



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

MEMORANDUM

To: Mayor and City Council

From: John Gates, Purchasing Manager

Date: July 27, 2026

Subject: Approval of Contracts with Ascension Program Management, Comprehensive Program Services, Vandermeer Management, and Skanska USA Building for on-call program management support.

Action

Authorize the Mayor, City Manager, or designee to execute all documents necessary and proper for contracts with Ascension Program Management, Comprehensive Program Services, Vandermeer Management, and Skanska USA Building for on-call program management support.

Summary

Over the past year, the City has entered into multiple agreements with Comprehensive Program Services to support management of City capital projects. To expand available capacity and improve responsiveness, the City solicited bids from multiple firms for program management support.

The City has an ongoing need for program management support related to capital asset projects. By establishing multiple-qualified firms under unit price, on-call contracts will allow the City to obtain services on short notice as project needs arise. These top four firms submitted bids for the most common work activities typically required. The proposed term for each agreement is two (2) years, with one (1) additional one-year renewal option.

Company	RW	TM	MS	Cost Score	Total
Ascension Program Management	74	69	76	15	88
Comprehensive Program Services	76	73	77	11	87
Vandermeer Management	76	72	77	11	86
Skanska USA Building Incl	76	71.5	75	12	86

Recommendation



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Authorize the Mayor, City Manager, or designee to execute all documents necessary and proper for contracts Ascension Program Management, Comprehensive Program Services, Vandermeer Management, and Skanska USA Building for on-call program management support.

Company	RW	TM	MS	Cost Score	Total
Ascension Program Management	74	69	76	15	88
Comprehensive Program Services	76	73	77	11	87
Vandermeer Management	76	72	77	11	86
Skanska USA Building Incl	76	71.5	75	12	86
Turner & Townsend Heery	74	70	72	13	85
Cumming Group	71	72	75	10	83
DCCM Infrastructure Inc.	70	68	71	8	77
Procon Consulting LLC	67	43	64	15	73
Tikur Solutions	54	52	63	13	69
MiJoy Industrial Services	59	42	51	10	61
Aanya Group LLC	67	48	30	12	60
MFA Program Management	64	42	54	0	53



Request for Proposal (RFP) 26-03

TO PROVIDE

**Program Management Support Services (As
Needed)**



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FACT SHEET

Item	Details
Title of RFP:	Program Management Support Services (As Needed)
RFP No.:	Request for Proposal (RFP) 26-03
Owner:	City of Dunwoody
Date of Issue:	February 20, 2026
Optional Pre-Proposal Meeting (Virtual):	February 27, 2026, at 10:00 AM (ET)
Last Day/Time to Submit Questions:	March 9, 2026, at 4:00 PM (ET)
Proposals Due:	March 20, 2026, at 3:00 PM (ET)
Copies Required:	1 original, 1 copy, and an electronic PDF on a USB drive (single PDF file)
Submission Location:	Dunwoody City Hall Attn: Purchasing – RFP 26-03 4800 Ashford Dunwoody Road Dunwoody, Georgia 30338
Single Point of Contact (All communications):	John Gates, Purchasing Manager John.Gates@dunwoodyga.gov City of Dunwoody, 4800 Ashford Dunwoody Road, Dunwoody, GA 30338



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- I. Introduction
- II. Scope of Work
- III. General Requirements
- IV. Authority, Decision Rights, and Limitations (Clarification)
- V. Task Order and Deliverables (Minimum)
- VI. Cost of Services (NTE/ Hourly Rates)
- VII. Proposal Submittal Requirements
- VIII. Questions and Addenda
- IX. Evaluation and Selection
- X. Conditions and Compliance Requirements
- XI. Required Forms



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I. INTRODUCTION

1.1 Purpose

The City of Dunwoody is seeking qualified firms to provide as-needed program management support to help deliver capital improvement projects with quality and efficiency. Projects may include, but are not limited to, building construction and renovation; development of new parks; installation of park facilities; and replacement of major building components, such as roofs or HVAC systems.

These services are intended to supplement City staff capacity and support effective delivery across planning, design, procurement, construction, and closeout phases.

1.2 Contract Term (One Year)

The City intends to award one (1) contract for a term of one (1) year, effective as of the date of contract execution. The contract will be structured as Task Orders with compensation on a time-and-materials basis under a Not-to-Exceed (NTE) ceiling amount.

Establishing an on-call/as-needed contract does not guarantee any specific volume of work.

1.3 General Oversight and Working Relationship

The selected firm(s) will:

- Report to and take day-to-day direction from the City's designated Project/Program Lead
- Provide management support and oversight to coordinate, plan, direct, and control project activities to meet required quality, budget, and schedule expectations.

1.4 On-Site Presence Requirement

When the Consultant is actively engaged on City assignments ("being used"), the Consultant shall provide a minimum of one (1) on-site day per week at a City-designated location, unless otherwise approved in writing by the City.

1.5 Reservation of Rights

The City reserves the right to reject any or all proposals, waive informalities, request clarifications, conduct interviews, negotiate scope/rates/NTE, and award in the best interest of the City. The City will not be bound until a written contract is fully executed.



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II. SCOPE OF WORK

2.1 Task Order Delivery Model (As-Needed)

- Services will be authorized and defined through individual Task Orders issued as needs arise.
- Selection for any task order will be based on project requirements, firm expertise, and availability.
- The Consultant shall not begin work until a Task Order is issued by the City.

2.2 Scope of Services (Task Order Basis)

The City may request program-level and project-level services, including the items below. The City may expand, reduce, delete, or add work elements as needed per Task Order.

A. Budget and Schedule Management

- Maintain and actively manage project budgets and schedules.
- Provide detailed forecasting and reporting, including identifying risks to cost, schedule, or delivery milestones, and providing mitigation recommendations.

B. Project Delivery Coordination (End-to-End)

- Coordinate and manage activities through various phases of the project, including planning, design, engineering, environmental considerations, utility coordination, permitting, procurement, construction, and contract closeout/commissioning.
- Determine appropriate project scheduling and phasing strategies, including construction sequencing to minimize impacts to residents, businesses, and traffic operations.
- Recommend construction project delivery methods to efficiently deliver projects while complying with City purchasing requirements.

C. Systems, Records, and Reporting

- Provide weekly status updates and periodic executive-level reporting (e.g., quarterly), as requested by the City.
- Assist with preparation and presentation of agenda items to the City Council (as requested).

D. Communications Support

- Support the City's Communications Department with project information suitable for public sharing (as directed by the City).
- Assist the Communications Department in responding to public inquiries, as requested.

E. Pre-Construction Services

- Coordination and review of architectural and engineering work to ensure alignment with City objectives, budget, schedule, constructability, and coordination; does not assume responsibility for design adequacy, code compliance determinations, or the professional standard of care of the design



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professional.

- Coordinate and support permit applications; coordinate, negotiate, and resolve issues with permitting agencies as needed.
- Coordinate design reviews to verify integrity, cost-effectiveness, and conformance with applicable standards.
- Provide constructability reviews.
- Identify and manage utility conflicts early to reduce risk of cost growth or schedule delay.
- Prepare or validate construction cost estimates based on preliminary plans; develop final estimates and cost comparisons to support City decision-making.

F. Procurement and Bid Support

- Prepare and/or review bid documents and provide administrative support for solicitation and bid processes, ensuring compliance with applicable federal, state, and local procurement requirements and the City's purchasing policies and procedures.
- All official procurement communications (including issuance, addenda, and official Q&A), receipt/opening of bids or proposals, and award actions shall be controlled by the City's Purchasing function and other City authorized officials, as applicable.

G. Construction Services

- Schedule and conduct pre-construction conferences with contractors, utilities, and other appropriate parties, in coordination with the City.
- Attend construction progress meetings and conduct weekly site visits. On the basis of on-site observations, keep the City informed of progress and quality of work. Site visits are for general conformance observations and do not constitute continuous inspection. The Consultant is not responsible for construction means/methods or jobsite safety.
- Provide initial, monthly, and final construction photos with special attention to problem areas.
- Receive and review submittals (including schedules, shop drawings, and plans) and coordinate timely responses with the City and design professionals. Maintain a submittal log with transmittal and review dates to reduce avoidable delays.
- Provide experienced project staff capable of day-to-day coordination and issue resolution and oversight of inspection/testing coordination resources, consistent with the authority limitations in this Scope.
- Maintain detailed project records of contractor activities and significant events affecting work.
- Provide contract administration support and documentation (correspondence, submittals, reports, issue tracking, resolutions) through closeout. The Consultant's role is advisory/administrative and shall not bind the City or direct the Contractor to perform work outside the Contract Documents.
- Analyze claims/requests for changes and aid in negotiation of terms/prices as necessary. If additional items, funding, or contract time are requested, provide written recommendations for acceptance/rejection. All change orders, time extensions, and settlements require written approval by the City's authorized representative(s).



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- Review contractors' monthly pay applications/progress estimates (including verification of quantities and completion status based on observations and documentation) and provide written recommendations for approval/rejection. The City retains sole authority to approve and issue payments.
- Coordinate (but not act as the code-required special inspector of record unless expressly authorized in a Task Order) sampling/testing of materials and completed work to help verify conformity with contract requirements. Submit testing documentation during the same week the work is performed when available; track deficiencies and ensure resolution consistent with contract specifications and/or the design professional's satisfaction.
- Conduct inspection with the City to develop a final punch list and support timely completion.

H. Post-Construction and Closeout

- Provide the City necessary documentation and records of program/project activities, including audit-related records when applicable.
- Provide operation manuals and warranties/guarantees and support warranty management items as directed.
- Coordinate as-built/record drawings and provide a closeout package suitable for long-term operations and maintenance needs.
- Coordinate notifications to appropriate departments/agencies regarding project close and support final payments needed to fully close out the project.
- Present all records/documentation prepared during the assignment to the City at conclusion of the assignment for that Task Order.

III. General Requirements

- 3 All services, including project management assistance, preconstruction services, construction contract management support, construction observation and administration activities shall be performed in accordance with standard procedures and practices necessary to complete each Task Order, and applicable specifications and manuals.
- 4 The Consultant shall provide a sufficient number of qualified personnel as necessary to effectively carry out responsibilities based on the project schedule. The Consultant shall utilize personnel qualified by experience and education and shall furnish services in accordance with professional standards currently practiced on projects similar in size, complexity, and cost.
- 5 The Consultant shall name a representative (the "Program Manager") to serve as the City's primary communication contact.
- 6 The Consultant and its professionals shall not perform any design-related professional services under any construction contract related to any Task Order. If the Consultant provides any non-



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design-related professional services under any construction contract related to any Task Order, the Consultant shall notify the City in writing prior to beginning any work.

IV. AUTHORITY, DECISION RIGHTS, AND LIMITATIONS (CLARIFICATION)

4.1 Direction and Coordination.

The Consultant shall take day-to-day direction from the City's designated Project/Program Lead. The Consultant may coordinate activities among stakeholders and contractors and may provide recommendations; however, only the City's authorized officials may make binding decisions on behalf of the City.

4.2 Procurement Authority.

The Consultant may support procurement by drafting technical requirements, reviewing bid/proposal documents for completeness, preparing administrative materials (e.g., bid tabulations), and assisting with evaluation logistics, as requested. The City's Purchasing function retains control of solicitation issuance, addenda, official bidder communications, receipt and opening of responses, evaluation governance, award routing, and contract execution.

4.3 Changes and Claims.

The Consultant may evaluate change proposals and claims and provide written recommendations. The Consultant shall not approve change orders, time extensions, or settlements. All such actions require written approval by the City's authorized representative(s).

4.4 Payment Recommendations.

The Consultant may review pay applications and recommend approval; the Consultant shall not certify or issue payments. The City retains final approval authority for payments.

4.5 Construction Means and Methods.

The Consultant is not responsible for and shall not have control over construction means, methods, techniques, sequences, procedures, or jobsite safety programs. The Contractor remains solely responsible for safety and for its work.



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4.6 No Authority to Bind the City.

The Consultant shall not execute contracts, authorizations, change orders, notices to proceed, or other documents that bind the City unless expressly authorized in writing by the City.

V. TASK ORDER AND DELIVERABLES (MINIMUM)

5.1 Task Orders

Each Task Order shall, at a minimum, include: (i) scope and objectives; (ii) deliverables; (iii) schedule/milestones; (iv) staffing plan; (v) compensation method and Not-to-Exceed (NTE) amount; and (vi) assumptions/constraints. Work shall not commence until a Task Order is issued by the City.

5.2 Minimum Deliverables (as applicable per Task Order)

Unless modified by a Task Order, the Consultant shall provide: weekly status update; monthly cost/schedule report; issue/risk log; meeting minutes for meetings facilitated by the Consultant; and a closeout document transmittal list.

VI. COST OF SERVICES (NTE / HOURLY RATES)

Offerors shall provide fully burdened hourly rates for each position/classification proposed, consistent with the Cost Proposal Form.

For each Task Order, the selected Consultant shall submit a detailed fee estimate (hours by classification and reimbursables, if any) to support negotiation of a Task Order Not-to-Exceed (NTE) amount.

Establishing an on-call contract does not guarantee a specific volume of work.

VII. PROPOSAL SUBMITTAL REQUIREMENTS

7.1 Proposal Format (Recommended Order)

1. Cover Letter (signed)
2. Firm Overview and Qualifications (public sector experience preferred)
3. Approach to As Needed/Task Order Program Management (including controls, templates, and mobilization)
4. Key Personnel and Staffing Plan (include Program Manager; include on-site availability plan)
5. Relevant Project Experience (3–7 projects; include references)



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6. Cost Proposal (hourly rate schedule; proposed contract NTE approach)
7. Required Forms/Affidavits (E-Verify, etc.)

7.2 Submittal Instructions

Due Date/Time: March 20, 2026, at 3:00 PM (ET)

Copies: 1 original, 1 copy, and one electronic PDF on a USB drive (single file)

Sealed Envelope/Container Label: "RFP-2026-03 PMS – Program Management Support Services"

Late proposals will be deemed non-responsive and returned unopened.

VIII. QUESTIONS AND ADDENDA

All questions must be submitted in writing to the Single Point of Contact by March 9, 2026, at 4:00 PM (ET). The City will issue answers and any changes in a written addendum.

IX. EVALUATION AND SELECTION

9.1 Selection Process

A Selection Committee will evaluate proposals and may invite top-ranked firms for interviews. The City intends to award to the proposer whose proposal is most advantageous to the City, considering qualifications, approach, capacity, and cost/value.

9.2 Evaluation Criteria (Sample Weights)

- Understanding of Scope and Approach / Project Controls: 30%
- Relevant Experience (municipal capital projects): 25%
- Key Personnel Qualifications and Capacity/Availability: 20%
- Reporting Quality / Tools / Deliverables: 10%
- Cost Proposal / Value (Rates and NTE Approach): 15%

X. CONDITIONS AND COMPLIANCE REQUIREMENTS

10.1 Restriction of Communication

From issuance until award announcement, proposers shall not communicate regarding this RFP with City officials or staff except through the Single Point of Contact, at any pre-proposal meeting, or as permitted under existing City contracts. Violation may result in disqualification.



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10.2 Georgia Open Records Act

Proposals are subject to the Georgia Open Records Act. Proposers should clearly identify portions claimed confidential and provide justification. The City will determine disclosure as required by law.

10.3 Georgia Security and Immigration Compliance Act (E-Verify)

Proposers must comply with O.C.G.A. § 13-10-90 et seq. A Contractor Affidavit must be completed and submitted with the proposal. Failure to submit may result in disqualification.

10.4 Insurance

The successful proposer must provide insurance meeting City requirements prior to contract execution and throughout the contract term (including Workers' Compensation, General Liability, Auto Liability, and Professional Liability as applicable). Final requirements will be addressed in the City's professional services agreement.

10.5 Equal Opportunity

The City prohibits unlawful discrimination consistent with applicable federal and state laws.

10.6 No Obligation / Contract Execution

This RFP is not an offer to contract. No proposer shall have rights against the City until a written contract is executed by both parties and approved as required.

10.7 Costs of Proposal

All costs for preparing and submitting a proposal are the proposer's responsibility.

XI. REQUIRED FORMS (ATTACHMENTS)

Include as attachments to the posting (or require with proposal submission):

- Attachment A: Contractor Affidavit Under O.C.G.A. § 13-10-91(b)(1) (E-Verify)
- Attachment B: Cost Proposal Form (Hourly Rates / NTE)
- Attachment C: Reference Form



RFP No. 26-03
Program Management Services
(As Needed)
QUALIFICATIONS PACKAGE

1

COVER LETTER

#22.



**City of Jefferson, Georgia
Police Station and Library**



1. Cover Letter

City of Dunwoody – Program Management Services (Task Orders)

#22.

We are very pleased to submit our proposal for consideration by the City of Dunwoody. Our intent is to illustrate our experience and understanding of providing Program Management services utilizing a Task Order Contract.

Ascension is currently working with multiple Clients utilizing Task Orders or Contracts such as [City of Chamblee, Georgia](#) where we have managed their Real Time Crime Center (\$1.5 Million) and their Public Works Administration Building renovations \$1.5 Million. We are working with the [City of Decatur, Georgia](#) overseeing their Decatur Square Transformation project (\$10 Million) and completed their Legacy Park Track & Field (\$8 Million).

Utilizing Task Orders, we recently completed a major Parks & Recreation Project “The Grove Park” for [Walton County, Georgia](#). (155 Acre- \$45 Million). This Park included a 5 Field Softball Complex, Community Center, Amphitheater and Large Pavilion, Playground Complex, Walking Trail, and Pickle Ball Courts. We also oversaw their Fire Station No. 7 replacement (\$4 Million), and Courtroom #2 renovation at their Government Center (\$750,000.00).

We have been managing multiple projects for [Newton County, Georgia](#) since 2019 utilizing a Task Order Contract. These projects include; Fire Stations (3 each), various Parks & Recreation facilities, expansion and renovation to their Law Enforcement Center (\$4.5 Million), Animal Control Center, Senior Services Centers (2 each), Yellow River Trail Systems, renovation to their Administration Building, Probate Courtroom to name a few.

Our Team of professional Program Managers have overseen [over 2 Billion Dollars of Capital Improvement projects in the State of Georgia alone](#) for County, Municipal, and Educational clients. Clients as mentioned above and others; Athens-Clarke County (SPLOST Program between 1995 to 2006), Sumter County which included a new Judicial & Administrative Building, Gwinnett County, City of Jefferson, and City of Oakwood to name a few. We are experienced overseeing your project types. Most of these clients provided us contract extensions and some like City Schools of Decatur continue to this day.

The pattern we hope you pick up on is long-term relationships with our clients. Once hired, our performance and focus as a member of your team proves to our clients the type of dedication and professional experience they wish to maintain over multiple projects and programs.

With Ascension, you get the knowledge base and depth of a large firm, but the personal [Client-Centered](#) approach of a boutique one. Your projects are very important to us and will be treated with the upmost priority of our efforts and time.

Our [Goal](#) will always be to [control cost](#) while ensuring the best [Quality](#) your budget can afford. Our experience supports our confident claim that our Management Practices will result in a [5 to 10% Savings in project costs and a minimum of 25% savings on your staff's time](#). *In other words, we will more than save the City of Dunwoody our fees.*

First and foremost, we will assist the City of Dunwoody Staff and Community Stake Holders to achieve their goals and objectives that provide them the best facilities their budgets can afford. Our services start with listening, caring, and then executing your dreams!

2

FIRM OVERVIEW



**Jekyll Island
Convention / Retail Center**



1. Firm Overview

1.A Basic Company Information:

ASCENSION Program Management, LLC

HQ / East Metro Office

2990 Summit Lane
Monroe, Georgia 30655
Telephone: 404-992-5050

North Metro Office

8490 Anchor on Lanier Court
Gainesville, Georgia 30506

Company Website:

www.ascension-pm.com

Corporate Structure:

S-Corp - Limited Liability Corporation



1.C Primary Point of Contact:

Thomas J. "Jeff" Prine, CCM , LEED AP
CEO / President

Program/ Construction Management

Telephone: 404-992-5050

Email; jprine@ascension-pm.com

ASCENSION Program Management, LLC founded by **Thomas J. "Jeff" Prine** who spent the early years of his professional career working for internationally recognized design and program/construction management companies.

Jeff's 38 years of professional experience includes overseeing design as an architect and projects of all types as a program/construction manager. Jeff forged a "**Client Centric™**" approach to representing his clients and ASCENSION Program Management utilizes these strengths from pre-planning through post-occupancy to enhance achieving their goals and objectives.

ASCENSION has overseen over \$2 Billion of SPLOST/BOND Funded projects through out the State of Georgia to date.

In just sixteen years, ASCENSION has proven to be one of the most respected Construction/Program Management firms in the State of Georgia. Our core team includes Program/Construction Managers, (one a Certified Construction Manager) one a Civil Program Manager (Civil EIT, PMP.) two others with K-12 Facilities Management and State of Georgia project management experience, a Senior IT / Management Analysis, a Resident Inspector (with General Contractor License and four IBC Certifications), a Project Manager / Facilities Planner, and an Estimator / Scheduler, among others.

We are currently providing Program Management Task Order services for; City of Chamblee, City of Decatur, Forsyth County, Newton County, Morgan County, Dawson County, and Walton County.

1.D Disclose Lawsuits and or Legal Claims against firm:

Neither ASCENSION Program Management nor anyone associated with the company have been part of a lawsuit or legal claim. This includes mediation and arbitration as well.

1.E Disclose all contracts for which firm was terminated:

ASCENSION Program Management has never been terminated from an active contract. We have never not completed a contract as well.

3

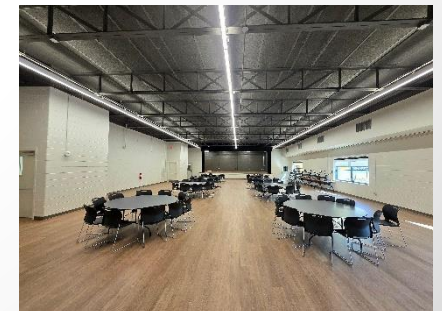
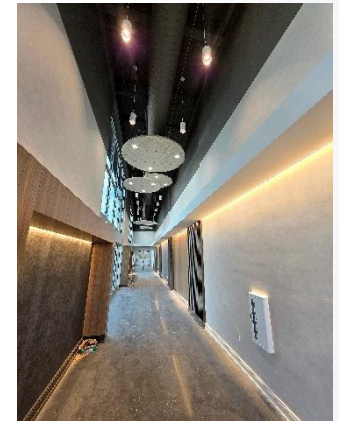
PROGRAM MANAGEMENT APPROACH



#22.

Newton County

RL Cousins Community Center/Campus



Packet page:...

Page 6

3. Program Management Approach/Plan

GENERAL ROLE, APPROACH, and PROCESSES

Our Team specializes in providing Program Management services to our clients utilizing our **Client-Centered Delivery System™**.

CLIENT-CENTERED DELIVERY SYSTEM™

1. **THE CLIENT REQUIRES ASSISTANCE – WE REPRESENT THEIR INTEREST**
2. **THE CLIENT HAS OPTIONS – WE MUST BE THE BEST OPTION**
3. **THE CLIENT HAS RESPONSIBILITIES – WE MUST BE SELFLESS**
4. **THE CLIENT HAS AN URGENCY – WE MUST MOVE RAPIDLY**
5. **THE CLIENT IS UNIQUE – WE MUST BE MALLEABLE**
6. **THE CLIENT HAS HIGH EXPECTATIONS – WE MUST EXCEL**
7. **BECAUSE OF THE CLIENT – WE EXIST**

CENTRAL FOCUS AND PURPOSE

To provide exemplary Program Management services, our central focus will be to augment the City of Dunwoody Staff with our specific expertise in the areas of managing **TIME, COST, and QUALITY**.

Our **Goal** will always be to **control cost** while ensuring the best **Quality** your budget can afford. Our experience supports our confident claim that our Management Practices will result in a **5 to 10% Savings in project costs and a minimum of 25% savings on your team's time**.

In other words, we will more than save the City of Dunwoody our fees.

