the Contractor may request the United States to enter into such litigation to protect the interests of the United States.

G. The Contractor assures the City that it will comply with the pertinent statutes, Executive Orders and such rules as are promulgated to assure that no person shall, on the grounds of race, creed, color, national origin, sex, age, marital status, or handicap be excluded from participating in any activity conducted with or benefiting from Federal assistance. This provision shall bind the Contractor from the period beginning with the initial solicitation through the completion of the Contract.

7.23 Copying Documents

The Contractor hereby grants the City and its agent's permission to copy and distribute any and all materials and documents contained in, comprising, or which are otherwise submitted to the City with or in connection with the Contractor's Proposal or which are contained in the Contract Documents (the "Submittals"). The permission granted by the Contractor shall be on behalf of the Contractor and any and all other parties who claim any rights to any of the materials or documents comprising the Submittals. Such permission specifically authorizes the City and its agents to make and distribute such copies of the Submittals or portions thereof as may be deemed necessary or appropriate by the City for its own internal purposes or for responding to requests for copies from any member of the public regardless of whether the request is specifically characterized as a public records request pursuant to Georgia Code. This provision shall survive the expiration or termination of the Contract.

7.24 General Provisions

- A.** The Contract Documents consist of the Contract, the Proposal Forms, the Instructions to Bidders, Request for Proposals, all Addendum(s) issued prior to execution of this Contract, these General Conditions, and the Scope of Work. Together, these documents comprise the Contract and all the documents are fully a part of the Contract as if attached to the Contract or repeated therein. Precedence of the Contract Documents shall be as follows: (i) addendum(s) to the Contract Documents, (ii) the Contract, (iii) the General Conditions (iv) the Proposal Forms, (v) the Instructions to Bidders, (vi) the Scope of Work, and (vii) the Request.
- B.** This Contract represents the entire agreement between the parties in relation to the subject matter hereof and supersedes all prior agreements and understandings between such parties relating to such subject matter, and there are no contemporaneous written or oral agreements, terms or representations made by any party other than those contained herein. No verbal or written representations shall be relied upon outside the Contract terms and amendments. Without exception, all deletions or additions to the scope of work will be set forth in a written amendment to this Contract. No amendment, modification, or waiver of this Contract, or any part thereof, shall be valid or effective unless in writing signed by the party or parties sought to be bound or charged therewith; and no waiver of any breach or condition of this Contract shall be deemed to be a waiver of any other subsequent breach or condition, whether of a like or different nature.
- C.** The Contractor shall, during the term of this Contract, repair any damage caused to real or personal property of the City and/or its tenants, wherever situated, caused by the intentional, reckless, or negligent acts or omissions of the Contractor's officers, agents, or employees, and any subcontractors and their officers, agents, or employees, or, at the option of the City, the Contractor shall reimburse the City for the cost of repairs thereto and replacement thereof accomplished by or on behalf of the City.
- D.** The Contractor warrants to the City that no work performed or materials purchased pursuant to the Contract, whether by, from, or through the Contractor or a subcontractor, shall cause any claim, lien or encumbrance to be made against any property of the City, and the Contractor shall indemnify and save the City harmless from and against any and all losses, damages and costs, including attorneys' fees, with respect thereto. If any such claim, lien or encumbrance shall be filed, the Contractor shall, within thirty (30) days after notice of the filing thereof, cause the same to be discharged of record by payment, deposit, bond, order of a court of competent jurisdiction or otherwise. This provision shall survive the expiration or termination of the Contract.
- E.** The language of this Contract shall be construed according to its fair meaning, and not strictly for or against either the City or the Contractor. This Contract shall be deemed

to be made, construed, and performed according to the laws of the State of Georgia. Any suit or proceeding initiated for the purpose of interpreting or enforcing any provision of this Contract or any matter in connection therewith shall be brought exclusively in a court of competent jurisdiction in DeKalb County, Georgia, and the Contractor waives any venue objection, including, but not limited to, any objection that a suit has been brought in an inconvenient forum. The Contractor agrees to submit to the jurisdiction of the Georgia courts and irrevocably agrees to acknowledge service of process when requested by the City

- F.** The section headings herein are for the convenience of the City and the Contractor, and are not to be used to construe the intent of this Contract or any part hereof, or to modify, amplify, or aid in the interpretation or construction of any of the provisions hereof.
- G.** The use of any gender herein shall include all genders, and the use of any number shall be construed as the singular or the plural, all as the context may require.
- H.** The delay or failure of the City at any time to insist upon a strict performance of any of the terms, conditions, and covenants herein shall not be deemed a waiver of that breach or any subsequent breach or default in the terms, conditions, or covenants of this Contract. The Contractor shall not be relieved of any obligation hereunder on account of its failure to perform by reason of any strike, lockout, or other labor disturbance.
- I.** If the City shall, without any fault, be made a party to any litigation commenced between the Contractor and a third party arising out of the Contractor's operations and activities at the premises, then the Contractor shall pay all costs and reasonable attorney's fees incurred by or imposed upon the City in connection with such litigation for all trial and appellate proceedings. The City shall give prompt notice to the Contractor of any claim or suit instituted against it by such third party. The provisions of this Section supplement and are not intended to be in lieu of the indemnification provisions of Section 7.14 hereof. The provisions of this Section shall survive the acceptance of the services and payment therefore, and the expiration or earlier termination of this Contract.
- J.** The City shall have the right to recover from the Contractor all of the City's costs and expenses incurred in enforcing the provisions of this Contract including, but not limited to, (1) the cost of administrative investigation and enforcement (including, without limitation, audit fees and costs, attorneys' fees) and (2) the cost of any trial, appellate or bankruptcy proceeding (including, without limitation, investigation costs, audit fees and costs, attorneys' fees, court costs, paralegal fees and expert witness fees). This provision shall survive the expiration or termination of the Contract.

- K.** The Contractor shall be required, during the term of the Contract, at no additional cost to the City, to take such reasonable security precautions with respect to its operations at City Hall as the City in its discretion may from time to time prescribe. The Contractor shall comply with all regulations, rules, and policies of any governmental authority, including the City, relating to security issues.
- L.** The City may, but shall not be obligated to, cure, at any time, upon five (5) days written notice to the Contractor (provided, however, that in any emergency situation the City shall be required to give only such notice as is reasonable in light of all the circumstances), any default by the Contractor under this Contract; whenever the City so cures a default by the Contractor, all costs and expenses incurred by the City in curing the default, including, but not limited to, reasonable attorneys' fees, shall be paid by the Contractor to the City on demand.
- M.** The Contractor and its subcontractors, if any, shall maintain complete and accurate books and records in accordance with generally accepted accounting principles, consistently applied, and shall be in a form reasonably acceptable to the City Manager or designee. The Contractor and its subcontractors shall account for all expenses of any nature related to transactions in connection with this Contract in a manner, which segregates in detail those transactions from other transactions of the Contractor and subcontractors and which support the amounts reported and/or invoiced to the City. At a minimum, the Contractor's and subcontractor's accounting for such expenses and transactions shall include such records in the form of electronic media compatible with or convertible to a format compatible with computers utilized by the City at its offices; a computer run hard copy; legible microfilm or microfiche, together with access to the applicable reader; compact disc, or similar medium. All such books and records and computerized accounting systems, shall upon reasonable notice from the City be made available in DeKalb County, Georgia, for inspection, examination, audit and copying by the City through and by its duly authorized representatives at any time for up to four (4) years after the year to which books and records pertain. Such inspection, examination, or audit may include, but is not limited to a review of the general input, processing, and output controls of information systems, using read only access, for all computerized applications used to record financial transactions and information. The Contractor and subcontractor shall freely lend its own assistance in a timely manner in making such inspection, examination, audit, or copying and, if such records are maintained in electronic and other machine readable format, shall provide the City and/or its representative such assistance as may be required to allow complete access to such records. The City Manager may require the Contractor and subcontractors to provide other records the City Manager, in his or her sole discretion, deems necessary to enable the City to perform an accurate inspection, examination or audit of expenses incurred in and transactions related to performance of this Contract. Such records shall be provided within thirty (30) days of request thereof. In the event that expenses incurred or reimbursed are found by such inspection, examination, or audit to have been overpaid, the Contractor and its subcontractors

agree that such amounts shall be payable to the City. If, prior to the expiration of the above-stated four (4) year record retention period, any audit or investigation is commenced by the City, or any claim is made or litigation commenced relating to this Contract by the City, the Contractor, or a third party, shall continue to maintain all such records, and the City shall continue to have the right to inspect such records in the manner stated above, until the inspection, examination, audit, claim, or litigation is finally resolved (including the determination of any and all appeals or the expiration of time for an appeal). This provision shall survive the expiration or earlier termination of this Contract. In the event of any conflict between any provision of this Contract and generally accepted accounting principles or generally accepted auditing standards, the provisions of this Contract shall control even where this Contract references such provisions or standards. In particular, without limitation, the Contractor and subcontractors shall maintain all records required under this Contract to the full extent required hereunder, even if some or all such records would not be required under such generally accepted accounting principles or auditing standards. If as a result of an inspection, examination or audit, it is established that amounts are due from the Contractor to the City, the Contractor shall forthwith, upon written demand from the City, pay the City such amount, together with interest on the amount due at the rate of eighteen (18%) percent per annum, or if less, the maximum rate of interest allowed by law, from the date such additional amounts were overpaid by the City. Further if such inspection, examination or audit establishes that the Contractor has over billed such amounts for any Contract period by two (2%) percent or more, then the entire expense of such inspection, examination or audit shall be paid by the Contractor.

- N. The City shall, in its discretion, be entitled to deduct from the compensation to which the Contractor is otherwise entitled hereunder, an amount equal to any liabilities of the Contractor to the City, which are then outstanding. In the event that additional work beyond the scope of this Contract is requested by the City Manager and it results in any extra charges to the City, the Contractor shall so advise the City in writing of the amount of the extra charges. The City is not required to pay any extra charges for additional work unless such work and the charges therefore have been approved in advance and have been confirmed in writing within twenty-four (24) hours by the City.
- O. The Contractor is an independent contractor and nothing contained herein shall be construed as making the Contractor an employee, agent, partner, or legal representative of the City for any purpose whatsoever. The Contractor acknowledges that it does not have any authority to incur any obligations or responsibilities on behalf of the City, and agrees not to hold itself out as having any such authority. Nothing contained in this Contract shall be construed to create a joint employer relationship between the City and the Contractor with respect to any employee of the Contractor or of its subcontractors.