PROGRAM SPECIFIC AREAS TO BE ADDRESSED

Our Team understands that there are considerable professional areas to be addressed. We understand these to be:

PROJECT MANAGEMENT

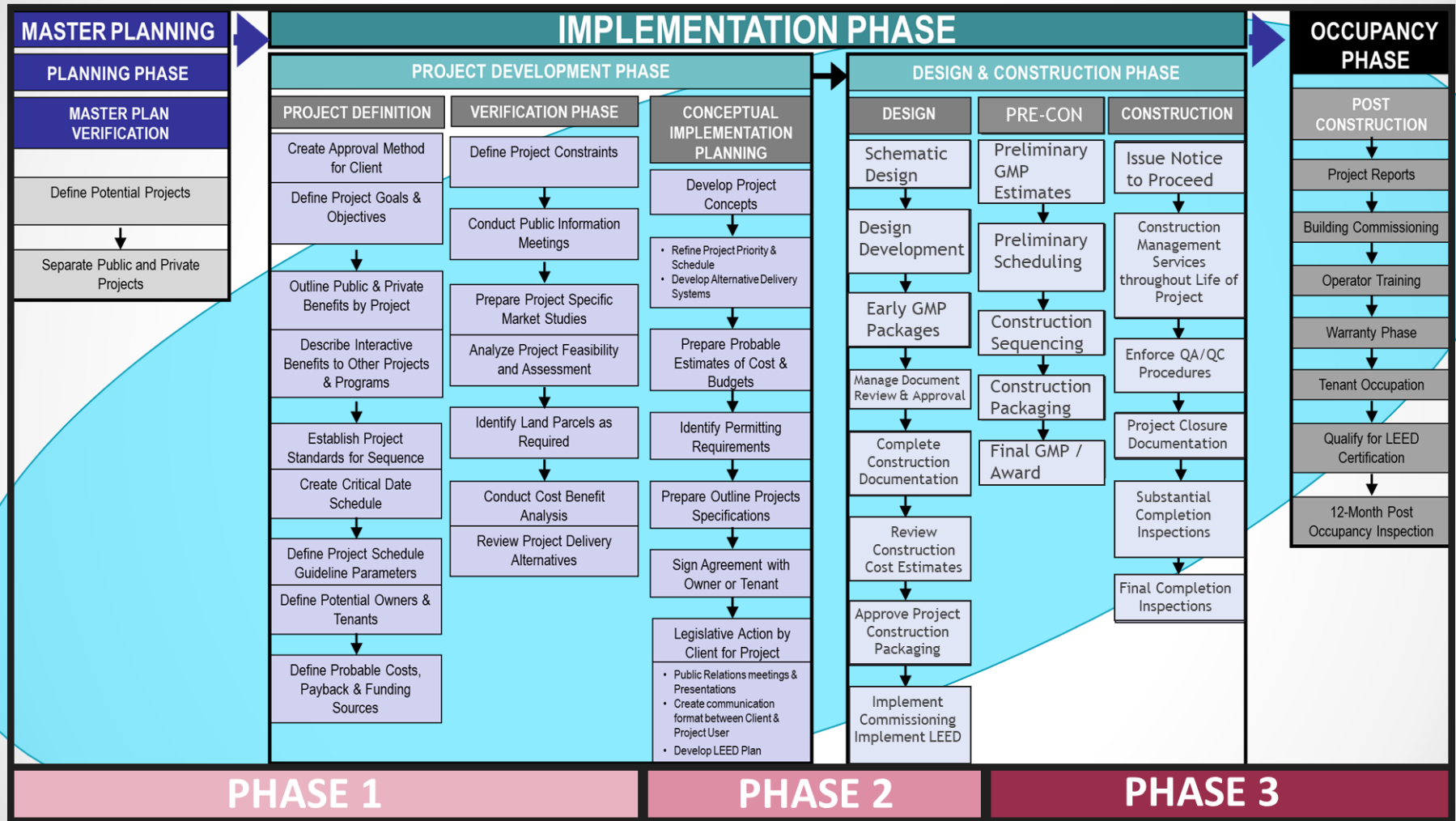
- **Produce a climate** that ensures the complete understanding of the components of the Projects and knowledge of how to adhere to the goals of **Time (Schedule), Cost (Budget), Quality**.
- **Manage with diplomacy** and understand the need to involve the appropriate Stakeholders in setting achievable goals and objectives.
- Make sure that the design and construction components of the Project are first - what the City of Dunwoody wants and needs and second – successfully planned, designed, executed, and managed.
- **Verify** the survey, existing conditions, and all other components of the project.
- Realize that all Construction delivery methods require ensuring that the City of Dunwoody's requirements are adhered to upfront before construction begins.

COMMUNICATIONS

- Assist the City of Dunwoody in staying up to date and involved.
- Our interaction and coordination with all Stakeholders is expected to be professional following a strict adherence with hierarchy and with complete reverence for detailed information.
- Provide regular reports detailing cost, schedule, and quality of the program.
- We will attend Council meetings and report updates on the project as required.
- APM will work with the City of Dunwoody PIO in developing and implementing an external Communications Strategy. We will supply milestones met and others to come in a manner that brings a positive message to the public.

3. Program Management Approach/Plan

PROGRAM / PROJECT DEVELOPMENT & IMPLEMENTATION



3. Schedule & Budget Management Approach/Plan

What differentiates APM from other Firms?

SCHEDULE MANAGEMENT (TIME)

Proactively Manage the Schedule. Ensure timely submission of items requiring decisions/approval from the City of Dunwoody.

This includes ensuring that all Submittals be built into the Critical Path Schedule as it is our experience that these submissions and their approval drives a Construction Schedule.

- **Develop and implement a Master Schedule** that addresses the end users' (Project Stakeholders) needs for scheduled activities as well as move in.
- **Timely submission** of documents for Authorities Having Jurisdiction (AHJ) over the project to not affect the scheduling of design and construction activities of the program.
- **Sequencing of the work will be critical.** Much like our Fulton County Government/Judicial Center project, we might need to build and oversee a very detailed sequencing plan and process to work around existing departments and project constraints.
- We also realize that enough time must be built into this schedule to **"Shake Down"** and install procured FF&E prior to the start of the operations of the building.
- **Schedule Pre-Planning activities.** We must investigate each area of the projects to identify those activities necessary to be completed in this initial phase, including but not limited to, items such as: condition and environmental assessments, solicitation of support services (survey, environmental, etc.) and others determined. It is here that our Team assists your staff and stakeholders in establishing milestone dates for the Project objectives.

- **Analyze construction contract strategies.** We must identify the preferred contract delivery strategies. We will work with the City of Dunwoody to identify the best delivery method for each project.
- **Identify constraints and issues.** It is critical to identify and schedule around the specific constraints and issues we find in this initial phase.
- **Analyze financial & design requirements.** It will be important to develop a plan that works within the financial constraints and design requirements (Facility Programmatic needs) that meet the goals and

Our Experience has shown that there are a few main reasons for a Schedule not to be met:

1. **Permitting Process extends**
 2. **Construction Manager/GC does not have proper experience establishing and managing a Critical Path Driven Schedule.**
 3. **Not proactively overseeing the procurement/delivery of materials**
 4. **Current Supply Chain and Labor Issues not being addressed early on.**
- At the beginning of the Design Phase, we assist the Design Team in setting up a meeting with the Authorities Having Jurisdiction to establish review times and submission requirements.
 - **Why is this important?** It establishes upfront the necessary time to achieve approvals that allow the project to proceed into the Construction Phase.

3. Schedule & Budget Management Approach/Plan ^{#22.}

What differentiates APM from other Firms?

BUDGET MANAGEMENT (COSTS)

We at Ascension Program Management have a successful track record of delivering our Clients projects of the highest quality and within or below their estimated budgets.

This is accomplished by our proven **Client Centric Approach™** as follows:

- **It all starts in the Design Phase.** It is here that we have our best chance to ensure that our project is within budget. Working with the City of Dunwoody Team and Design Consultant, we will perform constructability reviews and conduct independent pricing exercises to oversee and ensure we are within budget.
- **Why is this important?** We can control our destiny by ensuring that the highest quality of design workmanship is accomplished. Cost Avoidance starts with ensuring we have a well-developed set of Construction Documents.
- We are constantly evaluating the Construction Market Place using our relationships with both large and small Construction Management, General Contractors and Trades to check the pulse of prices.
- **Why is this important?** This allows us to proactively advise our Clients and Design Consultants of materials or systems that will be outside our current budget and advise them of those that are within.
- Package work in an effective manner that will solicit competitive pricing.
- **Why is this important?** Just like Materials and Labor costs, how you package work can pre-determine costs to your job. Example: *You should consider soliciting under separate bids certain packages such as Low Voltage to avoid paying the Overhead a General Contractor will charge. This usually contributes to a 25% savings.*
- We will ensure proper procedures, as well as contractual language, that will address minimal cost changes in work.

Over the Past 16 years, we have never managed a project that ended over it's Budget Estimate that was not caused by the increase of scope by our Client.

75% have been delivered UNDER BUDGET!

CONSTRUCTION BUDGETING PHASES



3. QUALITY ASSURANCE

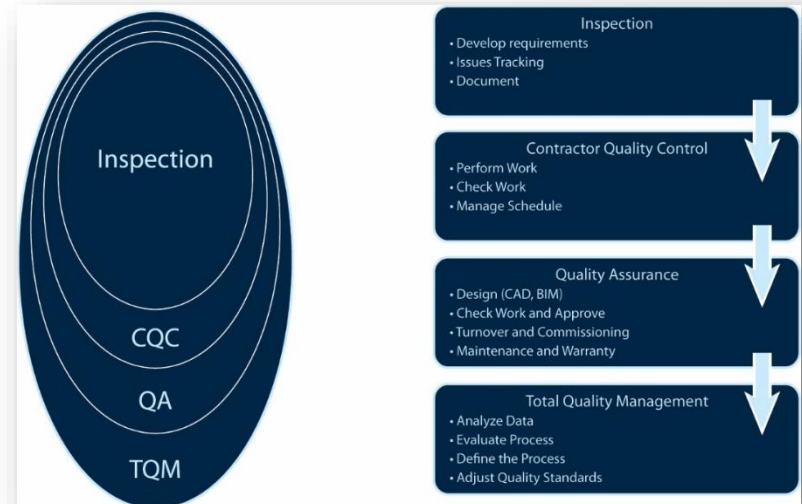
Our proposed **Program Manager, Jeff Prine is both an Architect and Certified Construction Manager**. He will lead our combined teams. His unique experience serving as a Project Architect/Manager and his Construction Management experience will assist the City of Dunwoody with proper oversight of the Design Consultants.

Marvin Headley will lead our Field Quality Assurances efforts. Marvin is a Licensed General Contractor and has numerous IBC Certifications. He provides Building Inspection services to various County and Municipal clients of ours as well.

ASCENSION Program Management realizes that the goal of any Program is to achieve the Goals and Objectives set forth at the very beginning. We understand that this is the Phase where the designs are translated into the Facilities that the City of Dunwoody and their Citizens will use for decades to come. To accomplish this, our Team will manage the projects and require that they adhere to our Quality Assurance program and Value Management goals.

Key activities for each project will include:

- **Monitoring progress and comparing it to the schedule**
- **Proactively reviewing and rejecting work that is non-compliant**
- **Managing testing programs (includes Commissioning/Special Inspections / Material Testing required by Code Enforcement)**
- **Monitoring for contract compliance by conducting on site inspections & providing project status reports.**
- **Managing Design Consultant's enforcement of Design Intent and Field Observations Review and approval contractor payment submittals**



Our role as your Program Manager is to always keep Quality, Budget, and Schedule aligned. We accomplish this by first determining your Priorities and Goals. While it is always our goal to keep these three balanced, it is here that we learn which of these three areas are of the most importance to the City of Dunwoody. First cost versus Long-Term Operational Costs are explored.

There are different levels of Quality, and they all have impacts on your budget. We advise you of those with the best payback.

Example; Providing for a high-efficiency HVAC system will provide you with a lifetime of payback with less energy and maintenance costs.

We see Commissioning Agents as another tool in our QA/QC process. We have extensive experience working with Commissioning Agents on our projects. We will integrate them into our process and utilize their experience and procedures during the Pre-Construction and Construction Phases.

4

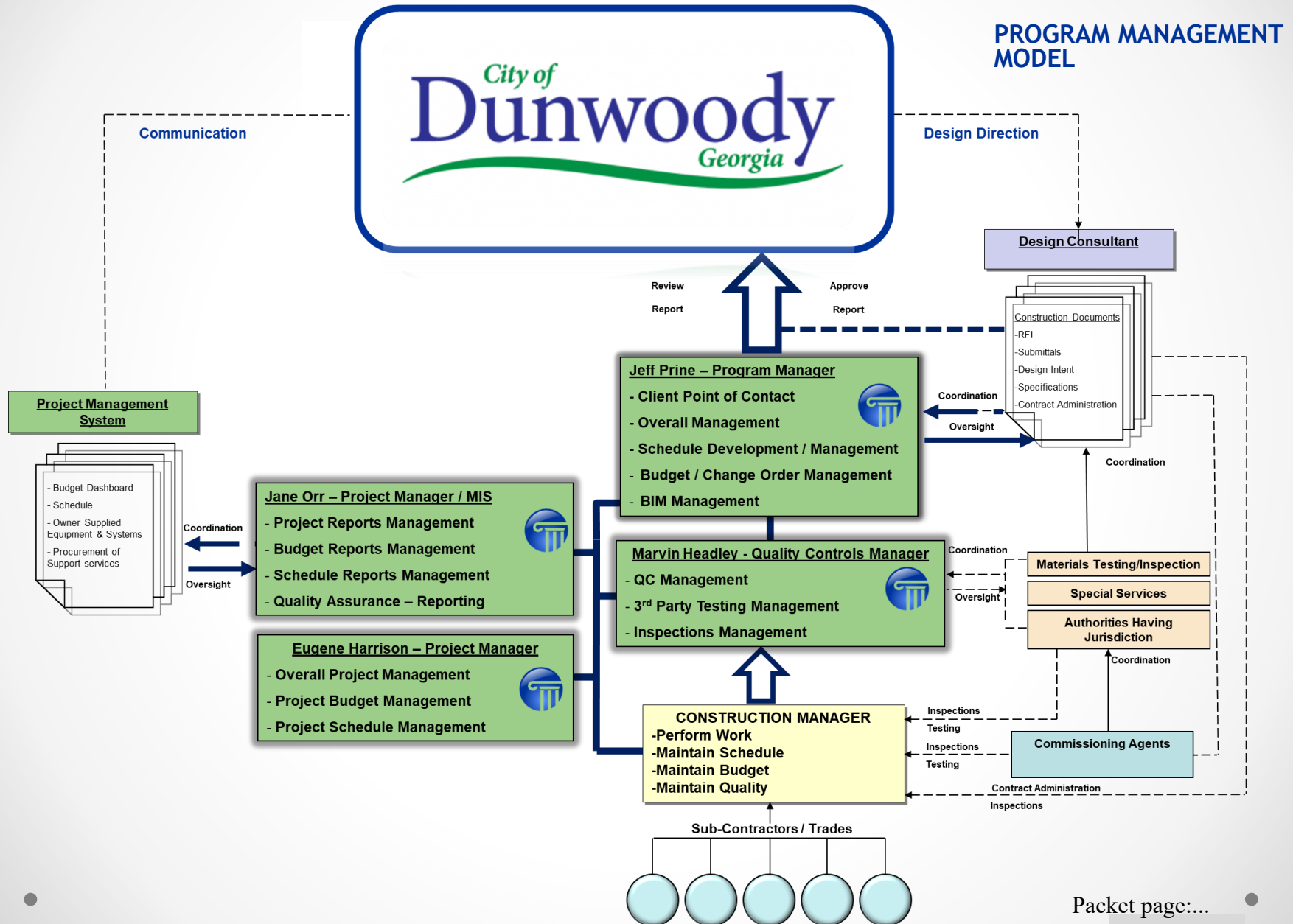
KEY PERSONNEL & STAFFING



**Newton County—
Law Enforcement Center
Expansion/Renovations**



4. Team Organization & Key Personnel



4. Key Personnel

Thomas J. “Jeff” Prine, CCM, LEED® AP – Program Manager

As your Program Manager, Jeff brings a unique level of experience as both an Architect and a Certified Construction Manager (Construction Management Association of America). This combined experience in the design and construction of a range of Public Government building types provides you with an added value. His 38 years of experience managing design and construction projects, including overseeing funding, cash flow and budgets; coordinating schedules; and working with stakeholders and the public will provide the leadership your projects require.

Jeff has served as Program Manager for Capital Improvement Programs. All together, he has overseen over **Two Billion Dollars** of Capital Improvement Projects throughout the State of Georgia alone. He has been the on-site Point of Contact with local Government Clients, providing technical advice and support for their projects.

Roles and Responsibilities:

Acting as your Program Manager, Jeff will be your POC and interface directly with the City of Dunwoody and Project Stakeholders. As you will find out from his references, Jeff has a history of delivering projects under budget and of the highest quality. His approach is one that will push for solutions and to think outside of the box when unforeseen issues arise. He will ensure accountability and advise our team in a manner that gives YOU the best opportunity to succeed.

Jeff’s experience working with City Staff, Elected Officials, and Community will provide dividends in ensuring the planning efforts meet your expectations.

Lesson Learned: There is never too much detail to ensure success.



EDUCATION

Bachelor of Architecture, 1988, Louisiana Tech University

REGISTRATION

Leadership in Energy and Environmental Design (LEED®)
Accredited

PROFESSIONAL

Certified Construction Manager (CCM®) Construction
Management Association of America (CMAA) since 2005

AFFILIATIONS

American Jail Association (AJA)
Construction Management Association of America (CMAA)
National Fire Protection Association (NFPA)
United States Green Building Council (USGBC)

YEARS OF EXPERIENCE

38

16 with Ascension PM since founding it

22 with other Firms

MILITARY SERVICE

Army National Guard - Engineering Branch

2nd LT 1985 – 1989

1st LT 1989 – 1992

Served with Distinction

Served in Operation Desert Storm

CPT 1992 – 1995

United States Army Reserve

CPT 1995 – 2001

Packet page:...

4. Key Personnel

Marvin C. Headley, Jr. – Licensed General Contractor Senior Quality Assurance / Controls Manager

Marvin is a skilled Licensed General Contractor with over 44 years of comprehensive construction management and inspection experience. He has a unique background in that he has worked in a variety of building types. This has ranged from throughout all Government/Commercial project types.

Marvin has experience ensuring that the Quality Control / Assurance program is effectively being implemented. This includes oversight or interaction with Material Testing / Special Inspectors and the interface with Superintendent and Sub Trade Foremen.

As a Licensed General Contractor, he is experienced in the Construction practices and therefore capable of anticipating the sequencing of the job.

His Certifications by the International Code Conference in the areas of Structural, Mechanical, Electrical, and Plumbing systems gives him a unique level of experience in the area of Quality Assurance/Quality Control.

Marvin has experience managing trades and sub-contractors and understands the limitations and proper means of achieving quality construction from them. This starts with submittals and travels through the fabrication, delivery, and installation process, which he knows so well.

Marvin has and does act as a Safety Director. This experience provides his clients with his expertise in safety monitoring and accident avoidance.

Roles and Responsibilities:

Working with the Program Manager, Marvin will lead our Quality Assurance and Inspections team during the Construction Phase.



EDUCATION

Bachelor of Science, Building Construction Management - Georgia Southern University, Statesboro, GA

REGISTRATION

Georgia Licensed General Contractor
#1000037

Georgia Licensed Soil and Water Inspector
- #018186

Licensed International Code Inspector -
#5294796-B1

PROFESSIONAL

Member of Georgia Association of
General Contractors

OHSA Certified Safety Inspector

YEARS OF EXPERIENCE

44

16 years with APM (since founded)

28 years with other Firms

4. Key Personnel

Jane E. Orr, PMP, EIT – Project Manager MIS – Civil Infrastructure

Jane Elizabeth Orr has 29 years' experience in complex construction programs/projects, successfully managing schedules, budgets and associated changes, ensuring value for owner's expenditures and implementing best practices including safety and material management.

As a Civil field engineer, Jane began her career ensuring the implementation of the design, while overseeing contractors. She was responsible for capturing the data and preparing reports for air quality, storm-water management, and progress. Jane's communication skills quickly led to the construction management of many groundbreaking civil projects. During the pre-construction phases, she worked with zoning officials, members of the community, including Police, Fire, DOT, to ensure projects developed allowed access for emergency response, mitigated negative impacts to traffic during construction, and to ensure the final project fit within the community.

Jane has successfully collected, correlated and implemented Best Practices and Lessons Learned from foreign and domestic multi-billion-dollar construction projects. After gathering this information, she was responsible for ensuring implementation into project processes and procedures and assisting end-users, such as Field Engineering, project controls with retrieval of this information.

Roles and Responsibilities:

Acting as a Project Manager (MIS & Civil Infrastructure), Jane will support the Program Manager by overseeing the Projects Budget Dashboard, Schedules, and Project Management Information Reporting Systems.

Jane will also assist the Program Manager in the area of overseeing Site / Civil Infrastructure Improvements.



EDUCATION

1996 – Bachelor of Civil Engineering, Auburn University, Auburn, AL

1990 - Bachelor of Liberal Arts – History, minors in Italian and English, Auburn University, Auburn, AL

REGISTRATION

2012 – General Contractor's Licensure, Virginia

1996 – Engineer-in-Training, Alabama

PROFESSIONAL

Project Management Professional

YEARS OF EXPERIENCE

29

10 years with APM

19 years with other Firms

4. Key Personnel

Eugene Harrison – Project Manager MEP Building Systems

Eugene has 45 years of experience primarily in the areas of HVAC, Electrical, Plumbing and other building systems maintenance and preventative maintenance programs.

His experience ranges from a Foreperson supervising skilled maintenance personnel to establishing comprehensive maintenance programs. He has served as a HVAC Manager, overseeing the daily service logs, service personnel, short-term construction projects, equipment data, and contractor/vendor management.

He has been responsible for the upkeep of 110 boilers, over 4,000 water source heat pumps, chillers, rooftop systems and others totaling over 8,000 pieces of HVAC equipment. Lastly, he served as the liaison between equipment manufacturers, design teams, and contractors.

Eugene Contributes value through in-depth and insightful maintenance analysis, forecasting equipment, budgeting, and financial reporting. He balances competing priorities, handling pressure, with ease, in fast-paced, high-volume, and deadline driven settings. He has established sound Maintenance Infrastructures and solid Internal Controls. He is known to accept heightened levels of accountability willingly, never shying away from challenges and always stepping up to support peers and management.

Roles and Responsibilities:

Acting as a Project Manager, Eugene will support the Program Manager by overseeing the HVAC and MEP Systems Projects assigned.



EDUCATION

Bachelors of Arts Adrian College, Adrian MI 1776
Associates Degree, Tera Technical College,
Freemont Ohio 1981

PROFESSIONAL

Commercial Refrigeration Certifications
Gas Refrigeration Certifications
Trane, ALC, Johnson Controls Systems

YEARS OF EXPERIENCE

49
05 with Ascension PM
44 years with other Firms

5

EXPERIENCE & REFERENCES



**Athens Clarke County
Lyndon House Arts Center**

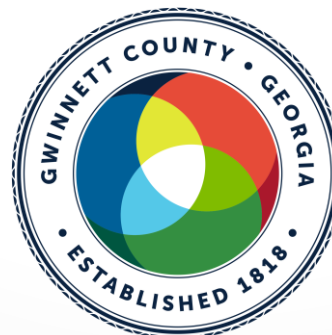


5. Experience

SAVANNAH
savannahga.gov



BARROW COUNTY
Georgia



Georgia's
Sumter
COUNTY

5. Experience

Describe your firm's target markets including range of total project Program Cost that best fits your firm's resources and organizational structure.