- P. The Contractor and subcontractors shall prepare and provide the City with all detailed reports as required under the Contract on a timely basis. The City reserves the right to modify the reporting procedures or the form and content of any report, as it deems necessary.
- Q. There are no third party beneficiaries to this Contract and nothing contained herein shall be construed to create such.
- R. Time is of the essence for the performance of each of the Contractor's obligations under this Contract. The foregoing notwithstanding, any delays in or failure of performance by Contractor shall not constitute breach hereunder if and to the extent such delays or failures of performance are caused by occurrences beyond the reasonable control of Contractor. In the event that any event or force majeure as herein defined occurs, Contractor shall be entitled to a reasonable extension of time for performance of its Services under this Contract.
- S. In computing any period of time established under this Contract, except as otherwise specified herein the word "days," when referring to a period of time that is ten (10) days or less means business days, and when referring to a period of time that is more than ten (10) days means calendar days. The day of the event, from which the designated period of time begins to run shall not be included. A business day is any day other than Saturday, Sunday, or Federal, State of Georgia or City holidays.
- T. The Contractor agrees to perform all acts and execute all supplementary instruments or documents, which may be reasonably necessary to carry out or complete the transaction(s) contemplated by this Contract.
- U. The City reserves the right to further develop, improve, repair and alter the facilities and all roadways, and parking areas, as it may reasonably see fit, free from any and all liability to the Contractor for loss of business or damages of any nature whatsoever to the Contractor occasioned during the making of such improvements, repairs, alterations and additions, including, but not limited to, any damages resulting from negligence of the City or its employees, agents or contractors.
- V. The Contractor and the City hereby mutually waive any claim against each other and their respective members, officials, officers, agents and employees for damages (including damages for loss of anticipated profits) caused by any suit or proceedings brought by either of them or by any third party directly or indirectly attacking the validity of this Contract or any part thereof, or any addendum or amendment hereto, or the manner in which this Contract was solicited, awarded or negotiated, or arising out of any judgment or award in any suit or proceeding declaring this Contract, or any addendum or amendment hereto, null, void or voidable or delaying the same, or any part thereof, from being carried out.

W. At the option of the Contractor, the products and/or services provided under the Contract resulting from this solicitation may be provided to other governmental agencies, including the State of Georgia, its agencies, political subdivisions, counties and cities under the same terms and conditions, including price, as such products and/or services are provided under this Contract. Each governmental agency allowed by the Contractor to purchase products and/or services in connection with this Contract shall do so independent of the City or any other governmental entity. Each agency shall be responsible for its own purchases and shall be liable only for goods and services ordered, received, and accepted by it. The City shall have no liability to the Contractor or any governmental agency resulting from the purchase by that agency of products and/or services from the Contractor in connection with this Contract.

* * * END OF GENERAL CONDITIONS * * *

Appendix A - No Response to Request for Proposals

If your company is unable to submit a Proposal at this time, please provide the information requested in the space provided below and return to:

John Gates, Purchasing Manager
CONFIDENTIAL – RFP 20-04
City of Dunwoody
4800 Ashford Dunwoody Rd
Dunwoody GA 30338

Our company's reason for not submitting a Proposal is:

Company Name

By:

Its:

Name & Title, Typed or Printed

Appendix B - Affidavit
Verifying Status for City Public Benefit Application

By executing this affidavit under oath, as an applicant for a City of Dunwoody, Georgia Business License or Occupation Tax Certificate, Alcohol License, Taxi Permit or other public benefit as referenced in O.C.G.A. Section 50-36-1, I am stating the following with respect to my application for a City of Dunwoody, Business License or Georgia Occupational Tax Certificate, Alcohol License, Taxi Permit or other public benefit (circle one) for _____.

[Name of natural person applying on behalf of individual, business, corporation, partnership, or other private entity]

1) _____ I am a United States citizen

OR

2) _____ I am a legal permanent resident 18 years of age or older or I am an otherwise qualified alien or non-immigrant under the Federal Immigration and Nationality Act 18 years of age or older and lawfully present in the United States.*

In making the above representation under oath, I understand that any person who knowingly and willfully makes a false, fictitious, or fraudulent statement or representation in an affidavit shall be guilty of a violation of Code Section 16-10-20 of the Official Code of Georgia.

Signature of Applicant: Date

Printed Name: _____

SUBSCRIBED AND SWORN

BEFORE ME ON THIS THE

____ DAY OF _____, 2020

*

 Alien Registration number for non-citizens

Notary Public

My Commission Expires:

*Note: O.C.G.A. § 50-36-1(e)(2) requires that aliens under the federal Immigration and Nationality Act, Title 8 U.S.C., as amended, provide their alien registration number. Because legal permanent residents are included in, the federal definition of "alien", legal permanent residents must also provide their alien registration number. Qualified aliens that do not have an alien registration number may supply another identifying number below:

Appendix C - Information Technology Inventory

The following is an overview of the City of Dunwoody IT workloads (Table 1) as well as the list of servers running business applications (Table 2).

Table 1. IT Workloads

Workload Measures	2011	2014	2019
Workstations Supported	105	146	162
Enterprise Applications Supported	10	14	16
Servers Supported	18	37	48
VOIP Phone Supported	85	109	152
Cell Phone/PDA's Supported	45	115	174
Mobile Broadband Devices Supported	48	63	84

Productivity Measures	2011	2014	2019
Service Requests Received	800	1346	1653
Service Requests Completed	800	1340	1601
Certifications/Training Courses Completed	2	2	1
Enterprise Software Deployments	3	5	3
Laptops/Desktops Installed	45	10	60
Servers Deployed	4	11	3

Table 2. Servers and Applications

Model	Manufacturer	Operating System	Applications
Poweredge R520	Dell	ESXi 6.5	ESXi 6.5
Poweredge R620	Dell	ESXi 6.5	ESXi 6.5
Poweredge R620	Dell	ESXi 6.5	ESXi 6.5
Poweredge R730	Dell	ESXi 6.5	ESXi 6.5
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	Central Square RMS
VMWare	VMware, Inc.	Microsoft Windows 7 Professional x64	Gears
VMWare	VMware, Inc.	Microsoft Windows 7 Professional x64	CourtTran
VMWare	VMware, Inc.	Microsoft Windows 7 Professional x64	P2P
VMWare	VMware, Inc.	Microsoft Windows 7 Professional x64	Mob2RMS
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	Domain Controller
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	City Works with SQL
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	Sire OnBase
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	Netwrix
VMWare	VMware, Inc.	Microsoft Windows Server 2016 Standard x64	BisCom Fax
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	Microsoft Exchange
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	ESRI Server
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	NetMotion
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	Windows File Share
VMWare	VMware, Inc.	Microsoft Windows Server 2012 R2 Standard x64	Tyler Incode
VMWare	VMware, Inc.		Zoom Phone Recording
VMWare	VMware, Inc.	Microsoft Windows Server 2016 Standard x64	Genetec Suite
VMWare	VMware, Inc.	Microsoft Windows Server 2016 Standard x64	Axon
VMWare	VMware, Inc.	Microsoft Windows Server 2019 Standard Evaluation x64	vShere Operations Manager
VMWare	VMware, Inc.	Microsoft Windows Server 2019 Standard Evaluation x64	vCenter
VMWare	VMware, Inc.		Cisco CUAC
VMWare	VMware, Inc.		Cisco CUCM
VMWare	VMware, Inc.		Cisco UCXN
VMWare	VMware, Inc.		Cisco CIMP

Appendix D –Cost Table**Submitted by (FIRM) _____**

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

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

Throughout the term of the contract, changes to the scope of work may cause the need to include additional staffing to the contract. The Contract may be amended to include additional staffing requirements when the scope changes. The amount of the amendment will be actual costs to the Contractor plus the burden and profit ratios not-to-exceed those ratios proposed in Appendix D.

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

Not-to-Exceed Price by Year and Service Area FIRM (_____)

	Not-to-Exceed Price by Year and Service Area					
	2021 ¹	2022 ¹	2023 ¹	2024 ¹	2025 ¹	2021 - 2025
Public Works						
Finance and Administrative Services						
Planning and Zoning						
Information Technology						
Permitting and Inspections*						
Parks and Recreation						
Facilities Management #						

*The City requests that all Bidders proposing for the Permitting and Inspection services shall provide the City with an alternative method of calculating the contract cost in lieu of the lump sum fee and will show the fee in the table above based on a percentage of an estimated \$1,000,000 in permitting and inspection revenues. (The City generated \$2,338,399. in 2018 and \$2,403,523 in 2019.) Please provide the proposed percentage of the permitting and inspection services revenue that the Bidder would invoice to recover the costs of service delivery for Permitting and Inspections: _____%

The City requests that all Bidders for Facilities Management provide the city the cost by function excluding major repairs and consumable supplies. The bidder is recommended to include the breakdown in the COST TABLE BELOW of the services under 2.8 Scope of Services Facilities Management that are not specifically listed as the City's responsibility by dollar value and not list those services by FTE.

Submitted by (FIRM) _____

The City will not compensate the Contractor for any “phase-in” or “ramp-up” expenses. Although services should be provided immediately upon commencement of the contract, any such costs incurred should be included in the burden ratio and spread throughout the duration of the Contract’s term. City shall pay the contractors in twelve payments for each month in accordance with the Contract’s General Conditions (Section 7.11 (B)) to be reviewed and adjusted in accordance with the Contract’s General Conditions (Section 7.11 (G)).

Alternative Option One – Service Areas Included

Alternative Option Two – Service Areas Included

Alternative Option Two – Service Areas Included

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

Representative Signature _____

Date _____

Printed Name and Title _____

Telephone Number _____

Email Address _____

Submitted by (FIRM) _____

Cost Table

Please use the following table to list all proposed positions as well as potential positions that may potentially be needed later during the term of the contract. Please use a separate cost table for each Service Area. For the second column labeled "FTE Equiv", please include the anticipated percentage of time the position will spend dedicated to City contracted services. If you anticipate that percentage changing during the contract term, please use a separate line for each time it changes, as exemplified below. Alongside each position, add the not-to-exceed annual rate of compensation for each position for each year of the contract. In the final two columns, add the burden ratio and profit ratio. Burden ratio should include all non-direct labor costs including taxes and benefits, back office support and project management, communication and transportation equipment, dues and training, phase-in costs, etc. As a reminder, the burden ratio should include at least 5% of the direct labor to be used as directed by the City for training and travel related to training as specified in Section 3.3.2 (except for Facilities Management).

The total shown above in Appendix D, Page III should be the sum of the proposed positions, burden ratio and profit ratio except for Permitting and Inspections and Construction Management reflected as a percentage of revenues.

The City requests that all Bidders for Facilities Management provide the city the cost by function excluding major repairs and consumable supplies. The bidder is recommended to include the breakdown in the COST TABLE BELOW of the services under 2.8 Scope of Services Facilities Management that are not specifically listed as the City's responsibility by dollar value and not list those services by FTE.