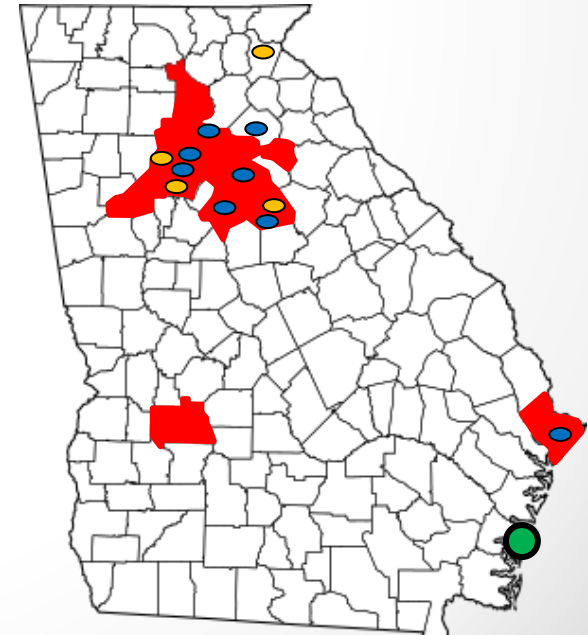
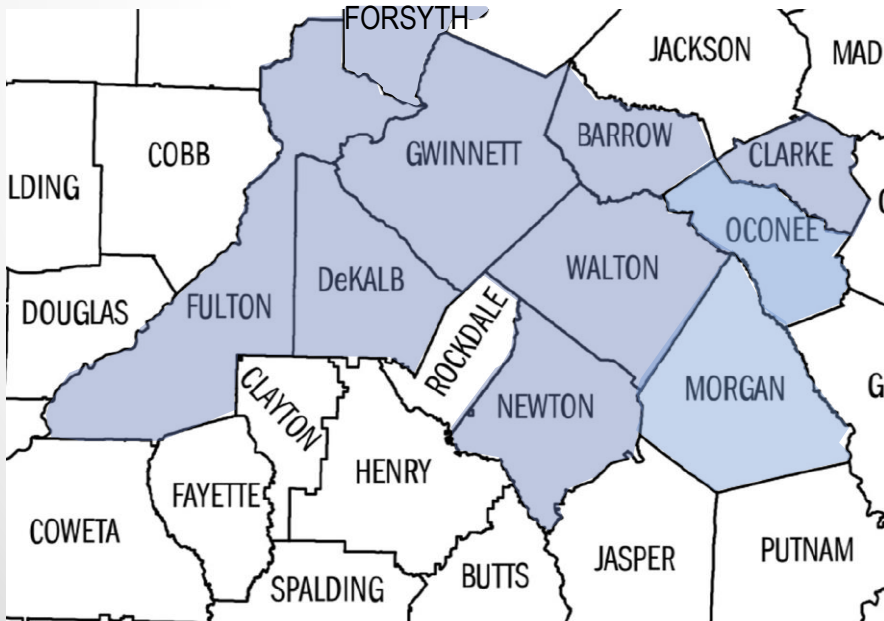
Ascension Program Management's primary markets are;

- County Governments (*SPLOST, BOND, and Capital Funded Programs*)
- Municipal Governments (*SPLOST, BOND, and Capital Funded Programs*)
- K-12 Governments (*ESPLOST, BOND, and Capital Funded Programs*)
- State of Georgia (*Jekyll Island Revitalization Program Public – Private Development*)



The Capital Improvement Programs we oversee range between \$35 Million and \$125 Million.

We manage individual projects ranging from \$750,000.00 to \$90 Million.



Packet page:...

5. Experience

City of Decatur, Georgia – Capital Improvement Project Management (TASK ORDERS):

Project Located in Decatur, Georgia

Dates: 2024 – Present (2026)

Client: **City of Decatur, Georgia**

Deputy City Manager: David Junger

509 N. McDonough Street

Decatur, Georgia 30030

Cell: (404) 516-0285

Email: David.junger@decaturga.com

Role:

Capital Improvement Project Management to include; Design and Construction services and oversight of Construction phases.

Project Description

Legacy Park Track & Field \$8 Million – Complete

-- Track meeting GHSA requirements, Synthetic Turf Field, Restroom/Concessions building, Gymnasium renovations.



Decatur Square Transformation

\$10 Million – under Construction

-- Transformation of an existing Downtown Square that sits atop a MARTA Station. Includes a new Stage/Green Room, Restrooms, Playground and Green Infrastructure improvements.



5. Experience

City of Chamblee, Georgia – Capital Improvement Project Management (TASK ORDERS):

Project Located in Chamblee, Georgia

Dates: 2024 – Present (2026)

Client: [City of Chamblee, Georgia](#)

Public Works Director: Todd Hill, P.E. LEED AP

3210 Cumberland Dr,
Chamblee, GA 30341

Cell: (404) 202-7182

Email: thill@chambleega.gov

Director of Facilities: Dan Magee

3518 Broad Street
Chamblee, GA 30341

Cell: (706) 202-5255

Email: dmagee@chambleega.gov

Role:

Capital Improvement
Project Management to include;
Design and Construction services
and oversight of Construction phases.

Project Description

Public Works Administration Offices
Complete

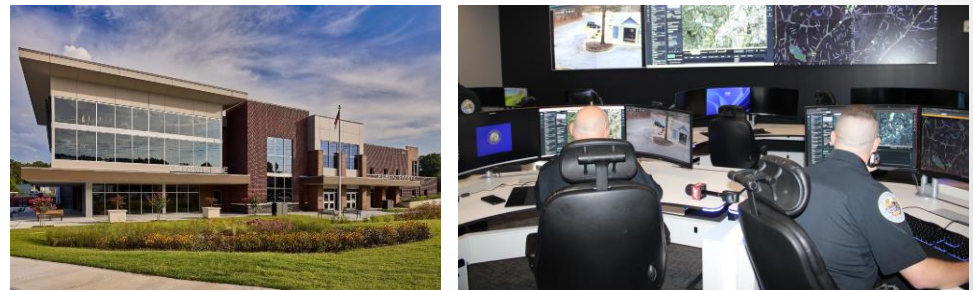
\$1.5 Million – Substantial

-- Renovations of an existing 8,000 SF Building to include: Administrative Offices, Conference and Training Spaces, Breakroom, Restroom/Showers, Warehouse, and Lawn Equipment Storage.



Real Time Crime Center **\$2 Million – Complete**

-- Transformation of an existing 4,000 SF space in the Public Safety Complex into the new Real Time Crime Center. This is composed of the RTCC Workstations, Command Conference Room, Offices, and a new Fitness/Training Room.



5. Experience

Morgan County – Capital Improvement Program Management (TASK ORDERS):

Dates: 2023 – Present (2026)

Project Descriptions:

Client: **Morgan County Board of Commissioners**

County Manager: **Mr. Adam Mestres**

150 E. Washington Street

Madison Georgia 30650

Cell: (706) 818-2880

Email: amestres@morgancountyga.gov

Parks & Recreation Director

Mr. Lance Alexander

Cell: (706) 707-6246

Email: laalexander@morgancountyga.gov

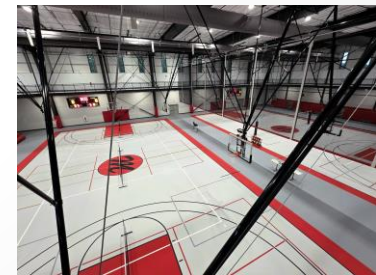
Role:

Capital Improvement Program Management to include; Oversight of Design and Construction phases.

Athletic Complex and Community Center
Under Budget

- New Construction of an Athletic Complex that includes;
5 Ballfields, Concessions/Restroom, Batting Cages, Playground, Play Fountain, Miracle League (ADA Accessible Field) and Pavilions
- New Construction of a Community Center that includes;
Administrative Offices, Activity Rooms, Catering Kitchen, Main Atrium/Pre Function Space, Concessions, Restrooms, and attached Dual Gymnasiums

\$25 Million – Complete –



5. Experience

Dawson County – Capital Improvement Project Management (TASK ORDERS):

Project Located in Dawson County, Georgia

Dates: 2024 – Present (2026)

Client: **Dawson County Board of Commissioners**

County Manager: **Joey Leverette**

25 Justice Way

Dawsonville, Georgia 30534

Cell: (706) 344-8991

Email: jleverette@dawsoncountyga.gov

Role:

Capital Improvement Project Management to include; Design and Construction services and oversight of Construction phases.

Project Description

E911 Communication/EOC Center

\$5.5 Million – Complete

-- **5,500 SF facility** that includes: Emergency Operations Center, EMA Director's office, meeting rooms, E911 Communication Center, E911 Director's office, E911 Assistant Director's office, Supervisor's office, and various support spaces.



Rock Creek Park Gymnasium

\$7.5 Million – Design Phase

-- **39,400 SF facility** to include 3 Basketball/Volleyball Courts, Walking Track, Meeting rooms, Concessions, Athletic Supervisor offices, Restrooms, and various support spaces.



Public Health Center

\$3.5 Million – Construction Phase

-- **Renovations of an existing 16,600 SF facility** to include Public Health spaces such as Administration offices, Exam Rooms, Nutritionist, Triage, Lactation, TB room, Training space, Dental spaces, and Laboratory. Also includes Environmental Health space and various support spaces.



5. Experience

Newton County, Georgia - Task Order Based - Capital Improvement Program Management

Location

Covington, Georgia

Owner

Newton County Board of Commissioners

Program Budget

SPLOST 17 \$34 Million,
SPLOST 23 \$86 Million

Responsibilities

Capital Improvement
Program Management

Reference

General Management Team Member

Mr. Jason Johnson

1124 Clark Street, Covington, GA 30014

Cell: (678) 878-6450

Email: jjohnson@co.newton.ga.us

Parks & Recreation Director

Mr. Dwayne Mask

Cell: (678) 794-1773

Email: dmask@co.newton.ga.us

Role:

Capital Improvement Project Management to include; Facility Condition Assessments, Master Planning, Solicitations for Design and Construction services, and oversight of Construction phases.

SPLOST 17 Project Descriptions \$34 Million:

Admin Building	\$ 1 Million
Probate Courtroom renovation	\$ 1 Million
Fire Stations	\$ 8 Million
Animal Control Center	\$ 2 Million
Senior Services Center PH 1 & 2	\$ 5 Million
Parks & Recreation	\$10 Million
Law Enforcement Center	\$ 5 Million
Washington Street Community Center	\$ 2 Million

SPLOST 23 Project Descriptions \$86 Million:

Admin Building	\$ 4 Million
Centralized Storage Building	\$ 2 Million
Fire Stations	\$ 5 Million
Animal Control Center	\$ 2 Million
Senior Services Center	\$ 5 Million
Parks & Recreation	\$30 Million
Public Safety Fleet	\$10 Million
General Fleet	\$ 3 Million
Transportation	\$25 Million

5. Experience

#22.

Newton County, Georgia - Task Order Based - Capital Improvement Program Management



5. Experience

#22.

Newton County, Georgia - Task Order Based - Capital Improvement Program Management



Spring Hill Park



RL Cousins Community Center



Administration Building Renovations

5. Experience

Walton County – Capital Improvement Program Management (TASK ORDERS):

Dates: 2020 – Present (2026)

Client: [Walton County Board of Commissioners](#)

County Chairman: Mr. David Thompson

Cell: (779) 241-9441

Email: davidgthompson@co.walton.ga.us

County Manager: Mr. John Ward

Cell: (770) 241-8961

Email: john.ward@co.Wwalton.ga.us

Fire & Emergency Services: Chief Kevin Haney

Cell: (678) 776-8369

Email: khaney@co.walton.ga.us

Role:

Capital Improvement Program Management to include; Facility Condition Assessments, Master Planning, Solicitations for Design and Construction services, and oversight of Construction phases.

Project Descriptions:

Government Center

\$750,000.00 – Complete

-- Renovated and expanded Courtroom #2. Modernized to meet 21st Century Court Model and to upgrade LV/AV Systems

Fire Station No. 7 replacement

\$4 Million – Complete

-- Ground up new construction of a 3-Bay 8,435 SF Fire Station

The Grove Park

\$44 Million – Complete

-- 276 Acre Regional Park – Phase 1 will include; 3,500 Seat Amphitheatre, Softball Complex, Playground Complex, 25,000 SF Community Center, Walking Trail, Pavilions, and necessary Roadway, Utility, and Stormwater detention systems.

5. Experience

Walton County – Capital Improvement Program Management:

The Grove Park



Playground Complex



Amphitheatre



Community Center

Government Center – Courtroom 2 – Renovation/Expansion



Government Center



Courtroom 2 Renovation / Reconfiguration to 21st Century Judicial Standards

Fire Station No. 7 – Replacement/New Construction



5. Experience

Barrow County – Capital Improvement Program Management (TASK ORDERS):

Project Located in Barrow County, Georgia

Dates: 2018 – 2024

Client: [Barrow County Board of Commissioners](#)

Sheriff Department: Sheriff Jud Smith

Office: 770-307-3098

Email: jsmith@barrowsheriff.com

Fire & Emergency Services: Chief Alan Shuman

Cell: (770) 307-6021

Email: ashuman@barrowga.org

Role:

Capital Improvement Program Management to include; Facility Condition Assessments, Master Planning, Solicitations for Design and Construction services, and oversight of Construction phases.

Project Descriptions:

Victor Lord Park Expansion

\$10.5 Million - Complete

-- Added 3 new Multipurpose Fields, Tennis Center, and park infrastructure.

Courthouse/Detention Center

\$2.5 Million – Complete

-- HVAC/Security Systems Upgrades

Sheriff's Administrative Building

\$1.5 Million - Complete

-- Upgrades and Retrofits of all Low Voltage/Security Systems and Electrical Power Backup Systems

Fire Station No. 6 – Renovation/Expansion \$450,000.00 - Complete

-- Renovate and expand existing Kitchen and Dayroom

-- Renovate existing Bunk Rooms

Fire Station No. 3 – Replacement Station \$4.5 Million - Complete

-- New 8,200 SF - 2 Bay Fire Station in Bethlehem GA to replace aging facility

5. Experience

Barrow County – Victor Lord Park Expansion – Capital Improvement Program Management:

Victor Lord Park Expansion



Aerial of Expansion

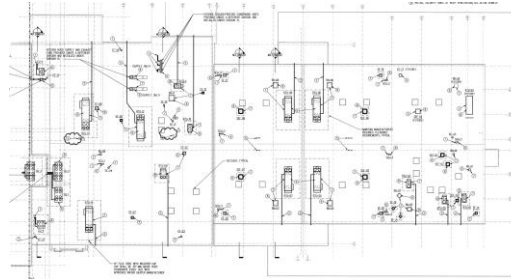


Main Concession/Restroom



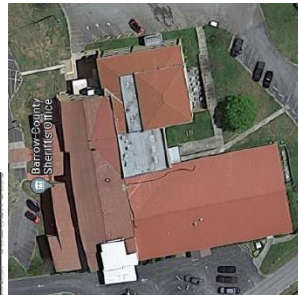
Tennis Center Restrooms

Courthouse/Detention Center Expansion



Existing Courthouse & Detention Center Renovations & Upgrades to HVAC Systems / Security Systems

Sheriff's Administrative Building Renovation



Fire Station No. 3



5. References

1.

Client Representative:

Mr. Todd Hill, P.E., LEED AP
City of Chamblee Public Works Director

Client telephone number (s):

Cell: (404) 202-7182

Client Email:

Email: thill@chambleega.gov

Project Location and Street Address:

3210 Cumberland Dr,
Chamblee, GA 30341

Project Type:

Public Works Administrative Building Renovations



2.

Client Representative:

Mr. David G. Thompson, Chairman
Mr. John Ward, County Manager
Walton County Georgia

Client telephone number (s):

Office: (770) 267-1301

Cell: (770) 241 9441 – David Thompson

Cell: (770) 241-8961 – John Ward

Client Email:

Email: davidgthompson@co.Walton.ga.us

Email: john.ward@co.Walton.ga.us

Project Location and Street Address:

Walton County, Georgia
111 South Broad Street, Monroe Georgia 30655

Project Type:

SPLOST & Capital Fund Improvement Programs



3.

Client Representative:

Mr. Adam Mestres, County Manager
Morgan County Georgia

Client telephone number (s):

Office: (706) 342-0725

Cell: (706) 818-2880

Client Email:

Email: amestres@morganga.org

Project Location and Street Address:

Madison, Georgia

Project Type:

SPLOST & Bond Capital Improvement Project



4.

Client Representative:

Mr. Jason Johnson, General Mgmt. Team Member
Newton County Georgia

Client telephone number (s):

Cell: (678) 878-6450

Client Email:

Email: jjohnson@co.newton.ga.us

Project Location and Street Address:

Newton County, Georgia
1132 Usher Street, Covington, Georgia 30014

Project Type:

SPLOST & Bond Capital Improvement Projects under
Task Order Contract



5. References

5.

Client Representative:

Mr. Dwayne Mask, Parks & Recreation Director
Newton County Georgia

Client telephone number (s):

Cell: (678) 794-1772

Client Email:

Email: dmask@co.newton.ga.us

Project Location and Street Address:

Newton County, Georgia
1132 Usher Street, Covington, Georgia 30014

Project Type:

SPLOST & Bond Capital Improvement Projects (Task Orders)



6.

Client Representative:

Mr. Joey Leverette, County Manager
Dawson County Georgia

Client telephone number (s):

Cell: (706) 344-8991

Client Email:

Email: jleverette@dawsoncountygga.gov

Project Location and Street Address:

Dawson County, Georgia
25 Justice Way, Dawsonville Georgia 30534

Project Type:

SPLOST & General Fund Capital Fund Improvement Programs (Task Orders)



7.

Client Representative:

Mr. Dan Magee, Facilities Director
Chamblee Georgia

Client telephone number (s):

Cell: (706) 202-5255

Client Email:

Email: dmagee@chambleega.gov

Project Location and Street Address:

Chamblee Real Time Crime Center and Public Works
Administrative Building

Project Type:

Capital Improvement Projects (Task Orders)



8.

Client Representative:

Mr. David Junger, Deputy City Manager
Decatur, Georgia

Client telephone number (s):

Cell: (404) 516-0285

Client Email:

Email: David.Junger@decaturga.com

Project Location and Street Address:

Decatur, Georgia
509 N. McDonough Street, Decatur, Georgia 30030

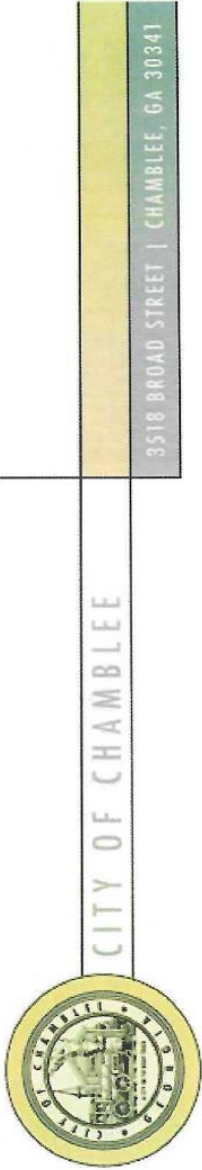
Project Type:

SPLOST & Bond Fund Improvement Projects (Task Orders)



5. References

#22.



February 24, 2026

To Whom It May Concern,

Ascension Program Management was hired to provide construction administration services for our new Public Works Administration building. The project consisted of a \$1.5 million dollar renovation of an existing building, which consisted of the construction of offices, meeting spaces, community room, locker rooms and a climate-controlled warehouse. The project was complex as the project consisted of renovating an old building which encountered multiple unforeseen conditions during construction.

Ascension Program Management managed the many challenges efficiently and professionally throughout the duration of the project. They made sure that the city's needs were met while managing financial limits and keeping the project within budget without cost overruns. They worked with the contractor to utilize any cost savings to cover the cost of any additional change orders.

Ascension Program Management's communication with the city, general contractor, architect, and stakeholders was excellent. Issues and concerns were addressed quickly and responsibly. Ascension valued the input from the various stakeholders. The building renovation was very successful and has provided a facility that can house the entire Public Works staff and provides a clean and safe environment for the staff to work.

I strongly recommend Ascension Program Management. You cannot ask for a better firm to provide program management services. Please contact me at any time if you wish to discuss the outstanding service that they provided to the Public Works Department.

Sincerely,

Todd S. Hill, P.E.
Public Works Director
City of Chamblee
470-395-2307
thill@chambleega.gov

5. References

#22.



WALTON COUNTY Georgia

September 17, 2025

RE: Reference

To Whom It May Concern,

Please accept this letter as a positive reference for Thomas J. Prine, CEO/President of Ascension Program Management.

Ascension Program Management has served as Project Manager on several important community projects in Walton County including the complete construction of Walton County Fire Station No. 7 in Good Hope, Courthouse renovations at the Hammond Drive Courthouse and most recently The Grove Park in Walnut Grove.

All projects have been professionally managed, issues that arose during construction have been successfully handled and most importantly they have all been managed so they were completed within budget.

Jeff's strong management skills, communication, and careful attention to detail have been a welcomed addition on our projects and we would strongly recommend his firm for any project you are considering.

Sincerely,

A handwritten signature in cursive script that reads "John A. Ward III".

John A. Ward III
County Manager

A handwritten signature in cursive script that reads "David G. Thompson".
David G. Thompson
County Commission Chair

5. References



MORGAN COUNTY BOARD OF COMMISSIONERS

Office of the County Manager

P.O. BOX 168

MADISON, GA 30650

It is my distinct privilege to provide this reference for Ascension Program Management in support of their qualifications for program management services. Morgan County engaged Ascension to oversee the planning, design, and delivery of the Morgan County Parks and Recreation Athletic Complex and Community Center, a twenty-five-million-dollar project and one of the most significant capital projects in our community's history.

Under the leadership of Mr. Jeff Prine, CEO and Senior Program Manager, Ascension delivered a structured and highly effective program management methodology. Their comprehensive services addressed the entire project lifecycle, including strategic planning and feasibility, design management, budget and cost control, scheduling and phasing, procurement oversight, construction administration, and project closeout with commissioning. From establishing project goals and funding strategies, to coordinating design professionals, guiding competitive bidding, monitoring construction performance, and ensuring a seamless turnover of the facility, Ascension provided disciplined oversight that safeguarded taxpayer resources and delivered results.

At each stage of the process, Ascension demonstrated exceptional discipline, accountability, and communication. Their proactive approach minimized risk, resolved challenges quickly, and ensured that the County's objectives were consistently achieved. They maintained a strong focus on transparency, providing clear and timely information that allowed elected officials, staff, and stakeholders to make confident, well-informed decisions.

Equally important, Ascension exhibited a culture of partnership throughout the project. Mr. Prine's leadership was pivotal in uniting County officials, consultants, and contractors under a shared vision, while maintaining trust with the community at large. His professionalism, responsiveness, and attention to detail instilled confidence at every milestone and established a foundation for long-term success.

Based on our experience, I can state without reservation that Ascension Program Management combines technical expertise, strategic foresight, and client-focused commitment at the highest level of professional practice. They will serve any jurisdiction with distinction, and I strongly recommend them for consideration on future capital programs.

Kindest Regards,

Adam Mestres, MPA, CPM
County Manager

5. References

#22.



Jason Johnson
General Management Team Member
Director of Building Services
Newton County Judicial Center
1132 Usher Street.
Covington, GA 30014
Office 770 788 3797 Fax 770 788 3767

To Whom It May Concern,

It is with great confidence that I recommend Ascension Program Management (APM) as a trusted and highly capable partner in capital improvement project management. Newton County has had the pleasure of working closely with Mr. Prine and his team on a range of SPLOST 17 and 23 funded projects totaling over \$120 million, and their performance has consistently exceeded expectations.

Ascension Program Management has provided comprehensive services across all phases of project delivery, including Facility Condition Assessments, Master Planning, Solicitation Development for Design and Program Management, and Construction Oversight. Their attention to detail, proactive communication, and thorough understanding of public sector project delivery have been instrumental in the success of our initiatives.

Their role has spanned the management of multiple critical facilities, including:

SPLOST 17 Program

- **Fire Stations (\$8 million)**
 - New Construction of **Fire Stations No. 4 and No. 8**, both full-service 3-bay facilities
 - Renovation of **Fire Station No. 2**, a limited-service 2-bay station
- **Animal Control Center (\$2 million)**
 - New addition doubling kennel capacity
 - Full renovation of the existing facility
- **Senior Services Center at Turner Lake Phases 1 & 2 (\$5 million)**
 - New addition providing expanded programming and administrative space
 - Complete renovation of existing spaces
- **Parks & Recreation (\$2 million)**
 - Multiple facility expansions and renovations across the park system
- **Law Enforcement Center (\$5 million)**
 - Facility expansion to increase administrative and training capacity
 - Upgrade of existing fire alarm and CCTV systems
- **Admin Building Emergency Generator Installation (\$1 Million)**
- **Probate Courtroom renovation (\$1 Million)**
- **Parks & Recreation (\$10 Million)**
 - Various renovations and expansions including a new ground up Park (Spring Hill Park)
- **Washington Street Community Center renovations (\$2 Million)**

5. References

- **SPLOST 23 Program**
 - **Admin Building (\$4 Million)**
 - Renovations of the Human Resources, Planning & Development, Finance, and establishment of a new Conference Center
 - **Centralized Storage Building (\$2 Million)**
 - New 5,000 SF Record Storage building for archived files
 - **Fire Station No. 5 – New (\$5 Million)**
 - **Animal Control Center Phase 2 Expansion (\$2 Million)**
 - **Senior Services Enrichment Center – Denny Dobbs Park (\$5 Million)**
 - **Parks & Recreation (\$30 Million)**
 - Various projects ranging from two new Community Parks, Youth Facility, and renovations to existing Park facilities
 - **Public Safety Fleet (\$10 Million)**
 - Purchase of new Sheriff Vehicles and Fire Department Apparatuses
 - **General Fleet (\$3 Million)**
 - Purchase of replacement Department fleet vehicles and Public Works Equipment
 - **Transportation (\$25 Million)**
 - Transportation related projects such as Intersection Improvements, Road Widening, Road Paving, and other similar projects

Throughout each project, Ascension Program Management has demonstrated a clear commitment to delivering quality outcomes on time and within budget. Their ability to navigate complex scopes, coordinate with multiple stakeholders, and maintain compliance with local and state procurement regulations has proven invaluable.

I highly recommend Ascension Program Management for any organization seeking a knowledgeable, responsive, and results-oriented project management team. Please feel free to contact me should you need any additional information.

Sincerely,

Jason Johnson

Cell: (678) 878-6450
Email: jjohnson@co.newton.ga.us

5. References



PARKS & RECREATION

To whom it may concern,

My name is Dwayne Mask, I am the Director of Parks and Recreation for Newton County, Ga. We have been using Jeff Prine (Ascension) for the last 5 years as our project manager. We have done several projects with Jeff through Task orders, and have several more projects that we will be working on in the near future.

We have done a Skatepark, Spring Hill Park, Nelson Heights renovation, City Pond ballfield renovations that also included new LED lighting, Turner Lake ballfield renovations that also included new LED lighting. We are in the early stages of starting another Park that will include a Youth Center.

Jeff (Ascension) is very easy to work with, very professional, very knowledgeable, and a good team around him that he works with. All of our projects have come in on budget, or under budget, and on time. I would recommend Jeff (Ascension), he does a great job and I feel like you would be very happy with work.

Dwayne Mask

Director Parks and Recreation

770-786-4373 ext 1054

Dwayne Mask

5. References

#22.

**DAWSON COUNTY
BOARD OF COMMISSIONERS
OFFICE OF THE COUNTY MANAGER**

September 12, 2025

Joey Leverette
County Manager

To Whom It May Concern:

It is my sincere pleasure to write this letter of reference on behalf of Ascension Program Management, which has provided project/program management services for several key projects for Dawson County. Specifically, Ascension has provided its services on three major projects: a new E911/Emergency Operations Center, a new 40,000-square-foot gymnasium at Rock Creek Park, and remodeling for a new public health department building.

From the beginning, the team at Ascension demonstrated the highest level of professionalism, integrity and commitment to excellence. I have enjoyed working with Jeff Prine and his team; they have brought valuable expertise, clear communications, and a collaborative spirit to the table. Dawson County was kept informed at all stages of projects, and problems were resolved in an efficient and timely manner. During the construction process, Ascension provided many innovative ideas to help work through some challenges that arose during the projects. Ascension's ideas enhanced our finished products.

Additionally, Ascension has knowledge and experience with governmental funding processes and restrictions, including SPLOST- and CDBG-funded related projects.

I wholeheartedly recommend Ascension for any future construction projects, especially those involving public funds. The company's integrity, experience and heart for the mission makes all the difference.

Sincerely,



Joey Leverette
Dawson County Manager

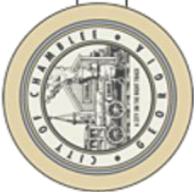
706-344-8991



25 Justice Way
Suite 2236
Dawsonville, GA 30534
Phone 706-344-3501
Fax 706-344-3504
dawsoncountyga.gov

5. References

#22.

	CITY OF CHAMBLEE	3518 BROAD STREET CHAMBLEE, GA 30341
February 23, 2026		
To Whom It May Concern,		
I am writing to wholeheartedly recommend Ascension Program Management and its president, Jeff Prine.		
Ascension managed two recent projects for the City of Chamblee: a new "Real Time Crime Center" at the city's Public Safety Building, and the renovation of a warehouse into the city's new Public Works building.		
Both projects ran smoothly, finished on schedule with few issues, and have exceeded expectations. Mr. Prine's expertise and leadership were keys to these successful projects. Also of note is that the general contractor, subcontractors, and all involved parties worked well together with no acrimony, which can be common on projects.		
Mr. Prine has excellent communication skills, and importantly, actively listens to his clients and their various project needs and suggestions. There were a few challenges on each project, and those challenges were handled expertly with all end goals being met.		
I personally worked closely with Mr. Prine on a large, \$10 million+ park expansion project that faced a number of challenges. I also communicate with a peer who was very pleased with Ascension's work on a senior center project.		
Again, I strongly recommend Ascension Program Management and Jeff Prine. Please feel free to contact me with any questions or discussion.		
Sincerely,		
<i>Dan Magee</i>		
Dan Magee Facilities Manager City of Chamblee 470-568-5581 dmagee@chambleega.gov		
P 770-986-5010 E info@chambleega.gov W www.chambleega.com		

6

COST PROPOSAL



**Athens Clarke County
Fire Station No. 3**



6. Cost Proposal

#22.

Attachment B: Cost Proposal Form (Hourly Rates / NTE)

Request for Proposal (RFP) 26-01
Program Management Support Services (As-Needed) – Capital Improvement Projects

Offeror Information

Legal Company Name: **ASCENSION PROGRAM MANAGEMENT, LLC**

Address: **2990 Summit Lane, Monroe GA 30655**

Primary Contact (Name/Title): **Thomas J. Prine - CEO/President**

Section 1 — Hourly Rate Schedule (Fully Burdened)

Provide fully burdened hourly rates for each labor category. Rates shall include all wages, benefits, overhead, G&A, profit, administrative costs, tools/software needed to perform the work, and routine local travel within Metro Atlanta to satisfy the on-site requirement. Reimbursable expenses, if permitted, must be identified in Section 3 and require City pre-approval.

Labor Category / Title	Typical Scope Alignment (examples)	Proposed Rate (\$/hr)	OT Rate (\$/hr) (if any)	Notes (e.g., min. experience/certifications)
Program Manager	PM	\$ 150.00	\$ N/A	2026 Rate
Sr. QA/QC	Main POC	\$ 125.00	\$ N/A	2026 Rate
Inspector	Inspections	\$ 140.00	\$ N/A	2026 Rate
Project Manager	Support PM	\$ 145.00	\$ N/A	2026 Rate
Sr. PM	MEP Renovations	\$	\$	
MEP Systems		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	
		\$	\$	

6. Cost Proposal

		\$ _____	\$ _____
Other (specify): _____		\$ _____	\$ _____

Rate Validity / Escalation (check one):

☒ Rates are firm for the full one (1) year contract term. Refer to Note below

NOTE: In the event this Agreement is renewed after the first year or for any subsequent years, Ascension PM shall be entitled to increase its fees for such year (s) in an amount not to exceed the most recent annual percentage increase of the CPI for "All Urban Wage Earners and Clerical Workers, second column reading percent change, monthly, year, group" all items for the month the Agreement is renewed. Each successive option may be treated in the same manner. Owner and Ascension PM agree to utilize the CPI-W index that is most appropriate for the timing of the Annual Renewal.

Section 2 — Task Order Pricing Approach (Time-and-Materials / NTE)

The City will issue individual Task Orders on an as-needed basis. For each Task Order, the selected Consultant shall submit a detailed fee estimate showing: (i) deliverables; (ii) staff names/titles; (iii) hours by labor category; and (iv) total Not-to-Exceed (NTE) amount. Work shall not begin until the City issues a Task Order.

Describe your approach to developing Task Order estimates and controlling costs within the NTE (attach additional pages if needed):

Our Program Manager will meet with the appropriate City of Dunwoody Staff and Stakeholders to ascertain specific information about the project. We will ask what Roles you wish us to play on your behalf. We will map out a Project Schedule tied to the specific Tasks necessary to complete the project.

Next we will develop a Draft Task Order and present to the City of Dunwoody. We will review this together and make any edits or modifications necessary to meet with your approval.

Please Refer to our RFP Submission Section 3 Approach for how we will control Costs.

Section 3 — Reimbursable Expenses (If Allowed)

Check one:

☒ No reimbursable expenses proposed; all costs are included in the hourly rates.

☐ Reimbursable expenses proposed (must be pre-approved in writing by the City and billed at cost with no markup unless expressly authorized):

Expense Type	Rate / Cap / Markup	Notes / Conditions

6. Cost Proposal

Section 4 — Invoicing and Payment Terms

Invoices shall be itemized by date, staff name, labor category, hours, rate, Task Order, and description of work performed. Payment terms are Net 30 from receipt of a proper invoice and acceptance of services. The Consultant shall not exceed any Task Order NTE amount without prior written authorization (Task Order amendment).

Section 5 — Certification

By signing below, Offeror certifies that the rates provided are accurate, complete, and will be honored for work authorized under this RFP and any resulting contract, subject to negotiated Task Orders.

Authorized Signature:	
Printed Name / Title:	Thomas J. Prine - CEO/President
Company Name:	Ascension Program Management, LLC
Date:	March 20, 2026

7

FORMS



**Morgan County Community
Center / Athletic Campus
Groundbreaking**



**Morgan County Community
Center Dedication**

7. FORMS (Contractor Affidavit)

#22.

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)

The undersigned contractor ("Contractor") executes this Affidavit to comply with O.C.G.A. § 13-10-91 related to any contract to which Contractor is a party that is subject to O.C.G.A. § 13-10-91 and hereby verifies its compliance with O.C.G.A. § 13-10-91, attesting as follows:

- a) The Contractor has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program;
- b) The Contractor will continue to use the federal work authorization program throughout the contract period, including any renewal or extension thereof;
- c) The Contractor will notify the public employer in the event the Contractor ceases to utilize the federal work authorization program during the contract period, including renewals or extensions thereof;
- d) The Contractor understands that ceasing to utilize the federal work authorization program constitutes a material breach of Contract;
- e) The Contractor will contract for the performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the Contractor with the information required by O.C.G.A. § 13-10-91(a), (b), and (c);
- f) The Contractor acknowledges and agrees that this Affidavit shall be incorporated into any contract(s) subject to the provisions of O.C.G.A. § 13-10-91 for the project listed below to which Contractor is a party after the date hereof without further action or consent by Contractor; and
- g) Contractor acknowledges its responsibility to submit copies of any affidavits, drivers' licenses, and identification cards required pursuant to O.C.G.A. § 13-10-91 to the public employer within five business days of receipt.

1220323

Federal Work Authorization User Identification Number

Ascension Program Management, LLC

Name of Contractor

City of Dunwoody, Georgia

Name of Public Employer

08/17/2017

Date of Authorization

RFP 2603 Program Management Support

Name of Project

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on Feb, 26, 20 26 in Monroe (city), GA (state).



Signature of Authorized Officer or Agent

Thomas J. Prine CEO/President

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 26 DAY OF Feb, 20 26.



NOTARY PUBLIC
My Commission Expires: 3/14/29



7. FORMS (Addendum 1)

#22.

Addendum No. 1

Request for Proposals - RFP 2026-03
Program Management Support Services
Issue Date: February 20, 2026
Proposal Due Date: March 20, 2026 at 3:00 PM

This addendum provides the link to the optional Pre-Proposal Meeting (Virtual)

1. Purpose

This Addendum provides information about an Optional Pre-Proposal Meeting (Virtual) and confirms the Last Day/Time to Submit Questions. It also provides the required forms to be submitted with the proposal.

2. Optional Pre-Proposal Meeting (Virtual)

Date:	February 27, 2026
Time:	10:00 AM (Eastern Time)
Format:	Virtual meeting (online)
Link:	https://teams.microsoft.com/meet/2623031488716?p=s0BPJERSp3TOogzvZt
Meeting Access Details:	Meeting ID: 262 303 148 871 6 Passcode: yh7xj7Lj

Attendance at the pre-proposal meeting is encouraged but not mandatory.

3. Last Day/Time to Submit Questions

All questions, including those asked in the virtual Pre-Proposal Meeting, regarding this RFP must be submitted in writing to purchasing@dunwoodyga.gov no later than **March 9, 2026, at 4:00 PM (ET)**

4. Required Forms:

- Attachment A: Contractor Affidavit Under O.C.G.A. § 13-10-91(b)(1) (E-Verify)
- Attachment B: Cost Proposal Form (Hourly Rates / NTE)
- * Offerors may submit their own cost proposal form in lieu of the template provided, provided it includes the same information.
- Attachment C: Reference Form

All Other Terms Remain Unchanged

All other terms and conditions of RFP 26-03 remain unchanged. This Addendum becomes part of the solicitation documents.



Thomas J. Prine CEO/President
Ascension Program Management

March 20, 2026

Date:

7. FORMS (Addendum 2)

#22.

ADDENDUM 2

Program Management Support Services (As Needed)

RFP 26-03

March 18, 2026

Summary: **Extended The Solicitation Due Date until March 24, 2026, at 2:00 pm**

Questions and Answers:

1. Section D in the Scope of Services (Section 2.2) describes efforts to assist with communication to the public. Is the City requesting PM firms to have a Public Outreach consultant who will work with the City to manage the City's website and assist with public communications?

Answer: No

2. Section E in the Scope of Services (Section 2.2) references constructability reviews. Is the City expecting the PM firm to review engineering/arch code adherence? Please define constructability reviews.

Answer: If requested, will be to look for potential plan conflicts or other elements of the design that may be difficult to construct or add undue costs. These reviews will not include review for adherence to building codes.

3. Is the City expecting any assistance with Grant Writing or Auditing for these on-call services?

a. Answer: No

4. Confirm PM firm will work with the general contractors and architects to obtain Operation and Maintenance manuals and warranties including all required closeout documents as noted in Section H of the Scope of Services (Section 2.2).

a. Answer: Yes



**Thomas J. Prine CEO/President
Ascension Program Management**

March 20, 2026

Date:

7. FORMS (Reference Form)

RFP 26-03
Program Management Support Services (As Needed)

REFERENCES

List below customers for whom you have provided similar products or services.

1. COMPANY NAME: City of Chamblee, Georgia
ADDRESS: 3210 Cumberland Drive
Chamblee, GA 30341

CONTACT PERSON: Mr. Todd Hill, P.E. LEED AP - Public Works Dept. Director

PHONE NO.: 404-202-7182

E-MAIL: thill@chambleega.gov

2. COMPANY NAME: City of Decatur, Georgia
ADDRESS: 509 N. McDonough Street
Decatur, GA 30030

CONTACT PERSON: Mr. David Junger - Deputy City Manager

PHONE NO.: 404-516-0285

E-MAIL: David.Junger@decaturga.com

3. COMPANY NAME: Morgan County, Georgia
ADDRESS: 150 East Washington Street
Madison, GA 30650

CONTACT PERSON: Mr. Adam Mestres - County Manager

PHONE NO.: 706-818-2880

E-MAIL: amestres@morganga.org

NOTE: Please refer to Section 5 of the RFP Submission to see all References and their perspective Letters.

Company Name: ASCENSION PROGRAM MANAGEMENT, LLC



RFP No. 26-03
Program Management Services
(As Needed)
QUALIFICATIONS PACKAGE



An aerial photograph of a school campus, showing a large building, a parking lot, and surrounding trees. The image is in grayscale and serves as a background for the title text.

**REQUEST FOR PROPOSAL 26-03
PROGRAM MANAGEMENT
SUPPORT SERVICES
(AS-NEEDED)**



City of Dunwoody
 Attn: John Gates, Purchasing Manager
 4800 Ashford Dunwoody Road
 Dunwoody, GA 30338



Re: RFP 26-03 – Program Management Support Services (As Needed)

Dear Mr. Gates,

Comprehensive Program Services (CPS) is pleased to submit our proposal to provide Program Management Support Services for the City of Dunwoody. CPS brings deep experience supporting municipal capital programs across Georgia, including direct experience with the City of Dunwoody. Our team understands the City's expectations for delivering high-quality projects efficiently while maintaining transparency, accountability, and strong coordination across departments and stakeholders. We are well positioned to support Dunwoody through an on-call, Task Order-based program. Our approach is simple: provide hands-on leadership, maintain clear communication, and ensure every project moves forward with control over schedule, budget, and quality.

IDIQ / On-Call Program Experience

CPS has extensive experience delivering services under on-call, IDIQ, and Task Order-based contracts for public sector clients. We understand the need for flexibility, rapid mobilization, and consistent performance across multiple concurrent assignments. Our team is structured to respond quickly to new Task Orders, develop clear scopes and NTE budgets, and execute work without delays. We bring established processes for tracking labor, managing costs, and maintaining alignment with client expectations across all assignments.

City of Dunwoody Experience

CPS has directly supported the City of Dunwoody on key capital initiatives, including improvements at Brook Run Park and Veterans Memorial Park. Through this work, we have developed a strong understanding of the City's processes, standards, and expectations. This familiarity allows our team to integrate immediately, coordinate effectively with City staff, and deliver projects with minimal ramp-up time.

Relevant Similar Project Experience

CPS has supported a range of municipal capital programs involving parks, civic spaces, and facility improvements. Our experience includes managing multiple concurrent projects, coordinating design and construction teams, and maintaining control over budget and schedule in active public environments. We bring a practical understanding of how to balance project delivery with community impact, stakeholder coordination, and public visibility.

Winning Approach

CPS delivers program management that is structured, responsive, and aligned with the City's needs:

- **Task Order Discipline:** Clear scopes, defined deliverables, and controlled NTE budgets for every assignment
- **Hands-On Management:** Day-to-day coordination with consultants, contractors, and City staff
- **Clear Reporting:** Weekly updates, monthly reporting, and real-time visibility into risks and progress
- **Proactive Problem Solving:** Early identification of issues with practical solutions to keep projects moving
- **Seamless Integration:** Operate as an extension of City staff while respecting all authority and decision-making requirements

We appreciate the opportunity to support the City and look forward to the next steps in the selection process.

Sincerely,

A handwritten signature in purple ink, appearing to read "Eric Johnson", with a stylized, looping flourish at the end.

Eric Johnson
 Principal-in-Charge
 Comprehensive Program Services



**We are your
trusted advisor.**

**We adhere to a simple
strategy: innovative,
on-time and on-budget
delivery regardless of
the size and scope of the
program.**

the firm

Description & Resources

FIRM INFORMATION
**COMPREHENSIVE
PROGRAM
SERVICES, INC.**

3368 Hardee Avenue
Atlanta, GA 30341

COMPANY WEBSITE
cps-atlanta.com

PRIMARY PROPOSAL CONTACT
Eric Johnson
Chief Executive Officer & Founder
p. 770.451.7670
ejohnson@cps-atlanta.com

MAIN PROJECT POINT-OF- CONTACT
Megan Kocikowski
Director
mkocikowski@cps-atlanta.com

\$5B+

in Projects
Managed

1998

Year Firm
Established

60+

Education Focused
Projects Completed

Established in 1998, CPS is a full-service program and construction management company that serves as an independent advocate for public sector building owners, from planning and design through construction and occupancy. Our role is that of advocate and arbitrator: continually evaluating and balancing conflicting requirements to achieve our clients' construction goals. Program management is at the heart of the core services delivered by our integrated program team, and we provide another layer of protection in the best interest of our owners.

CPS aggressively manages the elements of cost, time and quality, while achieving operationally efficient buildings with long-term considerations. Whether projects are

funded through general obligation bonds, SPLOST revenue or through a public-private partnership, CPS works closely with clients to achieve the maximum value for each dollar.

CPS, with its highly qualified and technical staff, has completed more than \$5 billion in public projects. CPS has been working in the higher education market since 2014 and has completed or is working on many major capital construction projects totaling over \$400 million. This work has included managing challenging renovations and upgrades, historic building renovations, and new construction projects, in addition to providing on-call services for multiple campuses on their institutional projects.

Approach to As-Needed / Task Order Program Management

Our approach to managing Dunwoody's as-needed Task Order program is built on speed, consistency, and accountability, with a clear focus on delivering high-quality improvements to parks, recreation facilities, and municipal buildings while minimizing disruption to the community.

Having supported similar efforts for the City, we understand Dunwoody's priorities, standards, and expectations, allowing us to respond quickly and align seamlessly with City staff from the outset.

Rapid Mobilization and Dedicated Leadership

We are structured to respond immediately upon Task Order authorization. A dedicated Program Manager will serve as Dunwoody's single point of contact, supported by a pre-identified, multidisciplinary team experienced in park improvements, facility renovations, and HVAC/MEP system replacements.

Within days of contract execution, we will:

- Conduct a focused kickoff aligned with the City's processes and preferences
- Activate project controls, reporting systems, and communication protocols
- Establish clear lines of authority and rapid-response procedures

This familiarity enables us to move efficiently from Task Order request to execution with minimal ramp-up time.

Efficient, Proven Templates and Tools

We leverage refined, field-tested templates specifically suited for municipal and facility-based projects, enabling faster turnaround and greater clarity. These include:

- Streamlined Task Order scoping and fee development templates
- Phased delivery structures aligned

with typical park, renovation, and systems upgrade projects

- Scheduling tools that account for phasing, seasonal constraints, and occupied facilities
- Real-time budget tracking and reporting dashboards

Disciplined Program Controls

We bring a high level of rigor to managing multiple concurrent Task Orders, ensuring the City maintains full visibility and control at all times. Key controls include:

- Centralized tracking of all Task Orders across scope, schedule, and budget
- Continuous monitoring of expenditures against NTE limits with early warning indicators
- Active schedule management to minimize downtime in parks and public facilities
- Quality assurance processes tailored to renovation and building systems work
- Proactive change management to address unforeseen conditions quickly and transparently

Our approach is not just reactive—we actively identify risks early and implement solutions before they impact cost or schedule.

Responsive, Community-Focused Delivery

We understand that Dunwoody's projects often occur in active parks and occupied facilities where public experience matters. Our team prioritizes:

- Minimizing disruptions to residents and City operations
- Flexible scheduling and phased construction approaches
- Clear, consistent communication with City staff

We operate as an extension of the City's team—responsive, accountable, and committed to delivering projects that enhance the community.

CPS Core Commitments for The City of Dunwoody



Protect the Vision.

We represent the City's interests in every decision, ensuring each project is delivered in alignment with the community's vision.



Simplify the Process.

We manage the coordination between theCity, design team, and contractors so City leadership can stay focused on broader community priorities while we handle the day to day project details.



Maintain Schedule and Budget Discipline.

Through proactive oversight, cost monitoring, and clear reporting, CPS helps ensure each project remains aligned with established budget and schedule goals.



Delivering Success.

Our focus is supporting each Task Order from design coordination through construction and closeout, ensuring every project is delivered efficiently and contributes to the City's broader capital program and community goals.



ERIC JOHNSON
Principal-in-Charge



MEGAN KOCIKOWSKI
Contract Director



ADAM MARTIN
Program Director
Main Point of Contact



JACOB ADAMS
Program Manager

key personnel

A Team Built for Precision, Continuity, and Results

Comprehensive Program Services (CPS) has assembled a leadership team with the experience, availability, and focus to guide every phase of development. Together, our team brings a powerful combination of statewide program management expertise and deep-rooted local knowledge. Our team member has been carefully selected not only for their technical capabilities, but also for their ability to collaborate seamlessly, solve challenges proactively, and drive progress on complex, high-impact projects. Our integrated organizational structure ensures consistent leadership, open communication, and coordinated execution—providing the City of Dunwoody with a trusted, mission-aligned partner committed to delivering lasting value and long-term success.