Firm Name _____

Firm Name: _____

Position/Action	FTE Equiv	2021 Direct Labor	2022 Direct Labor	2023 Direct Labor	2024 Direct Labor	2025 Direct Labor	Burden Ratio	Profit Ratio	Not-To- Exceed Position Price
<i>EX. Accountant</i>	1.0	\$50,000	\$52,500	\$55,125	\$57,881	\$60,775	50%	20%	\$469,678
<i>EX. Accountant</i>	0.5				\$25,000	\$26,250	50%	20%	\$87,125
For Facilities:									
<i>EX. Custodial/ Maintenance Work</i>	NA	\$50,000	\$52,500	\$55,125	\$57,881	\$60,775	-	-	\$469,678
<i>EX. Landscaping</i>	NA	\$1,000	\$2,000	\$3,000	\$4,000	\$5,000	-	-	\$15,000
<i>EX. HVAC Maintenance</i>	NA	\$1,000	\$2,000	\$3,000	\$4,000	\$5,000	-	-	\$15,000

Appendix E – Examples of Previous Work with Similar Operations and Clients

The Technical Proposal Contract may NOT exceed fifty (50) total 8 ½ x 11 pages not including anything in the appendices, some of which are part of the cost proposal. Proposers are allowed to submit supplementary material in an **Appendix: Examples of Previous Work with Similar Operations and Clients**, but that information may or may not be read by reviewers and will not be considered part of the official proposal.

RFP 20-04 ADDENDUM 1
Municipal Government Services

3-25-2020

Addendum 1 refers to the Pre-Proposal Conference scheduled at 1 p.m. ET on Monday, March 30, 2020 becoming a call in conference. See details below.

In light of the COVID-19 pandemic, the pre-proposal conference for RFP20-04 Municipal Services will be a call in conference. It is scheduled for 1 p.m. on Monday, March 30, 2020.

Please click the link to join the webinar: <https://zoom.us/j/378808234>

Or iPhone one-tap: US: +13126266799,, 378808234#

Or call: US: 13126266799 Code: 378808234#

Submittal Guidelines Remain Unchanged:

Contractors wishing to bid must submit complete and concise proposals in a sealed package, which shall be clearly marked **“John Gates, Purchasing Manager – Confidential RFP 20-04. Municipal Government Services.”** Within the proposal package, Bidders shall submit a separately sealed **TECHNICAL** proposal and separately sealed **COST** proposal prepared according to the instructions provided in this RFP. The City must receive proposal packages **no later than 2:00 pm EST, Monday, April 17, 2020**, at which time all technical proposals will be publicly opened. Proposals will not be accepted if sent by facsimile or e-mail. The City will not consider proposals received after the time and date specified for the opening; the City will return late proposals unopened. Furthermore, proposals are legal and binding when submitted.

RFP 20-04 Addendum 2 Municipal Government Services**April 7, 2020****Questions and Answers**

1. **What is excluded from the page count? Transmittal letter, cover pages, table of contents? What is included in the 50 page limit? For instance, front and back covers, section dividers, table of contents, et cetera?** The number of pages in the PDF will consist of the pages counted towards the 50-page limit and only pages in the Technical Proposal count towards that limit. The separate Cost Proposal and/or the Appendix of Other Work is not in that total. Any Appendix or Cost Proposal should be separate PDFs from the Technical Proposal. If you are bidding on more than one area, the Technical Proposal may exceed the 50-page limit as referred to in the next question. **If proposing on multiple departments is the page limitation 50 pages per department? (We don't think that we will need nearly that many pages, but we may need some pages beyond 50 to cover multiple departments.)** The 50-page limit is per section on which you are bidding. Example: If you bid on two sections, you then have 100 pages. **Are the required forms counted as part of the 50 page limitation?** Yes, everything except the Cost Proposal and the Appendix consisting of Other Examples of Work are within the 50-page limitation. **Clarification provided in the Pre-proposal Conference contradicts verbiage in the RFP. The RFP section 2.3.1 Technical Proposal Content: "The Technical Proposal Content may NOT exceed fifty (50) total 8 ½ x 11 pages not including anything in the appendices, some of which are part of the cost proposal. Proposers are allowed to submit supplementary material above the fifty page limit in an Appendix: Examples of Previous Work with Similar Operations and Clients, but that information may or may not be read by reviewers and will not be considered part of the official proposal"** The Pre-proposal Conference: Mr. Vinicki commented that the 50 page limit referred to the number of pages in the pdf of the proposal. That limitation was referring only to the Technical Proposal, as references above. In summary – the 50-page limit is the Technical Proposal only and there is 50-pages per section on which one is bidding. Cost Proposal and the Appendix are separate.
2. **On page 68 of the RFP is the following text: Other than during the Pre-Proposal Conference, the City shall not be required to provide to any Bidder verbal interpretations as to the meaning of any portion of the Proposal Documents. Requests for interpretation, clarification or correction of Proposal Documents, forms or other material in this Proposal Package should be made in writing and delivered to John Gates, Purchasing Manager, 4800 Ashford Dunwoody Rd, Dunwoody GA 30338 or by e-mail to Purchasing@dunwoodyga.gov no later than Friday, March 27, 2020 at 2:00 pm EST. This date of Friday, March 27, 2020 at 2 p.m. EST was restated to Friday, April 3, 2020 at 2 p.m. ET at the pre-proposal conference.**