PRINCIPAL-IN-CHARGE

Eric Johnson

Eric Johnson will serve as Principal-in-Charge for the project. As founder of Comprehensive Program Services, Eric has built CPS around a commitment to client service and hands on leadership. His approach has resulted in long standing relationships with many clients, some extending more than 30 years.

With three decades of experience supporting public and institutional clients, Eric provides executive oversight and strategic guidance throughout the project. He works closely with the CPS team and project stakeholders to ensure strong coordination, clear decision making, and consistent focus on delivering the project in alignment with the owner's goals for schedule, budget, and quality.

EDUCATION

Bachelor of Science
Mechanical Engineering
Auburn University



CONTRACT DIRECTOR

Megan Kocikowski

Having worked as an Owner's representative in project and program management for over 18 years, Megan Kocikowski brings a unique understanding to your project. This coupled with her extensive knowledge in education projects will ensure that each task order is completed successfully for the City of Dunwoody.

Megan specializes in client relations. Her involvement during the planning process will set the Waldorf School's project up for success. She will support Adam, helping the CPS team to develop a plan for the project, asking questions early to ensure that 90% of decisions are made within the first 10% of the project's timing. Her leadership will set the tone to develop an early budget, master schedule, communication plan, and will set the level of quality expectations from the outset.

EDUCATION

Master of Science
Building Construction
and Facility Management
Georgia Institute of
Technology

Bachelor of Science
Mathematics
Georgia State University



PROGRAM DIRECTOR

Adam Martin

Adam Martin is driven by long-term impact not just the excitement of project completion, but the satisfaction of knowing years later that the facilities he helped deliver continue to perform well for their users.

With over 14 years of experience in construction management, facility operations, utilities, and maintenance, Adam brings a comprehensive, owner-focused perspective to every project. His diverse background allows him to anticipate challenges, advocate for the client's best interests, and implement corrective actions quickly and effectively. Whether overseeing a complex capital build or navigating operational upgrades, Adam is driven by outcomes that stand the test of time.

EDUCATION

Master of Historic Preservation
University of Georgia

Bachelor of Science
Construction Management
Southern Polytechnic State University
[Kennesaw State University]

REGISTRATIONS

GSWCC Level 1B
NPDES Certification



PROGRAM MANAGER

Jacob Adams

Jacob Adams will serve as Project Manager, providing day to day oversight to ensure the project moves forward with clarity and accountability.

Jacob will coordinate closely with the project team to track schedule, monitor budget, and keep activities aligned with key milestones. He will facilitate regular status meetings, maintain clear reporting, and ensure the City remains informed throughout the project. His role is to support collaboration among the project team while helping protect the project's schedule, budget, and overall vision.

EDUCATION

Master of Science
Building Construction
Auburn University

Bachelors Degree
Kinesiology and Exercise Science
University of Alabama



references

Consistency, Responsiveness, and Results-Driven

Comprehensive Program Services (CPS) has assembled a team with the experience, capacity, and focus to successfully deliver on-call program management services for the City of Dunwoody. Our team brings a strong combination of municipal program management expertise and direct local experience, allowing us to support multiple Task Orders with consistency and efficiency.

Each team member has been selected for their ability to manage complex public sector projects, collaborate effectively with City staff and stakeholders, and proactively address challenges as they arise. We understand the demands of delivering multiple concurrent projects and the importance of maintaining control over schedule, budget, and quality across all assignments.



City of Douglasville
City Hall +
Civic Plaza
 Douglasville, Georgia

[2025 - Present]

Construction Cost

\$25M

Client Reference

Marcia Frazier
 City Manager
 678.449.3000

frazierm@douglasvillega.gov

Located in downtown Douglasville, the City Hall project created a new municipal center designed to strengthen the City's civic presence while enhancing the surrounding downtown environment. The project included development of a new City Hall facility along with a civic plaza and landscaped green space designed to support public gatherings, community events, and everyday use. The improvements helped establish a welcoming civic destination that reinforces the City's commitment to an active and connected downtown.

Comprehensive Program Services (CPS) provided program and construction project management services to support the City throughout planning and implementation. CPS coordinated closely with city leadership, design consultants, and contractors while facilitating project meetings, monitoring construction progress, and assisting with schedule and project coordination. Through proactive oversight and collaboration with the project team, CPS helped guide the successful delivery of this important municipal and community-focused space.



City of Douglasville Town Green + Amphitheater

Douglasville, Georgia

[2019-2023]

Construction Cost

\$9M

Client Reference

Mayor Rochelle Robinson
678.449.3000
robinsonr@douglasvillega.gov

Marcia Frazier
City Manager
678.449.3000
frazierm@douglasvillega.gov

Douglasville Town Green is a vibrant outdoor gathering space located in the heart of downtown Douglasville. Designed to bring the community together, the Town Green features an amphitheater, open lawn areas, paved walking paths, seating areas, and flexible spaces that support a variety of recreational and civic activities. The park regularly hosts concerts, festivals, and community events, creating an active destination where residents and visitors can gather, relax, and enjoy the outdoors. As a central feature of downtown Douglasville, the Town Green provides a welcoming environment for everyday use as well as larger community celebrations.

Comprehensive Program Services (CPS) supported the City of Douglasville in the development of the Town Green, providing program management oversight and coordination throughout the project. CPS worked closely with the City and project partners to maintain alignment between the project vision, schedule, and budget while guiding the delivery of this important public space. The completed Town Green now serves as a cornerstone of downtown Douglasville, strengthening community connections and providing a vibrant setting for events, recreation, and public gatherings.



City of Fayetteville City Hall + Park

Fayetteville, Georgia

[2018-2021]

Construction Cost

\$23M

Client Reference

Ray Gibson
City of Fayetteville
770.719.4144
rgibson@fayetteville-ga.gov

Located just off the Courthouse Square in Downtown Fayetteville and adjacent to the Fayette County Public Library campus, the project created an opportunity to establish a strong civic presence while improving connectivity between key public destinations. The project includes a new two story, 34,000 square foot City Hall building, along with an eight acre park featuring a pond, picnic pavilion, concrete stream, splash pad, dog park, and open recreational areas.

Comprehensive Program Services (CPS) served as Program Manager for the project, supporting the City in the procurement and coordination of both the architectural design team and the Construction Manager at Risk. CPS worked closely with City leadership and elected officials to guide planning, design, and construction activities while maintaining alignment with the City's vision for a vibrant civic campus. Through proactive coordination and project oversight, CPS helped advance the successful development of this important civic and community space.



City of Brookhaven **Parks +** **Public Space** **Improvements**

Brookhaven, Georgia
[2025-2026]

Construction Cost
\$10M

Client Reference
Christian Sigman, City Manager
City of Brookhaven
404.637.0513
christian.sigman@brookhavenga.gov

The City of Brookhaven undertook improvements across multiple municipal parks and public recreation spaces to enhance community amenities and strengthen outdoor gathering areas throughout the city. The projects included site development, pedestrian improvements, landscaping and hardscape elements, and the creation of public spaces designed to support recreation, events, and everyday community use. These improvements helped expand access to high quality outdoor environments while reinforcing Brookhaven's commitment to active and welcoming public spaces.

Comprehensive Program Services (CPS) provided program and construction project management services to support the City throughout planning and implementation. CPS coordinated closely with City staff, design consultants, and contractors, facilitated project meetings, monitored construction activities, and assisted with closeout and documentation management. Through consistent oversight and coordination, CPS helped ensure these park improvements were delivered efficiently and in alignment with the City of Brookhaven's goals for community focused public spaces.



City of Newnan
**CJ Smith Park,
 Lynch Park +
 Greenville
 Street Park
 Improvements**

Newnan, Georgia
 [2020 -2021] / [2025-2026]

Construction Cost
\$9M

Client Reference
 Cleatus Phillips
 City Manager
 678.857.8910
cphillips@cityofnewnan.org

The City of Newnan has invested in several park improvements to expand recreation and strengthen community gathering spaces. Greenville Street Park is a 2 acre urban park in downtown Newnan featuring a colonnaded entrance, terraced lawn areas, a small amphitheater stage, brick plazas, a water fountain, and a covered pavilion. Lynch Park is a 6.2 acre neighborhood park that includes the Wesley Street Gymnasium, Lynch Park Pool, and Pickett Field baseball and softball complex. The City also redeveloped C.J. Smith Park to add a skate park, pump track, active playground, splash pad, additional parking, and new restroom and pavilion facilities, while also connecting the park to the City's LINC trail system. Together, these improvements have expanded recreational opportunities and strengthened the City's network of community parks. The projects support both daily recreation and larger community activities while enhancing connectivity and accessibility throughout the park system.

Comprehensive Program Services (CPS) supported the City of Newnan through planning and implementation of these improvements. CPS provided program management coordination during planning, design, and construction while working with the City, design teams, and contractors to maintain alignment with project goals for schedule, budget, and community use. Through consistent communication and coordination among stakeholders, CPS helped ensure the successful delivery of improvements that continue to serve the Newnan community.



City of Dunwoody Veterans Memorial Park

Dunwoody, Georgia

[2023-2025]

Construction Cost

\$450,000

Client Reference

Mayor Lynn Deutsch

City of Dunwoody

678.382.6700

lynn.deutsch@dunwoodyga.gov

Veterans Memorial Park, located within Brook Run Park, was developed as a lasting tribute to the men and women who have served in the United States Armed Forces. The memorial features a series of granite monuments and symbolic elements honoring each military branch including the Army, Navy, Air Force, Marines, Coast Guard, and Space Force, along with a dedicated tribute to Prisoners of War and the POW MIA legacy. A prominent American flag anchors the memorial while service specific pillars, commemorative bricks honoring veterans, and an Eternal Flame create a powerful setting for reflection and remembrance.

Comprehensive Program Services (CPS) served as Program Manager for the project, providing oversight and coordination throughout design and construction. CPS worked closely with the City of Dunwoody, Foreman Seeley Fountain, and Headley Construction to ensure the memorial was delivered with the care, quality, and respect the project deserved. The completed memorial now serves as a meaningful place of remembrance and community pride for residents and visitors.



City of Dunwoody Brook Run Park

Dunwoody, Georgia

[2021-2023]

Construction Cost

\$8.8M

Client Reference

Eric Linton
City Manager
678.382.6704
eric.linton@dunwoodyga.gov

Brook Run Park is the largest park in the City of Dunwoody and serves as a central destination for recreation, community events, and outdoor activities. The park features a wide range of amenities including walking trails, playgrounds, soccer fields, lawn areas, pavilions, an amphitheater used for community performances and events, and one of the region's premier skate parks. These amenities support both daily recreational use and large public gatherings, reinforcing the park's role as a hub for the Dunwoody community.

Comprehensive Program Services (CPS) supported the City of Dunwoody in the planning and implementation of improvements within Brook Run Park. Working closely with the City and the project team, CPS provided program management leadership to guide design coordination, construction oversight, and project delivery. Through careful planning and consistent communication, CPS helped ensure improvements to this important community asset aligned with the City's vision for a vibrant and welcoming public space.

Attachment B: Cost Proposal Form (Hourly Rates / NTE)

Request for Proposal (RFP) 26-01

Program Management Support Services (As-Needed) – Capital Improvement Projects

Offeror Information

Legal Company Name: Comprehensive Program Services

Address: 3368 Hardee Avenue Atlanta, GA 30341

Primary Contact (Name/Title): Eric Johnson, CEO

Section 1 — Hourly Rate Schedule (Fully Burdened)

Provide fully burdened hourly rates for each labor category. Rates shall include all wages, benefits, overhead, G&A, profit, administrative costs, tools/software needed to perform the work, and routine local travel within Metro Atlanta to satisfy the on-site requirement. Reimbursable expenses, if permitted, must be identified in Section 3 and require City pre-approval.

Labor Category / Title	Typical Scope Alignment (examples)	Proposed Rate (\$/hr)	OT Rate (\$/hr) (if any)	Notes (e.g., min. experience/certifications)
Principal		\$ <u>250.00</u>	\$ _____	_____
Contract Director		\$ <u>215.00</u>	\$ _____	_____
Senior PM		\$ <u>185.00</u>	\$ _____	_____
Senior PM		\$ <u>165.00</u>	\$ _____	_____
Asst. PM		\$ <u>125.00</u>	\$ _____	_____
Construction Director		\$ <u>200.00</u>	\$ _____	_____
		\$ _____	\$ _____	_____
		\$ _____	\$ _____	_____
		\$ _____	\$ _____	_____
		\$ _____	\$ _____	_____
		\$ _____	\$ _____	_____

		\$ _____	\$ _____	_____
Other (specify): _____		\$ _____	\$ _____	_____

Rate Validity / Escalation (check one):

☒ Rates are firm for the full one (1) year contract term.

☐ Offeror proposes the following escalation (must be clearly stated and is subject to City negotiation): _____

Section 2 — Task Order Pricing Approach (Time-and-Materials / NTE)

The City will issue individual Task Orders on an as-needed basis. For each Task Order, the selected Consultant shall submit a detailed fee estimate showing: (i) deliverables; (ii) staff names/titles; (iii) hours by labor category; and (iv) total Not-to-Exceed (NTE) amount. Work shall not begin until the City issues a Task Order.

Describe your approach to developing Task Order estimates and controlling costs within the NTE (attach additional pages if needed):

See explanation following this form.

Section 3 — Reimbursable Expenses (If Allowed)

Check one:

☒ No reimbursable expenses proposed; all costs are included in the hourly rates.

☐ Reimbursable expenses proposed (must be pre-approved in writing by the City and billed at cost with no markup unless expressly authorized):

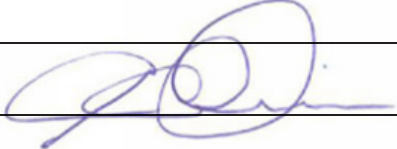
Expense Type	Rate / Cap / Markup	Notes / Conditions

Section 4 — Invoicing and Payment Terms

Invoices shall be itemized by date, staff name, labor category, hours, rate, Task Order, and description of work performed. Payment terms are Net 30 from receipt of a proper invoice and acceptance of services. The Consultant shall not exceed any Task Order NTE amount without prior written authorization (Task Order amendment).

Section 5 — Certification

By signing below, Offeror certifies that the rates provided are accurate, complete, and will be honored for work authorized under this RFP and any resulting contract, subject to negotiated Task Orders.

Authorized Signature:	
Printed Name / Title:	Eric Johnson, Principal-in-Charge
Company Name:	Comprehensive Program Services
Date:	03-24-2026

Approach to Developing Task Order Estimates and Controlling Costs within the NTE

Our approach to Task Order estimating is structured, transparent, and grounded in proactive cost control. Upon receipt of a Task Order request, we begin by clearly defining scope, deliverables, assumptions, and constraints in coordination with the City. We then develop a detailed project phase breakdown that aligns each deliverable with specific tasks and subtasks.

Using the project phase breakdown, we assign appropriate staff based on role, expertise, and efficiency, identifying labor categories, named personnel (where appropriate), and estimated hours per phase. Hour estimates are developed using a combination of historical data, industry benchmarks, and project-specific complexity factors. This ensures realistic, defensible estimates that minimize the risk of overruns. All assumptions and exclusions are clearly documented to support transparency. To control costs within the Not-to-Exceed (NTE) amount, we implement active project management and tracking

procedures, including:

- Regular monitoring of labor hours against budget at the task level
- Monthly (or more frequent) internal cost reviews and earned value checks
- Early identification of potential variances with corrective action planning
- Strict change management protocols, ensuring any scope changes are documented and approved prior to additional work

We also emphasize right-sizing staffing and leveraging the most cost-effective labor mix to deliver high-quality results efficiently. Communication with the City is continuous, ensuring alignment on progress, budget status, and any emerging risks.

This disciplined approach ensures that Task Orders are delivered on time, within budget, and in full compliance with NTE requirements while maintaining flexibility to respond to evolving project needs.

Why CPS



Civic Focus

Proven success guiding municipal and civic projects across Georgia.



Mission Driven

Deep experience stewarding resources for mission-driven organizations.



Disciplined Delivery

Cost, schedule, and risk controls built to meet the City's deadlines.



Values in Action

Projects designed to reflect and advance the City's vision and mission.



Leadership Commitment

Direct involvement from senior leadership, ensuring continuity, responsiveness, and advocacy.



A trusted partner, purpose-built to support municipalities and communities.

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)

The undersigned contractor ("Contractor") executes this Affidavit to comply with O.C.G.A § 13-10-91 related to any contract to which Contractor is a party that is subject to O.C.G.A. § 13-10-91 and hereby verifies its compliance with O.C.G.A. § 13-10-91, attesting as follows:

- a) The Contractor has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program;
- b) The Contractor will continue to use the federal work authorization program throughout the contract period, including any renewal or extension thereof;
- c) The Contractor will notify the public employer in the event the Contractor ceases to utilize the federal work authorization program during the contract period, including renewals or extensions thereof;
- d) The Contractor understands that ceasing to utilize the federal work authorization program constitutes a material breach of Contract;
- e) The Contractor will contract for the performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the Contractor with the information required by O.C.G.A. § 13-10-91(a), (b), and (c);
- f) The Contractor acknowledges and agrees that this Affidavit shall be incorporated into any contract(s) subject to the provisions of O.C.G.A. § 13-10-91 for the project listed below to which Contractor is a party after the date hereof without further action or consent by Contractor; and
- g) Contractor acknowledges its responsibility to submit copies of any affidavits, drivers' licenses, and identification cards required pursuant to O.C.G.A. § 13-10-91 to the public employer within five business days of receipt.

1476265

Federal Work Authorization User Identification Number

Comprehensive Program Services

Name of Contractor

City of Dunwoody

Name of Public Employer

12/9/2019

Date of Authorization

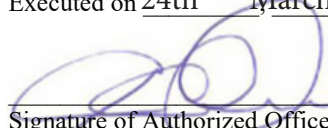
Program Management Support Services

(As Needed) RFP 26-03

Name of Project

I hereby declare under penalty of perjury that the foregoing is true and correct.

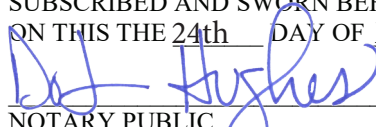
Executed on 24th March, 20 26 in Atlanta (city), GA (state).

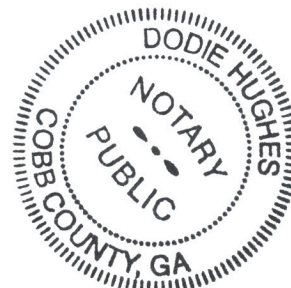

Signature of Authorized Officer or Agent

Eric Johnson, CEO

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 24th DAY OF March, 20 26.


NOTARY PUBLIC

My Commission Expires: 10.14.27

RFP 26-03
Program Management Support Services (As Needed)

REFERENCES

List below customers for whom you have provided similar products or services.

1. COMPANY NAME: City of Douglasville
ADDRESS: 6758 Spring Street, Douglasville, GA 30134

CONTACT PERSON: Marcia Frazier, City Manager
PHONE NO.: 678.449.3000
E-MAIL: frazierm@douglasvillega.gov

2. COMPANY NAME: City of Brookhaven
ADDRESS: 4001 Peachtree Road NE, Brookhaven, GA 30319.

CONTACT PERSON: Christian Sigman, City Manager
PHONE NO.: 404.637.0513
E-MAIL: christian.sigman@brookhavenga.gov

3. COMPANY NAME: City of Newnan
ADDRESS: 25 LaGrange Street Newnan, GA 30263

CONTACT PERSON: Cleatus Phillips, City Manager
PHONE NO.: 678.857.8910
E-MAIL: cphillips@cityofnewnan.org

Company Name: Comprehensive Program Services



Request for Proposal (RFP) 26-03

Project Management Services

Prepared for:

The City of Dunwoody
John Gates
Purchasing Manager
John.Gates@dunwoodyga.gov

Prepared by:

Vandermeer Management
309 Sycamore Street, Suite F,
Decatur, GA 30030
Bert Vandermeer
President
bert@vandermeermgt.com
Phone: 404-376-9516

A Message to the City of Dunwoody

March 24, 2026

RFP 26-03 - Program Management Support Services (As Needed)

John Gates
Purchasing Manager
City of Dunwoody

Dear Mr. Gates

Thank you for the opportunity to submit our proposal to support your task order needs and general city development. As outlined in our response, we believe our team is uniquely positioned to support this effort. We bring extensive experience with managing and overseeing public municipality projects throughout the state.

We have assembled a team of seasoned development professionals with the expertise required to execute your projects successfully. Vandermeer Management's leadership are long-time Atlanta residents who remain deeply connected to the community, raising our families here and investing in the future of Dunwoody and our state. With our office located in Decatur, ***just eight miles away from the City of Dunwoody***, we are well positioned to respond with the agility and focused attention that projects demand.

Vandermeer Management is a boutique program management firm with deep experience and strong relationships across Georgia. As members of your community, we are committed advocates for economic development. We intentionally limit our pursuits to projects that we believe will serve our clients and community to the highest degree.

We are excited about the opportunity to partner with the City of Dunwoody. Together, we will ensure the successful delivery of your task order projects. We look forward to meeting with you in the coming weeks.

Sincerely,

Bert Vandermeer

President

Vandermeer Management, LLC

Our Story

The logo for Vandermeer Management is centered on a light blue rectangular background. It features the word "VANDERMEER" in a large, dark blue, serif, all-caps font. Below it, the word "MANAGEMENT" is written in a smaller, dark blue, serif, all-caps font, flanked by two horizontal lines of equal length.

Founded in January 2023, Vandermeer Management was born from a passion for delivering top-tier owner representation in construction projects. With over 50 years of combined industry experience, Vandermeer recognized that successful projects stem from effective leadership on the owner's behalf. This insight inspired the creation of Vandermeer Management, where the team continues to guide projects with precision and a focus on client satisfaction.

Through a fortuitous series of events, Vandermeer Management was introduced to Arnie Silverman, President of Silverman Construction Program Management (SCPM). After 30 years in business as a Program and Project Management firm, SCPM began to scale down as Vandermeer Management scaled up! As a result, Arnie Silverman brings his wealth of experience to the company as the Advisory Board Chair.

In February 2024, the team expanded when Luke Norris, with a background ranging from naval operations to international management and construction, joined to strengthen operational efficiency. By July 2024, Hayes Todd, a 20-year veteran of Holder Construction and a longtime colleague of Bert's, further enhanced the team's capabilities.

Together, these seasoned professionals are dedicated to managing every project with a client-first approach, delivering excellence from their Decatur-based office. As a community-driven, Atlanta-local company, Vandermeer Management brings tailored expertise and a strong commitment to the city's growth and success.

Boutique Principal Led Owner's Representation



Vandermeer Management's approach is that complex projects require principal led Owner's Representation, leveraging the experience of a 20-year industry veteran. As a small business located in the heart of downtown Decatur and a short drive to the City of Dunwoody, we commit Bert, Hayes or Luke to lead each of our projects, involved in every project meeting and deeply engaged into the details. Our custom approach will guarantee Dunwoody clear communication, complete project team leadership, and positive, solutions-based management to create an excellent project culture and outcome. We are confident that this level of service will allow us to earn your trust very quickly, onboard the right Design and Contractor partners, and advance the project per your goals, while you remain focused on School administration, enrollment, and operations.

For the City of Dunwoody, we are dedicating Luke Norris to be your project main point of contact and project(s) leader. His previous experience managing complex facilities and navigating municipalities make him an ideal fit to quickly become an extension of Duwoody's team.

Basic Company Information

Company Legal Name: Vandermeer Management, LLC

Company Address: 309 Sycamore Street, Suite F, Decatur, GA 30030

Primary Contact: Bert Vandermeer, Owner/President

Number of Employees: 4 Full time and 3 Contractors/Collaborators

Telephone Number: 404-376-9516

Email Address: info@vandermeermgt.com

Company Website: www.vandermeermgt.com

Form of Ownership: Limited Liability Company (LLC)

State of Incorporation: Georgia

Years in Business: Established in 2023

Business Structure: Limited Liability Company (LLC)

Insurance Coverage: See following pages.

Current or Past Litigation: None

General References: See following pages.



Certificate of Insurance



CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)

08/13/2025

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must have ADDITIONAL INSURED provisions or be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER Chastain & Associates Ins P.O. Box 1908 Athens GA 30603		CONTACT NAME: Meggan Autry PHONE (A/C, No, Ext): (706) 543-2575 FAX (A/C, No): (706) 543-4847 E-MAIL ADDRESS: mautry@chastain-assoc.com	
INSURED Vandermeer Management LLC 309 Sycamore St Ste F Decatur GA 30030		INSURER(S) AFFORDING COVERAGE INSURER A: Kinsale Insurance Company INSURER B: Bridgefield Casualty Insurance Company INSURER C: Underwriters at Lloyd's London INSURER D: INSURER E: INSURER F:	

COVERAGES

CERTIFICATE NUMBER: CL2581347966

REVISION NUMBER:

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSD	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	☒ COMMERCIAL GENERAL LIABILITY ☐ CLAIMS-MADE ☒ OCCUR GEN'L AGGREGATE LIMIT APPLIES PER: ☒ POLICY ☐ PRO-JECT ☐ LOC OTHER:			01002908251	03/22/2025	03/22/2026	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ excluded PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
	AUTOMOBILE LIABILITY ☐ ANY AUTO ☐ OWNED AUTOS ONLY ☐ SCHEDULED AUTOS ☐ HIRED AUTOS ONLY ☐ NON-OWNED AUTOS ONLY						COMBINED SINGLE LIMIT (Ea accident) \$ BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$
A	☐ UMBRELLA LIAB ☒ OCCUR ☒ EXCESS LIAB ☐ CLAIMS-MADE DED \$ RETENTION \$			01003876980	07/28/2025	03/22/2026	EACH OCCURRENCE \$ 1,000,000 AGGREGATE \$ 1,000,000
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below	Y/N	N/A	019660456	03/22/2025	03/22/2026	☒ PER STATUTE ☐ OTH-ER E.L. EACH ACCIDENT \$ 500,000 E.L. DISEASE - EA EMPLOYEE \$ 500,000 E.L. DISEASE - POLICY LIMIT \$ 500,000
A	Professional Liability			ANE536042025	08/21/2025	08/21/2026	Each Claim \$2,000,000 Aggregate \$2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Approach to Services



Our Role: Overall Leader of the Project Team

At Vandermeer, we proudly define our role as the Overall Leader of the Project Team, serving as both the Owner's Representative and a Trusted Advisor to the Board of Directors. We go beyond the minimum by delivering superior project leadership marked by clear communication, complete transparency, and proactive issue resolution.

Our Leadership Philosophy: Servant Leadership

At the heart of our approach is Servant Leadership—a philosophy where our primary purpose is to serve others. By supporting and empowering team members, we foster a collaborative environment that leads to the overall success of the project. We believe leadership is not about exercising authority, but about lifting others up so the team and project can thrive.



Servant Leadership – The Vandermeer Way:

1. Empathy – Understanding and valuing others' perspectives
2. Listening – Actively seeking and respecting all voices
3. Stewardship – Ethical and responsible resource management
4. Commitment to Growth – Fostering team development
5. Building Community – Creating a sense of shared purpose
6. Awareness – Practicing emotional intelligence and self-awareness
7. Persuasion Over Authority – Leading through influence, not command



Core Project Management Responsibilities

We lead the project team—not just manage it—through active engagement and hands-on support. Key responsibilities include:

1. Scheduling, facilitating, and documenting project meetings
2. Tracking, negotiating, and reporting on project cost issues
3. Proactively leading the project team, not simply coordinating
4. Organizing and reporting on the full project schedule, including Owner action items
5. Tracking Owner decisions and critical milestones to maintain schedule alignment

Approach to Services

High Standards for Accountability

Our supportive leadership style is balanced with a commitment to high accountability—for ourselves and all project partners. We drive performance by setting clear expectations and delivering results with integrity.

Vandermeer's Accountability Standards:

1. Clear Roles & Responsibilities – Everyone knows their scope and deliverables
2. Detailed Planning & Documentation – Robust schedules, budgets, and QC plans
3. Transparent Communication – Open issue tracking and quick conflict resolution
4. Performance Metrics – Regular progress reviews and data-driven decisions
5. Regular Reporting – Timely reports with root-cause analysis for delays
6. Quality Assurance – Defined standards with tracked, resolved deficiencies
7. Financial Accountability – Organized cost tracking and change control
8. Enforced Consequences – Documented actions for underperformance
9. Leading by Example – Vandermeer leaders take responsibility and model integrity

Conclusion

By combining servant leadership with a rigorous accountability framework, Vandermeer creates a results-driven environment grounded in trust, communication, and excellence. We don't just manage projects—we lead them with purpose.

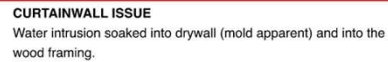
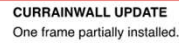




Luke Norris
Vandermeer Management

CPC SITEWALK

Sitewalk 7/23/25
Wednesday, July 23, 2025
Prepared For Clairmont Pres.
23 Issues Identified



Overall Project Budget

Approved Project Budget	\$12,060,616
Original Owner Contingency	\$952,297.16
Original GCC Contingency	\$100,000.00
Current Spend to Date	\$11,067,781
Remaining Owner Contingency (18%)	\$152,230.59
Remaining GCC Contingency (43%)	\$28,252.02

GCC Financial Summary

Original Contract Amount	\$9,216,403.00
Approved GCC Change Orders	\$592,347.70
Revised Contract Amount	\$9,808,750.70
Pending GCC Change Orders	\$7,301.23
Potential Contract Amount	\$9,816,051.93

Procurement Evaluation

CMAR GC's, Fee, and Precon Evaluation

Description	Contractor A	Contractor B	Contractor C	Contractor D
Fee				
General Conditions				
Preconstruction Duration				
Construction Duration				
General Conditions / Month*				
Preconstruction Costs				
Construction Contingency				
SD Estimate				
Notes				

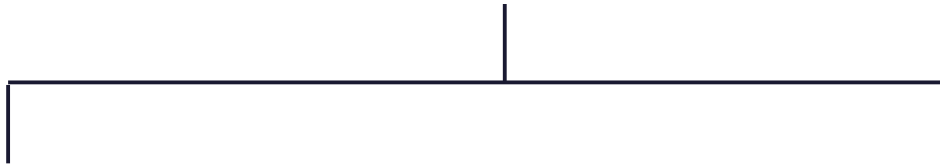
- Solicitation
- Relationships & Builder Respect
- Leveling & Selection Criteria
- Emphasis on Key Personnel
- Contract Negotiation
- Other Owner Trade Package Consideration:
 - Material Testing, 3rd Party Inspections for the City of Dunwoody, FF&E, A/V, Art, etc.



Organizational Chart



Bert Vandermeer
President



Hayes Todd
Vice President



Bridget Clark
Design Manager
Design to Procurement



Luke Norris
Director of Construction
Procurement to Completion

Project Team

Luke Norris

Director of Construction (Main Point of Contact)



EXPERIENCE – 23 Years

Project Director
Vandermeer Management, LLC | March 2024-Present

- Jewish Family & Careers Services Campus
- Clairmont Presbyterian Church Renovation
- International Charter School

Project Manager
Reeves Young Construction | July 2023-March 2024

- Notable Projects:**
- Sandy Springs Police Headquarters and Municipal Courts Building.
 - City of Sandy Springs Veterans Park
 - City of Dunwoody, Brook run Park Maintenance Facility (Active)

Project Manager
Trident Construction Group | September 2019-July 2023

- Notable Projects:**
- Summit Spine Ambulatory Surgery Center, Multiple Build Outs.
 - Thomas Eye Group and Surgery Center, Multiple Build Outs.
 - American Health Imaging, Multiple Build Outs.
 - Laser Spine Surgical Center, Build Outs.

Lieutenant – Operations Officer
United States Navy | 1997 - 2005

- Notable Experience:**
- For Deployed Middle East prior to Coal Bombing through invasion of Afghanistan
 - NATO tour – Exchange Officer with German Navy
 - Fluent in German

EDUCATION

Nanyang Technological University

- Master of Business Administration (MBA), 2012-2013

United States Naval Academy

- Bachelor of Science (Mechanical Engineering), 1993-1997

TECHNICAL SKILLS & LICENSES

- AIA Contract Management
- Microsoft Project Scheduling Software
- Adept in Multiple Construction Project Management Platforms (Procore, E-Builder, Prologue, Project Sight, CmiC)

Project Team

Bridget Clark

Design Manager



EXPERIENCE – 18 Years

Director

Vandermeer Management, LLC | July 2025—Present

Notable Projects:

- The Rowen Foundation, Gwinnett, GA
\$15,000,000
- SHARE Non Profit, Douglasville, GA
\$3,200,000

Senior Project Manager

Holder Construction Company | January 2009—June 2022

Higher Education, Science & Technology

Notable Projects:

- Gas South District, Duluth, GA
\$120,000,000
- City Springs Development, Sandy Springs, GA \$203,000,00
- Emory Chemistry Center and Addition, Atlanta, GA \$37,948,000

EDUCATION

Purdue University

- Bachelor of Science in Construction Engineering Management, Purdue University

TECHNICAL SKILLS & LICENSES

- LEED AP BD+C
- Georgia Licensed General Contractor
- Georgia Licensed Real Estate Agent
- Pathbuilder's PERCEPTA program for rising female leaders, Class of 2015
- AIA Contract Management
- Microsoft Project Scheduling Software
- Adept in Multiple Construction Project Management Platforms

Project Team

Hayes Todd

Executive Support



EXPERIENCE – 20 Years

Vice President

Vandermeer Management, LLC | July 2024—Present

Notable Projects:

- Jewish Family & Careers Services Campus
- Central Atlanta Progress – Woodruff Park
- LaGrange College Mariotti Gym & Residence Halls
- Trust for Public Land – Chattahoochee Riverlands Gateway Park

Director

Holder Construction Company | January 2006—June 2024
Higher Education, Science & Technology Southeast Leader

Notable Projects:

- City Springs Development, Sandy Springs, GA \$203,000,000
- Emory Chemistry Center and Addition, Atlanta, GA \$37,948,000
- University of Georgia – STEM Research Phase 1, Athens, GA \$75,204,000
- University of Denver STEM Horizons Denver, CO \$108,000,000
- University of Georgia – Science Hill Modernization Phase 1, Athens, GA \$52,050,000
- Georgia Southern Health Professions Building at Armstrong State, Savannah, GA \$22,000,000
- Georgia Gwinnett University – Gwinnett University Center, \$17,000,000

EDUCATION

Georgia Institute of Technology

- Bachelor of Business Management, 2001-2005
- Minor in Certified Land Development
- LEED AP

TECHNICAL SKILLS & LICENSES

- LEED AP BD+C
- ULI Atlanta Center for Leadership Graduate 2024
- AIA Contract Management
- Microsoft Project Scheduling Software
- Adept in Multiple Construction Project Management Platforms (Procore, E-Builder, ProjectSight)

CIVIC

- Georgia Institute of Technology, School of Building Construction, Industry Advisory Board
- Fox Theatre Facilities & Preservation Committee
- DeKalb Chamber of Commerce Member
- Druid Hills Golf Club Board of Directors

Project Team

Bert van der Meer

President – Project Principal



EXPERIENCE – 20 Years

President

Vandermeer Management, LLC | January 2023 – Present

- Company Founder
- Hands-on leader serving as project principal on the following relevant projects
- Clairmont Presbyterian Church Renovation
- Jewish Family & Careers Services Campus
- Park Place on Peachtree Exterior Improvements & Renovation
- Amana Academy

Vice President

Trident Construction Group | April 2019 – March 2023

- Lead a company of 25 associates ranging in various skillsets and departments including preconstruction, field operations and administrative support services
- Provided executive leadership to 40-60 projects annually
- Supported business development, preconstruction and operational initiatives to lead 75% growth in revenue within the last 3 years

Senior Project Manager

Holder Construction Company | January 2008 – April 2019

Notable Projects:

- Georgia Southern Health Professions Building at Armstrong State, Savannah, GA \$22,000,000
- Emory Chemistry Center and Addition, Atlanta, GA \$37,948,000
- Mercedes-Benz Stadium, Atlanta, GA \$1.5B
- Virginia Tech Foundation Office and Parking Deck, Blacksburg, VA \$34,000,000
- Bowie State Fine and Performing Arts Center, Bowie MD, \$56,000,000

EDUCATION

University of Florida

- Bachelor of Construction Science, 2003-2007
- Minor in Business Administration, 2007

TECHNICAL SKILLS & LICENSES

- LEED AP BD+C Accredited GBCI#: 0010328324
- Georgia General Contractor License Holder GCI000440
- AIA Contract Management
- Microsoft Project Scheduling Software
- Adept in Multiple Construction Project Management Platforms (Procore, E-Builder, Prologue, CmiC)

Advisory Board Chair



Arnie Silverman

Advisory Board Chair

Arnie supports Vandermeer Management as an advisory board member and brings 50 years of experience to the team including 22 years as a general contractor and 28 years of program management where he led Silverman Construction Program Management (SCPM). As SCPM President, Arnie the led efforts on countless non-profit, board driven projects in Atlanta. As an advisory board member, Arnie helps navigate and mentor the management team at Vandermeer Management on an as needed basis from concept through close-out for all projects.

Education

- Bachelor of Engineering, Stevens Institute of Engineering
- Masters in Business Administration, Columbia University

Awards

- Metro Atlanta Chamber of Commerce Small Business Person of the Year - 2007
- Metro Atlanta Chamber of Commerce Lifetime Achievement Award - 2015
- Center for Servant Leadership and the Turknett Leadership Group 2018 Leaders Character Award for Integrity - 2018

Relevant Experience (Complete)

01

Jackson Street Bridge

Location: Downtown Atlanta
 Program Value: \$565,058
 Client: Atlanta Downtown Improvement District
 Schedule: June 2025 – October 2025
 Construction Type: Civil / Site



02

Emory University

Location: Atlanta, Georgia
 Program Values: Multiple
 Client: Emory Plan Design & Construction
 Schedule: Multiple
 Construction Type: VM has completed multiple projects for Emory. Most recently including renovations to their nursing and chemistry programs.



03

The Fugees Academy

Location: Tucker, GA
 Program Value: \$830,000
 Client: Fugees Academy
 Schedule: March 2024-December 2024
 Construction Type: Management of Multiple Dekalb County Code Upgrades (interior & exterior)



Relevant Experience (Active)

04

Savannah State University

Location: Savannah, GA

Program Value: \$6,200,000

Client: Georgia Board of Regents

Schedule: January 2025 – Present

Construction Type: Removal and replacement of HVAC system for 6 campus buildings to achieve higher efficiency



05

Brook Run Park Maintenance Facility

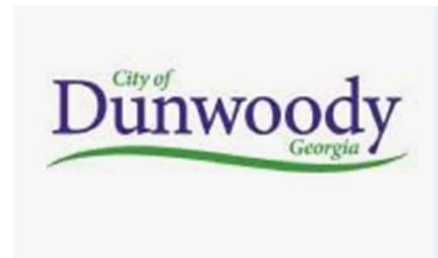
Location: Dunwoody, GA

Program Value: \$2,914,000

Client: City of Dunwoody

Schedule: May 2025 – Present

Construction Type: Municipality maintenance facility.



Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)

The undersigned contractor ("Contractor") executes this Affidavit to comply with O.C.G.A § 13-10-91 related to any contract to which Contractor is a party that is subject to O.C.G.A. § 13-10-91 and hereby verifies its compliance with O.C.G.A. § 13-10-91, attesting as follows:

- a) The Contractor has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program;
- b) The Contractor will continue to use the federal work authorization program throughout the contract period, including any renewal or extension thereof;
- c) The Contractor will notify the public employer in the event the Contractor ceases to utilize the federal work authorization program during the contract period, including renewals or extensions thereof;
- d) The Contractor understands that ceasing to utilize the federal work authorization program constitutes a material breach of Contract;
- e) The Contractor will contract for the performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the Contractor with the information required by O.C.G.A. § 13-10-91(a), (b), and (c);
- f) The Contractor acknowledges and agrees that this Affidavit shall be incorporated into any contract(s) subject to the provisions of O.C.G.A. § 13-10-91 for the project listed below to which Contractor is a party after the date hereof without further action or consent by Contractor; and
- g) Contractor acknowledges its responsibility to submit copies of any affidavits, drivers' licenses, and identification cards required pursuant to O.C.G.A. § 13-10-91 to the public employer within five business days of receipt.

2510640

Federal Work Authorization User Identification Number

8 /21 /24

Date of Authorization

Vandermeer Management, LLC

Name of Contractor

Request for Proposal (RFP) 26-03

Name of Project

City of Dunwoody

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on March, 23, 20 26 in Decatur (city), GA (state).



Signature of Authorized Officer or Agent

Bert Vandermeer, President

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 23rd DAY OF March, 20 24.

 NOTARY PUBLIC
My Commission Expires: 07/27/2027

Attachment B: Cost Proposal Form (Hourly Rates / NTE)

Request for Proposal (RFP) 26-01

Program Management Support Services (As-Needed) – Capital Improvement Projects

Offeror Information

Vandermeer Management, LLC

Legal Company Name: _____

Address: 309 Sycamore Street, Decatur, GA 30030

Primary Contact (Name/Title): Bert Vandermeer, President

Section 1 — Hourly Rate Schedule (Fully Burdened)

Provide fully burdened hourly rates for each labor category. Rates shall include all wages, benefits, overhead, G&A, profit, administrative costs, tools/software needed to perform the work, and routine local travel within Metro Atlanta to satisfy the on-site requirement. Reimbursable expenses, if permitted, must be identified in Section 3 and require City pre-approval.

Labor Category / Title	Typical Scope Alignment (examples)	Proposed Rate (\$/hr)	OT Rate (\$/hr) (if any)	Notes (e.g., min. experience/certifications)
President	Reference RFP Work Chart & Resumes	\$ <u>\$225</u>	\$ <u>N/A</u>	<u>Reference RFP Work Chart & Resumes</u>
Exec Support	Reference RFP Work Chart & Resumes	\$ <u>\$195</u>	\$ <u>N/A</u>	<u>Reference RFP Work Chart & Resumes</u>
Director	Reference RFP Work Chart & Resumes	\$ <u>\$175</u>	\$ <u>N/A</u>	<u>Reference RFP Work Chart & Resumes</u>
Design Manager	Reference RFP Work Chart & Resumes	\$ <u>\$165</u>	\$ <u>N/A</u>	<u>Reference RFP Work Chart & Resumes</u>
Assistant Manager		\$ <u>\$150</u>	\$ <u>N/A</u>	_____
Admin. Asst.		\$ <u>\$110</u>	\$ <u>N/A</u>	_____
		\$ _____	\$ _____	_____
		\$ _____	\$ _____	_____
		\$ _____	\$ _____	_____
		\$ _____	\$ _____	_____
		\$ _____	\$ _____	_____

		\$ _____	\$ _____	_____
Other (specify): _____		\$ _____	\$ _____	_____

Rate Validity / Escalation (check one):

☒ Rates are firm for the full one (1) year contract term.

☐ Offeror proposes the following escalation (must be clearly stated and is subject to City negotiation): _____

Section 2 — Task Order Pricing Approach (Time-and-Materials / NTE)

The City will issue individual Task Orders on an as-needed basis. For each Task Order, the selected Consultant shall submit a detailed fee estimate showing: (i) deliverables; (ii) staff names/titles; (iii) hours by labor category; and (iv) total Not-to-Exceed (NTE) amount. Work shall not begin until the City issues a Task Order.

Describe your approach to developing Task Order estimates and controlling costs within the NTE (attach additional pages if needed):

Vandermeer Management obtains both market feedback and historical data to baseline an overall program budget. Using this baseline and an estimated number of hours per month and/or week VM can quickly provide a NTE and estimated schedule for task order work, often within days of receiving the notification.

Section 3 — Reimbursable Expenses (If Allowed)

Check one:

☒ No reimbursable expenses proposed; all costs are included in the hourly rates.

☐ Reimbursable expenses proposed (must be pre-approved in writing by the City and billed at cost with no markup unless expressly authorized):

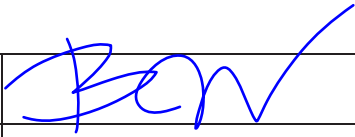
Expense Type	Rate / Cap / Markup	Notes / Conditions

Section 4 — Invoicing and Payment Terms

Invoices shall be itemized by date, staff name, labor category, hours, rate, Task Order, and description of work performed. Payment terms are Net 30 from receipt of a proper invoice and acceptance of services. The Consultant shall not exceed any Task Order NTE amount without prior written authorization (Task Order amendment).

Section 5 — Certification

By signing below, Offeror certifies that the rates provided are accurate, complete, and will be honored for work authorized under this RFP and any resulting contract, subject to negotiated Task Orders.

Authorized Signature:	
Printed Name / Title:	Bert Vandermeer, President
Company Name:	Vandermeer Management, LLC
Date:	3/24/26

REFERENCES

List below customers for whom you have provided similar products or services.

1. COMPANY NAME: City of Dunwoody

 ADDRESS: 4800 Ashford Dunwoody Road
 Dunwoody, GA 30338

 CONTACT PERSON: Michael Smith, Public Works Director

 PHONE NO.: 678-237-5770

 E-MAIL: Michael.Smith@dunwoodyga.gov

2. COMPANY NAME: Central Atlanta Progress (CAP)
 Atlanta Downtown Improvement District (ADID)

 ADDRESS: 84 Walton St NW, Suite 500
 Atlanta, GA 30303

 CONTACT PERSON: Stacy Grolimund

 PHONE NO.: C: 703.431.4503

 E-MAIL: sgrolimund@atlantadowntown.com

3. COMPANY NAME: Emory University - Department of Planning
 Design & Construction

 ADDRESS: 301 Facilities Management Dr.
 Atlanta, GA 30322

 CONTACT PERSON: Stuart Adler

 PHONE NO.: 404-727-7783

 E-MAIL: stuart.adler@emory.edu

Company Name: Vandermeer Management, LLC

A scenic photograph of a park area. In the foreground, a wooden bridge with a metal railing spans a body of water. Two people are walking on the bridge. The water is calm, reflecting the surrounding greenery. In the background, there are large trees, a parking lot with several cars, and a modern, multi-story building with a glass facade. The sky is clear and blue.

SKANSKA

Response to: RFP 26-03

Program Management Support Services City of Dunwoody

March 20, 2026

Copy

Packet page:...

Table of Contents

01.	Cover Letter	1
02.	Firm Overview and Qualifications	3
03.	Approach to As Needed/Task Order Program Management	6
04.	Key Personnel and Staffing Plan	17
05.	Relevant Project Experience	22
06.	Cost Proposal	30
07.	Required Forms/Affidavits	33

Confidentiality Statement

The sections of this proposal marked with the legend “**CONFIDENTIAL INFORMATION**” contain commercial and/or financial information (e.g., pricing and rates) that Skanska USA Building Inc. considers to be proprietary, confidential and/or trade secrets. Release of this Confidential Information would cause Skanska substantial competitive harm and would compromise the integrity of this procurement process by giving Skanska’s competitors an unfair advantage. Skanska is furnishing this proposal with the understanding that the Owner will not disclose this Confidential Information to any third parties other than those engaged by the Owner to assist with the evaluation of this proposal and who have agreed to be bound by this restriction. Skanska requests that it be notified in writing at least ten (10) days prior to any disclosure that contravenes this restriction.