3. If we propose on multiple departments, we may need to provide more than the three reference projects. Can we provide three reference projects per department and not have the "extra" references count against the 50 page limitation? You may provide three references for each area on which you are bidding and the 50-page reference is per area of the Technical proposal.
4. Can you provide a list of the field service contracts held by the City, e.g. pothole patching and mowing, for the departments listed in the RFP and the number of work orders and dollar volume of activity for each for the two most recent years? The number of field service contracts involved in all area of city operations is large and not all information is tracked uniformly. Specific open records request by subject area may provide documents to answer questions for some activities.
5. Would the City view a bid that combined the Finance and Administration Department with any other department or departments as creating a conflict of interest? No, it would not be viewed as a conflict of interest.
6. Are hyperlinks to online content acceptable within the main body of the proposal? If hyperlinks are included within the proposal, evaluators do not have to go to the hyperlink (as information on hyperlinks may change after submittal) and the individual evaluator may deem the proposer non-responsive to that part of the proposal by referring to an outside source.
7. Can organizational charts be on 11 x 17 pages and if so would they count as one or two pages? All proposals are to be on 50 8 ½ x 11 pages. If you have items which expand beyond that limit, they should be broken into separate pages or condensed to 8 ½ x 11.
8. What is the breakdown on number and job title for employees currently on staff in the Planning and Zoning department, and the Permitting and Inspections department? For example, how many code enforcement officers, plan reviewers, planners, inspectors, etc. The current contracted staffing for each department, not just Planning, can be fluid based upon the needs at a given time, some individuals working currently are fractional staff split between Dunwoody and other cities or counties. We refer all proposers to the existing contracts and amendments to those contracts for references to possible FTE alignments. Under 1.2 of the RFP, it states: "Accordingly, head counts, existing staff evaluations, organization structures and costs may not be relevant to proposals for this RFP and should be considered only under this understanding." Understanding that past and current contractor staff supporting the City may be different than what has been provided, will the City provide historical or current FY data regarding FTEs of staff provided by contractors for each department along with position descriptions and related labor category qualifications sought by the City? The city does not keep uniform information on contracted by department and we refer proposers to the existing contracts and amendments. Along with labor categories and position

descriptions, will the City provide information regarding levels of experience for the service positions sought by the City? The City assumes the proposals will provide the proper levels of experience to cover the scope of services.

9. Also, will you still be requiring physical copies of the proposal to be submitted or will you be moving to an upload or email submission? In light of the COVID-19 outbreak and the subsequent obstacle to safely accessing printers and binding supplies, would the City of Dunwoody consider accepting online-only submittals? The hard copies and delivery method will still be required. While City Hall is closed to the public, deliveries are still accepted by all couriers.
10. Would the City delay or eliminate the requirement for a notary to attest to required signatures? For the purpose of this proposal, the use of a notary to attest is waived. However, a notary will be needed at contract signing stage for the successful firms.
11. Concerning Information Technology: How many full time IT employees will this IT Manager (contractor) manage? Are you replacing your whole IT full time staff, or just some key roles? Which roles? There are no full time city employees in Information Technology; the contract would be to manage the entire department. These mid-to-upper level specialists to primarily support public safety systems will be onsite? Staff to assist with public safety and all non-public safety supporting staff are expected to be on site as needed to accomplish the tasks in the proposal. Will all hardware, software, maintenance costs be covered by The City as the owner of the assets? The cost to maintain hardware and software owned by the City will be covered by the City. Any proprietary software to be used exclusively by the chosen vendor is to be covered by the vendor.
12. First, which City staff members (direct or contracted) have been asked to serve as an evaluator on the proposals? Exact membership of all City staff members has not been determined given the current COVID-19 pandemic, but fulltime department heads will be an evaluator over their areas and no contractor will be allowed to evaluate any proposal or participate in its review. Secondly, will any contracted personnel (including the purchasing manager) have access to the technical or pricing proposals before they are available to Council as a recommendation or otherwise made public? With the exception of the purchasing manager, contracted staff will not participate in any part of the evaluation process. The purchasing manager will be acting in an administrative duty only and not as an evaluator. Contracted staff will have access to any records available under the Georgia Open Records Act as if they were not working for the City.
13. What are the problem areas and trouble shooting involved with the website today? Currently, IT staff work trouble shooting minor website issues and working with the third party application, but the majority of issues are addressed by the third party vendor. If there are additions or changes need, how is that process handled? If

additional work outside of the scope is needed a contract amendment would be required. It would have to be approved by Mayor and Council.

14. On the cost table, example shown on page 112 of the RFP. Can a firm choose to combine the Burden Ratio and Profit Ratio into a single percentage number? For departments where burden and profit ratio information is required, those items may not be combined and doing so may make the bid considered non-responsive.
15. Given that the City has added a Facility Management Department, does the following still apply under Finance and Administration? 1.3.1.9 Perform roles related to facility management including, but not limited to, small repairs at City Hall, maintenance of building equipment such as door locks and key assignments and coordination with property management. The item contained in the Finance RFP 1.3.1.9, does not appear to belong in the Finance RFP. Correct. This aspect should be removed under the Scope of Work for Finance & Administration.
16. It would appear there might be a discrepancy in the numbering in the RFP. Correct. In the final uploaded version of the RFP, the automatic numbering system changed Section 2 into a second Section 1 and changed Section 3 to Section 2 by accident. The numbers following the 1 or the 2 in changed sections were still correct in most all instances. (Ex: 2.2.1 became 1.2.1. in most instances.) The auto numbering self corrected with Section 4. Proposals listing items in the Scope of Services can use the original listing or modify them. Firms should at minimum maintain the same order. There is no section 2.1(g) as referenced on page 57 (and five other places). "2.3.1.3.2 Qualifications of Staff - The City expects staffing levels within the service areas to remain flexible to allow additional back office support when applicable. Therefore, the City acknowledges that Contractors may occasionally alter staff. Please note that the City has the final say on any staffing replacements and Contractors may not replace staff until receiving approval from the City. – See Section 2.1(g) regarding staff reassignments. In addition, Bidders shall provide answers to the following: ..." On RFP page 55, element 2.3.1.2 states: "Bidders shall respond in detail to the requirements listed for the service area(s) of their choosing as well as the scope of services lists in 2.1 Scope of Services." Should this reference be to element 1.1 Scope of Required Services found on pages 8-11 of the RFP? Correct. In the posted RFP, this would be the second Section 1.1(g). 3.3 Proposal Content has sub-numbering that sequentially begins with 2.3.1. There are two bullets in the posted RFP (Section 2 Proposal Format) which kept the Section 3 number: They are 3.3 Proposal Content and 3.3.2 Cost Proposal Content. Section 2.3 Finance and Administrative Services is 2.3 in the TOC and incorrectly sequentially numbered beginning with 1.3 in the detailed discussion beginning on page 21. In summary, all items between pages 8 and 52 should start with the number 2 not 1, items between pages 53-50 should start with a 3 not 2.