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01

Cover Letter

01. Cover Letter



Skanska USA Building Inc.
 Skanska Integrated Solutions
 245 Peachtree Center Avenue
 Suite 2500
 Atlanta, Georgia 30303
 540.423.2860
www.usa.skanska.com

March 20, 2026

John Gates, Purchasing Manager
 Dunwoody City Hall
 Attn: Purchasing – RFP 26-03
 4800 Ashford Dunwoody Road
 Dunwoody, GA 30338

Re: Request for Proposal (RFP) 26-03: Program Management Support Services (As Needed)

Dear Mr. Gates,

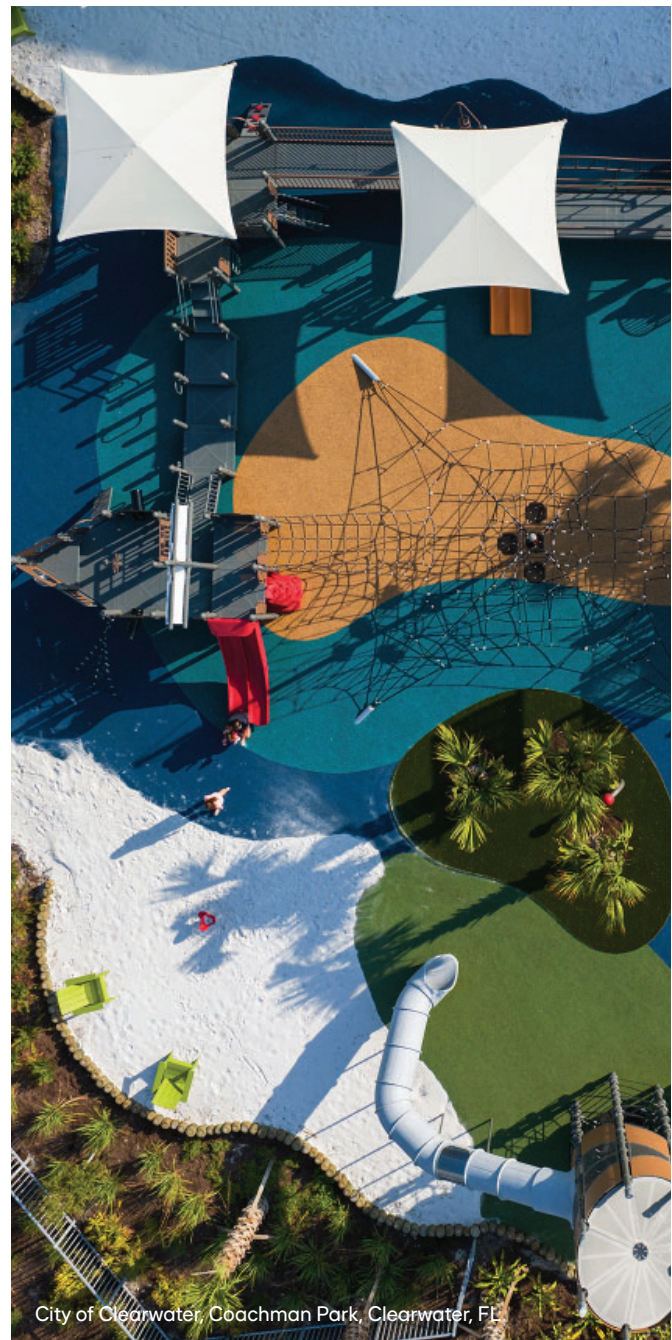
Skanska is very pleased to submit this statement of qualifications to provide Program Management Support Services on an as-needed basis to the City of Dunwoody. We have provided all of the services listed in your RFP to deliver highly successful construction programs and stand-alone projects that are directly relevant to your upcoming capital improvement projects.

Skanska

Ranked by *Engineering News-Record* (ENR) among the top 50 program management firms in the U.S., Skanska is one of the most reputable construction project delivery firms in Georgia and the U.S. As described further in Section 2 Firm Overview and Qualifications, we provide program management services through an in-house group known as Skanska Integrated Solutions (SIS).

Our SIS group has in-depth experience serving as an “extension of staff” to public sector clients, such as the City of Augusta, Athens-Clarke County, Chatham Area Transit, City of Birmingham, City of St. Cloud, City of Green Cove Springs, City of Knoxville, Greenville Transit Authority, Bay County, and several other cities, towns, counties and state agencies.

Through our work here in Georgia, and throughout the south/southeast, SIS has experience with every type of project listed in the City’s Capital Improvement Plan. As a result of this experience, we understand that every capital improvement project is unique,



City of Clearwater, Coachman Park, Clearwater, FL

SKANSKA

each one represents a significant investment of taxpayer money, and each one—regardless of size or complexity—has to be actively managed and requires in-depth outreach, engagement and communication with project stakeholders.

Our Commitment

Our experience with capital improvement projects similar to yours enables us to anticipate challenges and opportunities at the outset of our involvement and to set goals and measure progress accordingly. The keys to success are finding innovative ways to lower costs, anticipating and minimizing risks, proactively addressing the unique needs of each project, being flexible and responsive and providing full transparency in all communications and reporting. It is in these and other areas where Skanska can provide immense value to the City of Dunwoody, and we are excited at the prospect of working with you.

We would be very pleased to serve as your program manager and are ready, willing and able to start work immediately. Please feel free to contact me at 540.423.2860 or curtis.elswick@skanska.com if you have any questions regarding our qualifications or would like additional information. We eagerly await your response.

Sincerely,

A handwritten signature in blue ink, appearing to read "Curtis Elswick".

Curtis Elswick, CCM
Senior Vice President/Principal-in-Charge
Skanska USA Building Inc.

02

Firm Overview and Qualifications

02. Firm Overview and Qualifications

02 Firm Overview and Qualifications

Skanska Overview

Skanska is one of the most reputable construction project delivery firms in Georgia and the U.S., using knowledge and foresight to shape the way people live, work and connect. We are a highly-versatile company with proven capabilities in program management, construction and development.

Skanska operates 28 offices in the U.S. and employs over 7,000 across the country. We have had an extensive presence in Georgia for over a century, beginning as Beers Construction Company, a major force in the Georgia construction market since 1905. Skanska acquired Beers in 1944 and has maintained a stellar reputation. Representative clients in Georgia include Athens-Clarke County, the City of Augusta, Chatham Area Transit, 11 public colleges and universities, 11 healthcare institutions and multiple corporate clients.

Public Sector Experience

Skanska has extensive experience with public sector construction projects, including:

Parks

- City of Durham, NC, Parks Bundle
- Town of Cary, NC, Mills Park Community Center Master Planning
- State of Alabama Department of Conservation and Natural Resources, Gulf State Park Project, Gulf Shores, AL
- City of Clearwater, FL, Coachman Park
- City of St. Petersburg, FL, St. Pete Pier
- City of St. Cloud, FL, Ballfield Improvement
- City of Tampa, FL, Julian B. Lane Riverfront Park
- Metro Government of Nashville and Davidson County, TN, West Riverfront Park

- City of San Antonio, TX, Hemisfair Civic Park
- San Gabriel and Lower LA Rivers and Mountains Conservancy, Alondra Gateway Park, Compton, CA
- Watershed Conservation Authority, Azusa Wilderness Park, Azusa, CA
- City of Long Beach Public Works, Drake Chavez Connection Park
- Pennsylvania Department of General Services, Point State Park, Pittsburgh, PA
- New York Office of Parks, Recreation and Historic Preservation, Riverbank State Park, New York, NY

Recreation Centers

- City of Durham, NC, Campus Hills Recreation Center
- City of Durham, NC, Old Lyon Park Recreation Center
- City of Durham, NC, Walltown Recreation Center
- City of Tampa, FL, East Tampa Recreation Complex at Fair Oaks Park

Fire Stations, Public Safety Facilities and Emergency Operations Centers

- Bay County, FL, Michigan Avenue Fire Station
- City of St. Cloud, FL, Fire Station 32
- City of St. Cloud, FL, Fire Station 35
- City of St. Cloud, FL, Public Safety Complex
- Nassau County, FL, Sheriff Administration Building and 911 Call Center
- Seminole County, FL, Fire Station 39
- City of Green Cove Springs, FL, Public Safety Facility and Emergency Operations Center
- City of Knoxville, TN, Public Safety Complex
- King & Queen County, VA, New Fire Station
- Montgomery County, PA, Emergency Operations Center

- County of Santa Barbara, CA, New Cuyama Fire Station #27
- County of Santa Barbara, CA, Emergency Operations and Regional Fire Communications Center
- City of Santa Rosa, CA, Fire Station 5

Infrastructure

- City of Augusta, GA, Transit Bus Operations and Maintenance Facility
- Chatham Area Transit, Downtown Intermodal Facility, Savannah, GA
- Chatham Area Transit, CAT Operations and Maintenance Facility, Savannah, GA
- City of Gainesville, FL, Bus Transfer Facility, Gainesville, FL
- Wake Tech, East Campus Central Energy Plant, Sitework and Infrastructure, Wendell, NC
- Loudoun County Public Schools, Braddock/Northstar Intersection, Aldie, VA
- Loudoun County Public Schools, Lucketts Elementary Wastewater Treatment Plant, Leesburg, VA
- Loudoun County Public Schools, Valley Service Center, Ashburn, VA

Other Public Project Types

- Athens-Clarke County Unified Government, GA, Food Bank of Northeast Georgia
- Bay County, FL, Government Center Repairs
- Bay County, FL, Tax Office Repairs
- Bay County, FL, Dental Clinic
- Bay County, FL, Health Department
- Bay County, FL, Library Repairs
- Augusta County, VA, Animal Shelter
- Dickenson County, VA, Department of Social Services Facility Renovation
- Dickenson County, VA, Rehabilitation Center

Skanska Integrated Solutions

Skanska provides program management services through an in-house group known as Skanska Integrated Solutions (SIS). SIS has a 30+ year track record of success working with cities and towns, counties, government agencies, school districts, colleges and universities, cultural institutions, corporations, healthcare institutions and nonprofit organizations. At present, we have over \$3 billion of program management assignments underway across the country.

We manage projects ranging from under \$500,000 to over \$100 million in value and provide an exceptional level of service on each one, regardless of type, size or cost.

Skanska Integrated Solutions (SIS) Services

- | | | |
|------------------------------------|---|------------------------------|
| • Feasibility studies | • Safety and security planning | • Pay application review |
| • Master project budget | • Contractor selection | • FF&E and move coordination |
| • Master project schedule | • Construction planning | • Commissioning management |
| • Cash-flow analysis | • Contract negotiations | • Closeout management |
| • Architect and engineer selection | • Direct oversight of construction work | • Document control |
| • Design management | • Construction schedule management | • Reporting |
| • Estimating and value management | • Budget control | • Communications management |
| • Constructability review | • Change order management | • Sustainability consulting |
| • Permitting assistance | | • FTA compliance |

Builder's Expertise

What makes our SIS group unique is that it is an integral part of a highly-respected construction company. As a program manager with a builder's background and mindset, we outperform firms that do not build and that can only function in a purely administrative capacity. We offer a noticeably higher level of service and engagement in terms of:

- Ensuring that drawings are complete, coordinated, constructible and biddable
- Achieving savings through enhancements in construction productivity
- Validating bid pricing
- Negotiating contracts
- Preventing front-loading
- Managing contingencies
- Enforcing schedule discipline
- Upholding contract terms
- Avoiding claims for delay
- Reducing insurance costs
- Maintaining safety
- Getting ahead of potential quality issues
- Validating proposed change orders
- Validating pay applications and invoices
- Filling "integration" gaps between contractors, vendors, systems and equipment
- Driving the completion of closeout tasks
- Providing day-one operational readiness

Through our first-hand experience building projects in the field, we can anticipate potential challenges and develop corresponding solutions at the outset of each project. Our involvement as a program manager typically results in a **5-10 percent reduction in construction cost and always results in an immeasurable reduction in risk.**

Depth of Technical Resources

Our SIS group has ready access to Skanska's world of resources in estimating, scheduling, sustainability, Lean Construction, strategic supply chain management, Building Information Modeling (BIM), safety and permitting/codes. As a result, we can obtain answers to complex questions quickly and cost-effectively. This also strongly differentiates us from purely administrative project managers.

Capacity, flexibility and immediate availability

Because of Skanska's depth of staff, we are able to offer the City of Dunwoody a highly-flexible services model, in which the level of staffing, type of expertise and level of seniority that we provide will be precisely matched with the needs of each assignment. We also have the capacity to manage either single projects or multiple simultaneous projects. We have highly-qualified personnel who can start working on your projects immediately.



City of San Antonio, Hemisfair Civic Park, San Antonio, TX

03

Approach to As Needed/ Task Order Program Management

03. Approach to As Needed/
Task Order Program Management

03 Approach to As Needed/Task Order Program Management

Project Understanding

We understand that the City of Dunwoody seeks to hire a firm to provide as-needed program management support to assist in the delivery of various capital improvement projects. These services are intended to supplement City staff capacity and support effective delivery across the planning, design, procurement, construction and closeout phases. As stated in your RFP, projects may include, but are not limited to, building construction and renovation, development of new parks, installation of park facilities, and replacement of major building components, such as roofs or HVAC systems. According to the FY2026 Proposed Operating & Capital Budget Overview presented on October 27, 2025, a one-time allotment of \$7.235 million from the General Fund has been appropriated for various projects, including: Homecoming Park, sidewalks, police equipment and pedestrian safety. As demonstrated below, Skanska has a well-established process in place for maximizing value on each and every capital improvement project.

Kickoff Meeting

Our first order of business will be to hold a kickoff meeting with representatives of the City of Dunwoody. The purpose of this meeting will be to gain a better understanding of your overall needs and objectives. We also want to understand the status of each project, contractual agreements that are in place, funding sources, stakeholders and participants, the level of involvement you would like from us as your projects move through the design and construction process, any risks you perceive and the definition of success for the overall construction program.

Master Project Schedules

We will build a master project schedule that provides a detailed road map of each project assigned to us. Our master project schedules will show key dates and major project components from the City's point of view, rather than from the perspective of design consultants or contractors.

The reason is that your internal decision making process is the most important schedule driver and timely decision making will keep the schedule in motion. As such, the master project schedule will show the City when specific decisions need to be made and how particular decisions affect the outcome of your projects.

It will also provide an overview of the durations of design, construction, and commissioning and clearly indicate each project's completion date. Our schedule will also incorporate and verify permitting milestones and will be developed with scheduling contingencies and schedule recovery strategies.

Design Phase Management

Our primary focus as your program manager will be to ensure that the design for each project reflects the programmatic requirements, that the money invested in each project creates the highest possible value and that the design is complete to prevent avoidable changes in project cost or schedule. The design phase, as such, presents a number of opportunities for saving money and maximizing quality.

Key considerations include:

- Keeping the design process on schedule while ensuring the quality and completeness of design documents
- Utilizing our skills as builders to perform value engineering that actually adds value, i.e.,

finding less costly ways to achieve comparable value or even enhance value

- Engaging in life-cycle costing to find the optimal balance between initial costs and long-term operating and maintenance costs
- Avoiding costly re-design
- Verifying that the designer understands the requirements of the local code officials and incorporates these requirements into the design

Design Document Review

We will work with each design team to reconcile the design to the budget and evaluate the design documents to reveal inconsistencies between plans and specifications, identify limitations of access for work to be conducted and evaluate compatibility of materials, coordination of trades, sequencing and project scheduling. This will help to eliminate “unworkable details” within the design. We will find cost issues before the start of construction, not in the field, to prevent budget overruns.

We will conduct a technical review of drawings and specifications in order to:

- Coordinate construction documents to avoid gaps in purchased scope
- Ensure that what is designed can be priced in a bid environment
- Review drawings and specifications for sole sourcing that might unnecessarily inhibit competition
- Review mechanical drawings to determine whether systems are over- or under-designed
- Review drawings for compliance with sustainability goals, if applicable
- Ensure system commissioning requirements are identified
- Identify long-lead items
- Identify any constructability or life safety issues
- Consider value management ideas
- Engage in a formal review with permitting/approvals agencies
- Update the master project schedule and master project budget

Skanska will also establish design parameters with your design firms, defining what constitutes a 25 percent, 50 percent and 100 percent document submission and hold each designer to these metrics.

As the design process nears completion, our efforts focus on ensuring that a complete and fully coordinated set of drawings and specifications is provided prior to bidding. We will work with each design team to ensure that bid packages clearly address all requirements pertaining to subcontract agreements, including, but not limited to, commercial terms, scope definition, risk management and performance expectations relative to safety, cost, schedule and quality, site logistics, close-out documentation, submittals, engineering, coordination, delivery and start-up/commissioning. Ensuring that all project scope is identified and purchased in the bid process is the single most cost-saving activity throughout the process.

Constructability Review

We will use our builder's expertise during the constructability review process. Four issues typically encountered during constructability reviews include:

1. Interdisciplinary coordination:

Interdisciplinary coordination seeks to identify clashes between design disciplines, such as structural and mechanical engineering.

2. Build-ability: Build-ability is addressed by reviewing the capability of the local workforce and dimensional issues. We will ask questions to determine if the tolerances prescribed are workable or exceed the normal conditions of the local workforce. We will also ask whether building components scheduled to be installed first create a work area that is too constrained for subsequent work.

3. Sequencing, phasing and logistics: The impact of sequencing, phasing and logistics will also be evaluated. One key issue we will focus on is whether construction phasing will create unsafe or unsecure conditions or negatively

impact safety and day-to-day operations in the immediate vicinity of each project.

- 4. Materials and systems integrity:** We will confirm that materials and systems selected for your projects are the best choices for long-term performance. We will also identify construction techniques that reduce costs, increase productivity and enhance quality.

Cost Estimating

We have exceptional cost estimating capabilities because we have a large and robust staff of in-house estimators (architectural, civil, mechanical and electrical). Tools used by our estimating staff include BIM Revit Modeling, Assemble Systems, Power BI, On Screen Takeoff (OST) and SAGE Estimating. These tools, combined with our internal construction cost database, provide a powerful method for verifying costs.

Our estimating team sets Skanska apart from our competitors. Their sole function is to develop estimates for our projects, work with teams to identify cost-saving opportunities and validate

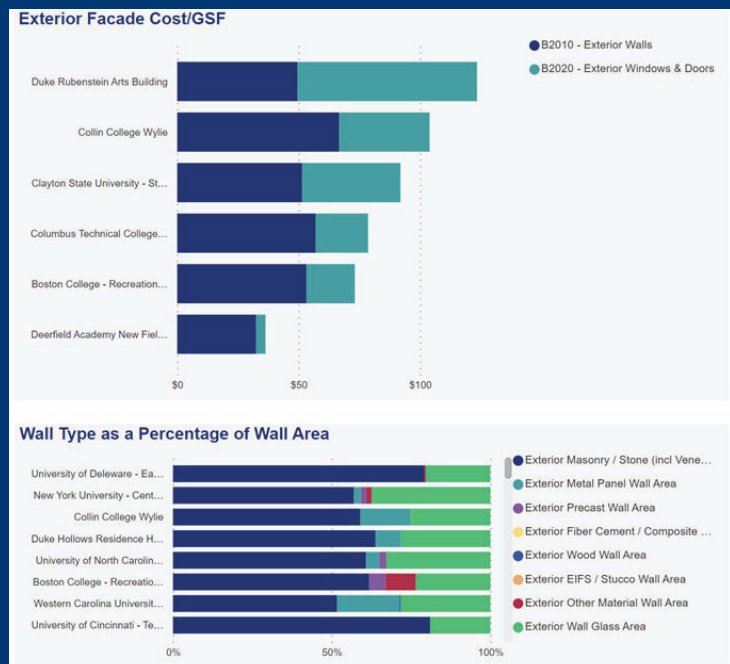
the budget as part of each estimate deliverable. In addition, our preconstruction team's day-to-day interaction with the construction market ensures that the unit pricing is accurate and based on real-time market information.

Most of Skanska's estimators started their careers in the subcontractor market and understand the factors that influence bid pricing. This ensures that our deliverables are accurate.

Our in-house estimating team prices projects as though they were bidding on the work and as if they were developing a Guaranteed Maximum Price (GMP) for a project where our fee was at risk. We understand how both horizontal and vertical construction projects are built, so when we develop cost estimates, we consider all of the relevant issues that affect cost, such as escalation, site logistics, union and non-union construction, bidding requirements, the nature of construction, government regulations, sustainability requirements and schedule, among others.

Innovative Methods: Skanska Metriks®

Skanska has a proprietary national construction cost database, known as Skanska Metriks. We use Skanska Metriks to harvest close to 400 specific, quantified attributes from every project in order to help customers and design firms optimize results. Because it contains data from similar projects, Skanska Metriks will enable an understanding of the costs and cost drivers in the implementation of your projects. We will use our cost benchmarking capabilities to validate design team estimates and to provide continuous and collaborative input throughout the design process.



We also understand that designs are not always complete and fully detailed. To account for missing scope, we include allowances and contingencies to ensure that estimates accurately reflect the anticipated project cost. Our teams also look as far down the road as possible to anticipate the marketplace and fluctuations in the industry. As a result, we can validate cost estimates at any stage in the process. **The benefit for the City is that you will not have to request additional funding as projects move forward into design and construction.**

Budgeting

Another key action item for us is to review the overall budget for each individual project. We will ensure that the budget for each project accounts for all hard and soft costs and includes appropriate contingencies to hedge against unforeseen cost events. Using our vast experience and database of construction costs, knowledge of design fees, FF&E costs and other soft costs, we will be able to validate project budgets quickly. The result will be durable, reliable master project budgets that will see you through to the completion of each project.

Value Engineering: Identifying Opportunities for Cost Savings

We achieve savings through value engineering, which is part of the design review process. We conduct value engineering through formal and informal workshops and planning sessions. During these meetings, the design approach is reviewed for operational effectiveness, architectural integrity, environmental sustainability, schedule, cost, safety and security, user comfort and community values.

At strategic points in the design process, the entire project team will assemble for a dedicated value engineering workshop to review your projects from a managed value perspective. Similar methodologies will be applied to evaluate the master project schedule, proposed bid package descriptions, commissioning protocols and the

quality control plan. The active management of these processes will enable timely and comprehensive decision-making. This approach will provide the City and your design consultants with specific control mechanisms for the delivery of successful projects.

Procurement

We have experience as owner's project managers with virtually all delivery methods: design-build, at-risk construction management, lump-sum contracts and multiple-prime contracts. We also have thorough knowledge of public bidding laws in Georgia. We will ensure that these laws and regulations are adhered to so we can avoid unnecessary project delays or bid protests due to improperly prepared bidding documents.

Our overall strategy will be to maximize competition and to identify acceptable bidders who clearly possess financial stability, a healthy work volume, a dedication to safety, a strong commitment to performing high-quality work, in-depth familiarity with the commissioning process and a history of good performance on past projects that are similar in size and complexity to yours. As with prospective design firms, the construction firms that are right for your projects must also have a collaborative approach to teaming and problem solving, commit their "A-Team" for the duration of construction and have enthusiasm for the project.

Bid Package Development

We will work to ensure that bid packages clearly address all requirements pertaining to subcontract agreements, including commercial terms, scope definition, risk management, and performance expectations relative to safety, cost, schedule, quality, site logistics, close out documentation, submittals, engineering, manufacturing, installation quality, coordination, delivery and start-up/commissioning. Ensuring that all project scope is identified and purchased in the bid process is the single most cost-saving activity throughout the process.

Permitting

We will attend meetings with authorities having jurisdiction and assist in obtaining all necessary permits. We understand that the review process can be rigorous. However, if all parties know this and follow the codes and requirements, the process will run smoothly. Skanska will lead the process and implement all requirements throughout the design and daily construction efforts.

Construction Observation and Quality Assurance

At the core of our management approach is providing seasoned construction professionals to oversee contractors during every step of the construction process. We will be the City of Dunwoody's eyes and ears onsite. We understand how horizontal and vertical construction projects are put together, the importance of prompt decision-making for schedule success, how to manage budgets, how to hold contractors to their contractual obligations and the importance of proper record keeping and project documentation. Our construction phase management will be carried out with heightened attention on preventing potential roadblocks. We will monitor the submittal process to ensure that schedules and turnaround times are met and that contractors perform their work properly. We want the work to be done correctly the first time with the right materials.

Construction oversight tasks will include:

- Monitoring contractors' compliance with the construction schedule, identifying potential problems and making recommendations to the City when agreements are not being fulfilled
- Confirming that all construction-related activities are performed in accordance with plans, specifications and the approved shop drawings
- Evaluating claims, change orders and pay applications on behalf of the City
- Monitoring compliance with the approved construction safety plan

- Confirming quantities and classification of unit price work performed by contractors
- Coordinating and tracking requests for clarification on drawings/specifications, design changes and proposed change orders
- Monitoring contractors' compliance with federal Davis-Bacon prevailing wage requirements
- Taking and maintaining project photographs at a frequency sufficient to document major activities or to document safety incidents, differing site conditions and quality issues
- Review and approval of monthly pay applications
- Punch list management
- Commissioning and closeout management
- Summary project briefings
- Project controls systems management
- Coordination of FF&E and other owner-furnished equipment
- Coordinating with local utilities
- Coordinating third-party testing agencies
- Coordinating the development of mock-ups with architects
- Coordinating between the City, architects and contractors regarding meetings, deadlines and deliverables
- Ensuring that the architect remains on track in the completion of deliverables
- Serving as the center point of communications for all project participants

Effective meetings are also a critical part of the success of the construction phase. We will meet with architects and contractors weekly onsite to monitor and coordinate the construction phase; track submittal status, budget and schedule; and resolve field conflicts and drawing discrepancies. We will lead each meeting, set the agenda and document decisions and outcomes. Our meetings result in action items and deliverables. We document agreements made and then track the completion of those deliverables.