17. Would the City honor a bidder's request to hold in confidence resumes marked "Confidential"? This pertains to individuals who currently work for other organizations submitting a letter of commitment to join the contractor's team as a new hire in support of the City. All information submitted in any RFP that is subject to the Georgia Open Records law will remain so.
18. To conserve space and avoid duplication, will the City accept proposals presented in an order different from the RFP so long as the proposal responds to each element requested by the City and includes specific cross-references clearly identifying which RFP element is being referred to? For example, under the General Service delivery requirements, could common activities, such as those related to staffing and training, be grouped and addressed together as an integrated activity, once again, so long as specific cross-reference is made to respective RFP elements being addressed? Under 2.3.1.2 of the RFP, it states that "Failure to address any item listed below may result in rejection of a proposal." The RFP then lists seven general requirements that the City would like offerors to respond to. Given that most of the requested information identified by the seven bullets is covered under General Requirements items a – ee, can offerors organize their response to requirement a – ee so that they address the seven bulleted requirements to avoid duplication? The proposals by bidders are to maintain the same order as requested. Proposals may refer to a previous answer in the response for brevity, but omitting the answer and combining elsewhere is not permissible. Example. "This is addressed in 2.X.X.2" would be permissible. To combine those answers at one location and not refer to where it is could be considered non-responsive by an evaluator.
19. Will the City consider establishing a budget and funding for "Other Direct Costs" for items the contractor is expected to provide? (Uniforms, boots, tablets, any non-training related travel for example). This budget would be priced separately from labor pricing, identified as an ODC pool of dollars, and would be utilized upon review and approval from the City. Those costs are assumed to be within the burden cost provided in the proposal.
20. Does the City's Finance and Administrative Services contract provide administrative service support for respective SOW service areas 2.2 - 2.8? Or should the offeror include administrative support as part of its staff plan if the offeror believes such support is necessary? The administrative support for Finance & Administration is for that department as well as for overall city functions – front desk support and the city manager's office. Should the provider feel that they would need administrative support for their department individually that should be included in the proposal.

21. Will the annual reconciliation of billed amounts compared to amounts derived from W-2 data be performed by individual labor category or by each service area? By service area.
22. Does the City accept electronic plans for review? Yes.
23. Is CDBG support services provided under Planning and Zoning? The City does not currently accept CDBG funding, however that function would fall under Community Development.
24. Can bidders propose alternatives to FTE pricing for specialized services such as the security component of IT? For Information Technology, the official proposal must be based on FTE. The scoring will be based on that form of cost proposal and no firm will be selected based on an alternative cost proposal being present in their submittal. However, if a firm includes an alternative in their scope and that firm is selected as the finalist, they may ask to negotiate using their alternative model, but the City reserves the right to reject that alternative and hold the firm to their original cost proposal.
25. Will the City consider contract changes based on a review by our insurance company representative? It may be considered with successfully bidding firms.
26. *The following questions were submitted shortly before the deadline. Due to the COVID-19 pandemic and a temporary staff shortage, we have not been able to address them as of yet, but plan to as soon as possible in another addendum.*
1. *Can we get a complete listing you're your inventory? You have 48 servers in your total but list only 27 (including the VMware hosts) in the inventory. (including specifications of each)*
 2. *What is your email platform? What version are you running?*
 3. *Do you have mail archiving*
 4. *Can you supply an inventory of networking equipment? Switches, routers, firewalls*
 5. *Do you have a mobile device management platform. It is in house or provided by a service.*
 6. *Is your VOIP phone system provided as a service or in house.*
 7. *What are your 16 enterprise applications.*
 8. *Of your 162 workstations supported, how many are windows 7, windows 8, windows 10, non windows, how many workstations are running home version.*
 9. *of your 48 servers how many are 2008 server or older, how many 2012, 2019.*
 10. *How many SQL servers are in use. versions.*
 11. *How many applications share SQL servers.*
 12. *What ISP speed do you have at your location(s)*
 13. *How are the Cities sites interconnected on the network.*

- 14. In the case of a DR scenario, how many of your servers would be considered mission critical. (of the 48 listed)*
- 15. How do employees work remotely, if there is a remote working policy in place.*
- 16. How does public safety connect to the network.*
- 17. What is the distribution of Public safety equipment to City Equipment (servers/workstations/phones)*
- 18. How much total data do you have in use across the 48 servers. How much of that data applies to mission critical servers.*
- 19. 1.5.2.8 Does the city want the vendor to host the City's email service or is the city requesting a contact list from the vendor?*
- 20. 1.5.2.9 Does the City have a compliance policy for the DR plan or is this a state requirement?*
- 21. 1.5.11 Is the city requesting for the vendor to archive and host historical emails or just provide discovery services?*
- 22. 1.5.2.13 Does the city want the vendor to provide offsite storage in addition to the city's files servers? Does the city want the vendor to host a VPN for remote users or for the vendor to configure a VPN tunnel for the city?*
- 23. Does the city require all staff to be onsite or would be open to having a hybrid approach of some staff on-site and some remote.*

Pre-Proposal Conference Attendee List on March 20, 2020**City Staff**

Eric Linton, City Manager
Sharon Lowery, City Clerk
Billy Grogan, Police Chief
J. Jay Vinicki, Assistant City Manager
Linda Nabers, Finance Director
John Gates, Purchasing Director
Ginger LePage, IT Manager
Nicole Stojka, HR Director
Richard McLeod, Community Development Director
Brent Walker, Parks and Recreation Director
Michael Smith, Public Works Director
Michael Starling, Economic Development Director

The below list consists only of those individuals outside of City staff that responded by email that they attended the pre-proposal conference. Due to the nature of call-ins for the teleconference, this list is assumed to be incomplete.

Chris Pike
Carlos Huntley – Coffeetree Group
James Sibel – Coffeetree Group
James Wardrop – Coffeetree Group
Matt Houser – Jacobs
Prasad Yedavalli – 3Di
Laura Cook – JAT Consulting
Rachel Bembry – JAT Consulting
John Wesley Scales, Jr. - Diversified Technologies, LLC
John Dulmer – Jacobs
Bob Koncar – Inframark
John Drysdale – Lowe
Kevin McOmber – CPL
Ariel M Robles – TekRecruiters
Steve Willienborg – Nova
Robert Porche - Jacobs

RFP 20-04 Addendum 3 Municipal Government Services**April 8, 2020****Questions and Answers**

- 1. Can we get a complete listing you're your inventory? You have 48 servers in your total but list only 27 (including the VMware hosts) in the inventory. (including specifications of each)** See attached spreadsheet
- 2. What is your email platform? What version are you running?** Exchange 2013 Standard
- 3. Do you have mail archiving** Yes.
- 4. Can you supply an inventory of networking equipment? Switches, routers, firewalls** The request list is very general and we recommend using a specific open records request for documentation associated with it.
- 5. Do you have a mobile device management platform. It is in house or provided by a service.** Maas360
- 6. Is your VOIP phone system provided as a service or in house.** In house-cisco PBX
- 7. What are your 16 enterprise applications.** OnBase, Incode, TCM, Central Square, Exchange, City Works, ConnectWise, Genetec, ArcGIS, UCS, Veeam, Sharepoint, Maxview, Office, Axon, Maas360
- 8. Of your 162 workstations supported, how many are windows 7, windows 8, windows 10, non windows, how many workstations are running home version.** Windows 10 Pro and Windows 7 Pro
- 9. of your 48 servers how many are 2008 server or older, how many 2012, 2019.** 2 – Server 2008. 24 – Server 2012. 10 – Server 2016. Remaining servers are Linux.
- 10. How many SQL servers are in use. versions.** 8 – SQL Server 2012 Standard. 3 - SQL Server 2016 Express. 1 SQL Server 2008 Standard
- 11. How many applications share SQL servers.** None
- 12. What ISP speed do you have at your location(s)** 100

13. How are the Cities sites interconnected on the network. Sites are connected via a combination of site-to-site IPsec VPN tunnels and routing over private point-to-point links

14. In the case of a DR scenario, how many of your servers would be considered mission critical. (of the 48 listed) ~10

15. How do employees work remotely, if there is a remote working policy in place. Employees work remotely using a variety of methods. The employee handbook discusses working from home.

16. How does public safety connect to the network. They use a secure VPN

17. What is the distribution of Public safety equipment to City Equipment (servers/workstations/phones) Without knowing what specific equipment is included in this request, it is impossible to calculate.

18. How much total data do you have in use across the 48 servers. How much of that data applies to mission critical servers? See attached spreadsheet. ~30 TB for just mission critical.

19. 1.5.2.8 Does the city want the vendor to host the City's email service or is the city requesting a contact list from the vendor? Email is current on premise on Exchange 2013 but will be migrated to Office 365 this fiscal year. The vendor will oversee that management.

20. 1.5.2.9 Does the City have a compliance policy for the DR plan or is this a state requirement? Disaster recovery policies are to be overseen by the vendor and in compliance with all federal and state laws.

21. 1.5.11 Is the city requesting for the vendor to archive and host historical emails or just provide discovery services? Archiving email is currently done by Barracuda and the vendor will oversee that management.

22. 1.5.2.13 Does the city want the vendor to provide offsite storage in addition to the city's files servers? Does the city want the vendor to host a VPN for remote users or for the vendor to configure a VPN tunnel for the city? Offsite storage is done by Microsoft Azure and at the City Annex. The vendor's must oversee and manage efforts for offsite storage.

23. Does the city require all staff to be onsite or would be open to having a hybrid approach of some staff on-site and some remote. The vendor is expected to have staff in place to complete the work in the scope of services.

Note: Addendum Three mistakenly included a file with security related information non-redacted. Those pages have been redacted in this contract.