Construction Schedules

We maintain full-time scheduling specialists in-house, and our operations staff are trained to prepare, analyze and update all types of schedules, including bar graphs and precedence-based critical path method (CPM) schedules. We are very familiar with different types of scheduling software, including Primavera P6, SureTrak (a simplified version of Primavera P6) and Microsoft Project.

We will analyze the contractor's initial construction schedule upon awarding a construction contract and advise the City on its validity and sequencing logic.

We will help identify long-lead items that must be reflected in the schedule and provide feedback on critical path items. As contractors present schedule updates or proposals for schedule recovery, we will compare these with the approved baseline schedule and provide the City with reports identifying each change and explaining how those changes impact the baseline schedule.

Throughout the construction phase, our in-house scheduling experts will be available to analyze any proposed change orders that have schedule implications (unanticipated disruptions, delay claims, scope changes) and will review submittal schedules to confirm sufficient timing for approval of submittals and ordering of materials for delivery to the project site. We will also compare the planned amount of work with what has been completed to determine if cost, schedule and work accomplished are progressing as planned. This provides an early warning for oncoming problems, enabling the project team to identify and control issues before they become insurmountable.

We will also create and chair supply chain meetings with contractors and the City, identify items critical to each project's success and need to be onsite and coordinate with the construction schedule. This will eliminate potential rework and out-of-sequence installations and control potential change order impacts.

Innovative Methods: BIM 360™/ Autodesk Construction Cloud

Skanska has been a leader in construction technology for decades. We provide a variety of innovative software platforms to maximize quality and construction efficiency. Among these is BIM 360™, which is now integrated within into Autodesk Construction Cloud. This platform leverages mobile technology to increase collaboration, save time and improve quality. BIM 360™ is available as both a web and an iPad application. The iPad application allows field personnel to conduct quality inspections and assemble punch lists and work-to-complete lists by choosing from pre-established criteria on the iPad app. That data is synchronized to the web application and then distributed to other team members. If a problem is found, the user logs the problem into the system, creating an "issue," which can include attachments such as marked-up drawings and photos. BIM 360™ can generate records of open issues and distribute reports to contractors, whose responses are tracked within the system.

BIM 360™ Field enables us to customize, track, manage and expedite checklists and inspections and run a variety of reports for any issues related to quality, safety, material tracking and commissioning. The software includes reporting capabilities that provide key analytical data. For example, Skanska management can view outstanding issues and how long it takes for the contractor to close them out.

Quality Assurance

Our objectives are to meet or exceed your quality standards for each project. Our team will initiate, manage and document the quality assurance process. The implementation of the quality assurance plan will involve a systematic process for determining through periodic inspections, whether a product or service being developed

or delivered by others (contractors, vendors or suppliers) meets specified requirements or standards.

We will work with you to hire third-party testing companies to provide materials testing. This testing is concurrent with the contractor's responsibility to provide onsite representation and review. We will require each contractor to provide us with a site-specific Quality Assurance/Quality Control (QA/QC) plan based on the tests and documentation in accordance with project specifications. We will require the QA/QC plans to use mock-up and first-in-place approvals. We will encourage the contractor to use offsite fabrication to enhance quality.

Throughout construction, we use our in-house checklists for document control to ensure all submittals have been submitted and approved prior to installation of materials, all RFIs have been responded to and submittals approved in a timely manner to avoid any delays in the progress of the work, and sketches and other changes/clarifications have been captured and transmitted to workers in the field. Months before reaching substantial completion, we will use closeout checklists to confirm that all O&M manuals, warranties, lien waivers, extra materials, owner training, keys and other items have been delivered prior to building turnover.

Specific quality assurance procedures that will be

implemented on your projects will include, but not be limited to:

- Pre-installation meetings to ensure the installation is performed correctly, significantly reducing defects and quality issues
- Shop drawing reviews to ensure compliance with drawings and specifications
- Mock-ups to establish a quality standard, validate the design intent, engage end users before the space is constructed and prevent costly change orders
- Conduct field inspections to meet quality standards and identify deficiencies before they impact your project's schedule and budget

Nonconformance

Skanska has a well-established process for correcting nonconforming work and getting contractors to meet their contractual obligations. Nonconformance issues include all items that do not conform to the Contract Documents, including, but not limited to, submittals, shop drawings, materials, origin of materials, conflict in material specifications, field installation and failure of equipment or devices.

Our process includes using technology platforms at the start of construction to log and track nonconformance issues in the field; issuing and reviewing nonconformance reports; setting time frames for nonconformance remediation; documenting remediation efforts; and ensuring



City of Tampa, Tampa Museum of Art and Curtis Hixon Waterfront Park, Tampa, FL

the closeout of all documented issues. Specific steps in the nonconformance process are as follows:

- When a nonconformance item has been determined, the appropriate supervisory personnel from Skanska are notified immediately and a Nonconformance (NC) Form is filled out and entered into the Nonconformance Log.
- The team then meets to discuss what action should be taken to rectify the nonconformance. The discussion also includes the root cause and what action can be taken to ensure the problem does not recur.
- As part of the discussion and investigation into the cause of the nonconformance issue, a part of the resolution also includes determining the responsible party for scheduling and cost responsibilities.
- Once a corrective action has been determined,

an action plan is put together so the corrective work can begin as expeditiously as possible, without impacting other areas of follow-on work and/or affecting the overall project schedule.

- Once the corrective action work is complete, Skanska signs off on the NC Form and places it in the project's Quality Records.

Safety

Our primary responsibility will be to ensure a safe working environment during each project. We will require contractors to develop a site-specific safety plan that will be measured against Skanska's Safety, Health and Environmental Management System (SHEMS), which reflects the construction industry's highest safety standards. The safety plan will be submitted prior to commencing construction operations.

At a minimum, site-specific safety plans should include policies and procedures for the following:

- Training and project team orientation
- Job hazard analysis
- Emergency and evacuation planning and drills
- Safety inspections, interviews and audits
- Project safety committee—to include trade representation
- Environmental monitoring

Site-specific safety plans also document specific procedures, such as fall prevention/protection, infection control and asbestos-containing materials.

We will ensure that safety provisions are included within bid documents and that contractors fully understand safety guidelines and expectations. We will enforce daily pre-task planning, a specific time set aside before work begins each morning, during which each work crew identifies the day's tasks, the associated risks and the steps each worker needs to take to avoid those risks.

Effective implementation of any safety program

The most comprehensive Environmental, Health and Safety Management Program in the Industry

Skanska is an undisputed industry leader in construction safety, which is reflected in our 0.81 EMR (Experience Modification) Rating, which is below the industry average of 1.00.

Skanska uses an ISO 45001- and 14001-certified Environmental, Health and Safety Management System. The system is built on the foundation of Plan>Do>Check>Act and ensures that work is planned and performed safely and environmentally friendly. It also has built-in checks to allow for continuous improvement. In addition, Skanska is enrolled in ConstructSecure and has achieved a Platinum designation along with a 97.67 percent CSAP rating.

depends on effective training. A proven approach is to provide job-specific orientation training for every onsite worker, with ongoing training throughout each project, as necessary, to refresh workers on specific procedures or introduce additional safety measures.

Change Management

The key components of a successful change management process are well-written contracts, communication and discipline. Skanska understands, however, that most projects require modifications or changes during construction because:

- No set of contract documents is perfect,
- The owner reserves the right to change the scope of work and
- Unforeseen conditions are inherent in the process.

The ability to respond to the changing requirements of your projects will be essential to their success.

Our Role in Change Management

A key role of Skanska is to mitigate damages by administering the change order process promptly and in accordance with the terms and conditions of the contract documents. This is accomplished by having Skanska be the center point of the change process, thus ensuring that it happens consistently throughout the project and that each project team member is accountable for their role in the process.

Maintaining control of the change order process and documenting scope, cost and duration changes will minimize the risk of miscommunication for both the owner and contractor. Skanska's role is typically to:

- Establish and implement the change control process
- Communicate the process to all project team members
- Log and track changes
- Review for accuracy/completeness
- Make recommendations to the City

- Assist the City in negotiating changes
- Issue change order recommendations
- Ensure approved changes are invoiced correctly

Keys to Effective Change Management

The keys to effective change management include:

- Having in-depth familiarity with the scope of work for each contract
- Understanding contractual timeframes
- Requesting a change order log from the contractor
- Requiring that all change requests be put in writing by the contractor
- Establishing at the beginning of the project how labor and equipment rates will be applied to change order work
- Carefully reviewing all change order requests for the appropriate scope of work, amount and duration
- Upon arrival of the invoice, confirm that each line item in the change order is correct and has not been previously billed.

Many change orders trigger a delay to the schedule, which is not often captured at the time of the change, creating additional costs and/or misunderstandings later on. At the time of negotiation, we insist that all change orders clearly identify whether or not they affect the schedule.

While some of the change process may result in difficult discussions, our team members will confront issues in those discussions in a professional, reasonable and collaborative manner to ensure a fair outcome per the terms of the contract.

Pay Application and Invoice Processing

It will be our responsibility to schedule the submission of pay applications by construction firms and other vendors and to review each one for accuracy and to ensure that the City will not be paying more than is due for services rendered. We will request that contractors establish an agreed-upon detailed schedule of values prior to the initial pay application. The schedule of values will

be reviewed and discussed with the City in order to avoid any surprises.

We want to meet with you to confirm our role in accounting and processing invoices and pay applications, as this is one of the most effective ways to safeguard against payment delays and reconcile costs to manage project budgets effectively. Understanding our role in the accounting process will ensure a smooth process for processing invoices and pay applications.

In most cases, we work with you to develop a flow chart or written process for processing invoices so that all invoices and pay applications submitted in a particular month are accounted for and are ready for approval by the City for checks to be released in a timely manner.

Final Inspection (Punch list) Prior to Inspections for Occupancy

Punch lists are sometimes the most challenging management task for the project team. As such, we suggest using software platforms, such as BIM 360 (now integrated within Autodesk Construction Cloud), to ensure all concerns are covered.

Our approach also includes initializing the rolling punch list method, identifying and addressing noncompliant work and addressing those items at the time of identification. This eliminates the cumbersome punch list process, which becomes a burden for project closeout, expands the project completion in many cases for months and results in coordination issues with contractors who are no longer onsite.

Project Closeout

Each project will be considered complete when we have all contractually required documentation (organized to your preferences) and when all financial information is reconciled.

Including specific closeout requirements and consequences in contracts is a good way to ensure that documents are provided in a timely and correct fashion. For example, our approach to program management assignments is to disallow

contractors from billing for retention reductions or applying for a certificate of substantial completion before 100 percent of O&M manuals have been submitted and approved as complete.

We will hold meetings with each contractor to review their closeout requirements when they reach 75 percent completion.

Our closeout process includes the following steps:

- The City obtains as-built drawings from the contractor.
- All operations and maintenance manuals are obtained and are complete.
- Attic stock items, such as extra flooring, ceiling tile, paint, etc., are delivered and stored in a convenient location for the City.
- All warranties are obtained, including extended and special warranties.
- Final change orders are processed.
- All lien waivers are submitted prior to final payment.
- Project accounting is reconciled.

As your program manager, we will be responsible for ensuring that these protocols are followed and that all closeout activities have occurred prior to final payment to each contractor.

Warranty Inspections

Conducting warranty inspections is intended to avoid warranty callbacks after projects are turned over to the City. One practice we recommend is scheduling six-month and 11-month warranty walkthroughs after each project's completion with operations staff and the contractor. From a facilities standpoint, this will provide an opportunity to correct any deficiencies covered in the one-year industry standard warranty period before it expires.

Communications Support

We will support the City's Communications Department with project information suitable for distribution to the public and assist in responding to public inquiries, as requested. If requested, we will establish regular meetings with various

project stakeholders for individual projects to inform them of upcoming construction activities. We will seek out information about activities and events around which we have to plan construction. We will discuss what businesses and residential areas can expect regarding traffic, noise, vibration and potential danger. We will lead each meeting, set the agenda and document decisions and outcomes.

Reporting

The reporting aspect of this assignment is overwhelmingly important. We will develop a series of status reports that graphically convey the status of individual projects and your overall construction program. Our monthly reports will include financial status, change order history, schedule updates, project status updates and earned value. Our financial reporting will also include information on current budgets, contracts, change orders, payments, potential change orders, estimate to complete and uncommitted funds. We will invest a substantial amount of time at the outset of this assignment to ensure that this information is provided in formats acceptable to the City.

Project Controls System

We will work with you on developing a project controls system that will be used to track project records, such as correspondence, RFIs, RFPs, submittals, schedules, contracts, change orders, drawings, progress photos, meeting minutes, etc. We are familiar with several project controls software platforms and will work with you to identify which platform is best suited to the needs of the City.

As an aid in controlling and disseminating information, project controls systems allow team members to collaborate on pertinent project information electronically. Not only are project controls systems essential for creating a collaborative project culture, these systems can be used to create a high level of accountability. Documenting the dates and times that project information is submitted and tracking the length of time an RFI has remained unanswered by the architect, which submittals remain unapproved, how long it has taken a contractor to respond to an issue and current approved change orders. Using an effective project controls system also provides for standardized and consistent approaches to document control, change management, etc.

Project Controls Made Easy with Procore

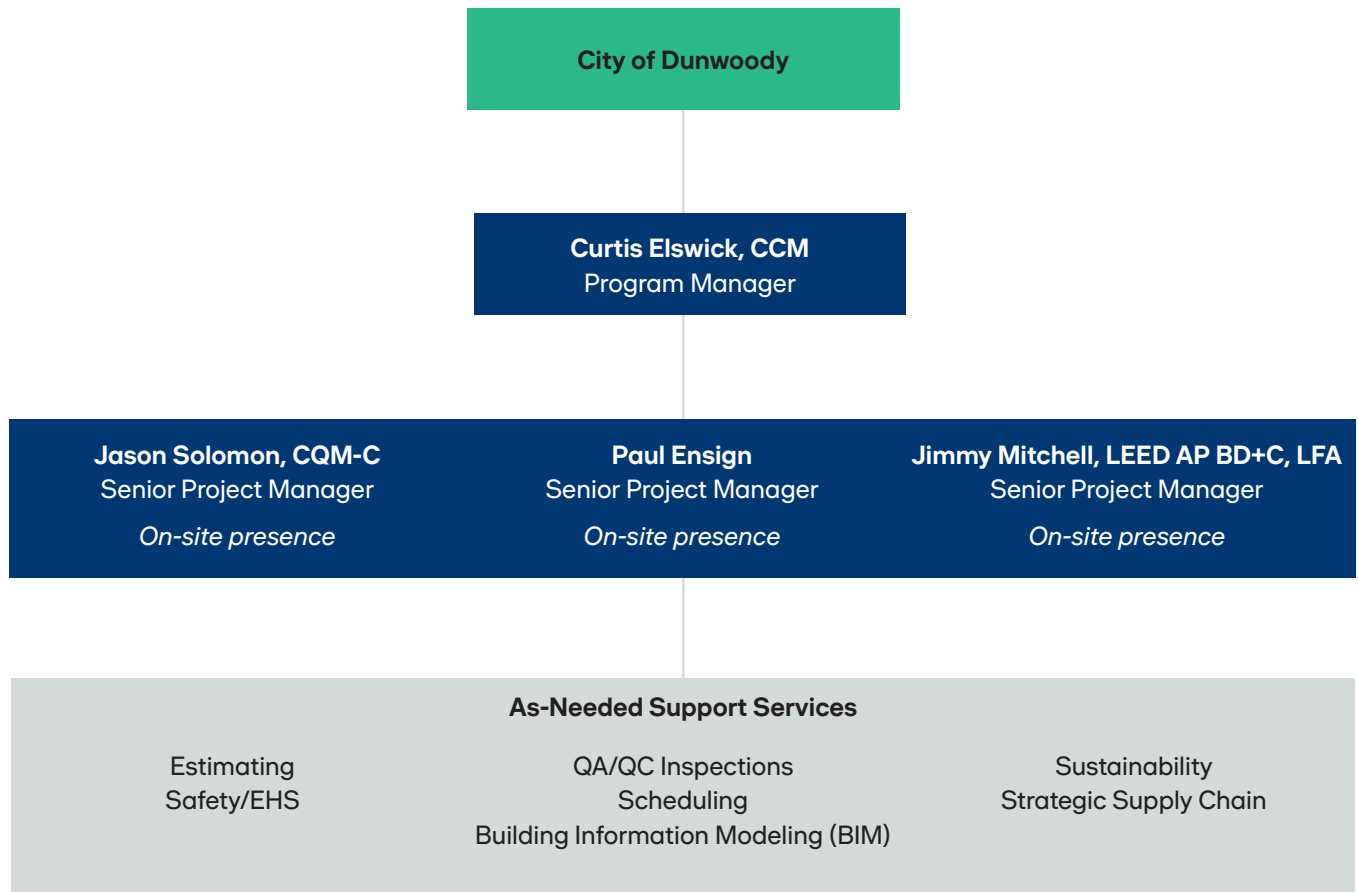
Procore is Skanska's standard platform, and all our employees have been trained to use it. Skanska utilizes Procore to facilitate project collaboration in design and construction, manage our QA/QC process and catalog project documents. Procore will provide the project team with a collaboration platform to track project documentation, share QA/QC information, track inspection checklists for critical equipment, host commissioning pre-functional and function checklists, non-conformance issue tracking and punch list. We will provide free access to all team members, including prime contractors. This will allow our team to track issues proactively and ensure they are resolved promptly. Procore offers a single platform solution for the most common project control functions, enhancing communication and fueling productivity on the jobsite.



04

Key Personnel and Staffing
Plan

04 Key Personnel and Staffing Plan





Curtis Elswick, CCM

Program Manager

28 Years in the Industry

Education

Virginia Polytechnic Institute and State University
M.S., Architecture (Construction Management)

Radford University

B.A., Business Administration - Finance

17 Years with Skanska

Registrations/Memberships

- CMAA Certified Construction Manager

Purpose Possible, AtlantaBeltline Art and Façade Improvement Grants, Atlanta, GA

Skanska is providing project management services on various AtlantaBeltline grants for art and façade improvement projects. The 2024-2025 grant contains murals, signage, and seating and trellis additions. The 2025-2026 grant has murals, signage, bike storage, lighting, and seating and trellis additions.

Alabama Department of Conservation and Natural Resources, Gulf State Park, Gulf Shores, AL

\$140 million. Skanska provided program management and consulting services on the Gulf State Park project. This initiative encompasses multiple, concurrent projects, including the construction of trails, shelter facilities, pedestrian bridges and parking areas; dune restoration; and the construction of a 350-room lodge with meeting space, a research and education center and an interpretive center. The project has received LEED Platinum, Envision Silver, SITES Platinum, Fortified Commercial and Living Building Challenge 3.0 Certifications.

City of Augusta, Transit Bus Operations and Maintenance Facility Augusta, GA

\$15 million, 23,000-SF facility to house administration and operations and maintenance staff with maintenance bays and storage space and a new 12,000-SF facility for bus wash and service.

Athens-Clarke Food Bank of Northeast Georgia, Athens, GA

\$15 million, 135,000-SF. Skanska is providing owner-representative project management services for the construction of a new warehouse facility on a 37-acre lot across the street from the existing facility. The new 100,000-SF warehouse development included a pre-engineered steel building with slab and foundation, including dry and cold storage and office space, along with a 35,000-SF parking lot and driveway to accommodate truck traffic.

Grady Health System, B Wing Renovation, Atlanta, GA

Skanska provided CM agent services on the phased renovation of approximately 35,000-SF of occupied hospital space on the 7th floor to create isolation/observation beds and 11th floor medical/surgical beds unit to allow patients to make use of much-needed hospital beds. The project also included space for Data Center services on 11E Wing.

City of St. Cloud Ball Field Improvement, St. Cloud, FL

Skanska is serving as the owner's representative for the City of St Cloud, FL. The project includes the addition of four Little League Baseball fields and two T-ball fields, restroom facilities and parking on a 12-acre site, as well as all-new underground infrastructure and, drainage, turf and lighting.



Jason Solomon, CQM-C

Senior Project Manager

18 Years in the Industry

Education

University of Alabama, Tuscaloosa, B.A.,
Design and Production

6 Years with Skanska

Registrations/Memberships

- U.S. Army Corps of Engineers (USACE)
Construction Quality Management for
Contractors (CQM-C)

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Birmingham-Jefferson County Transit Authority, O&M Facility, Birmingham, AL

Skanska is providing program management consulting services in support of the BJCTA's new Bus Maintenance Facility project, which includes the construction of an approximately 121,000-SF bus maintenance facility and bus amenities.

Bay County Facilities Disaster Recovery Effort

Skanska provided construction project management services for the \$22.3 million FEMA-funded disaster recovery efforts following Hurricane Michael. Our services included damage assessments, reconstruction estimating, bid

package preparation and construction and budget oversight. The project included rebuilding the county jail, courthouse, municipal office building, water treatment and wastewater treatment facilities, school facilities, housing units, court facilities and other government buildings.

Greenville Transit Authority, O&M Facility, Greenville, SC

\$40 million, 61,000-SF. Construction project management services for the Greenville Transit Authority's new Operations and Maintenance facility. The facility houses space for administration, operations, maintenance and service. The project also included parking for buses, employees and visitors, as well as providing diesel fueling and introducing slow-fill Compressed Natural Gas (CNG) and battery electric bus (BEB) charging.

City of Gainesville, Bus Transfer Facility, Gainesville, FL

The RTS bus transfer station includes a minimum of six bus bays and a micro-transit service area. A 4,500-SF building includes a waiting area for passengers, training room, two offices, a transit information/reception area and a community meeting room. The exterior improvements include two ADA accessible restrooms for passengers, covered passenger waiting space as well as a park and ride facility accommodating 50 standard automobile parking spaces, two EV charging spaces, five motorcycle spaces, micro-mobility amenity area and bicycle parking spaces. The entire project is designed and constructed to meet the LEED certified standard.



Paul Ensign

Senior Project Manager

41 Years in the Industry

Education

Bessemer State Technical College, Certificate, Certificate, Construction Administration

6 Years with Skanska

Registrations/Memberships

- OSHA CPR and First Aid Training
- Skanska Crisis Management Training
- OSHA 10-Hour Safety Training
- FEMA Disaster and Debris Management Certified

Alabama Department of Conservation and Natural Resources, Gulf State Park, Gulf Shores, AL

\$140 million. Skanska provided program management and consulting services on the Gulf State Park project. This initiative encompasses multiple, concurrent projects, including the construction of trails, shelter facilities, pedestrian bridges and parking areas; dune restoration; and the construction of a 350-room lodge with meeting space, a research and education center and an interpretive center. The project has received LEED Platinum, Envision Silver, SITES Platinum, Fortified Commercial and Living Building Challenge 3.0 Certifications.

Columbus Consolidated Government, Transit Campus, Columbus, GA

Skanska is supporting METRA's infrastructure expansion and upgrades by managing approximately 40,000-SF of federally funded transit construction projects in a phased approach. The scope includes planning and execution of a new transfer center, renovations of existing transfer center, bus maintenance facility upgrades, electric bus readiness improvements and administrative building additions and upgrades.

Birmingham-Jefferson County Transit Authority, O&M Facility, Birmingham, AL

Skanska is providing program management consulting services in support of the BJCTA's new Bus Maintenance Facility project, which includes the construction of an approximately 121,000-SF bus maintenance facility and bus amenities.

Seminole County, Fire Station 39, Sanford, FL

\$8.4 million, 13,356-SF. As part of our on-call contract for various public works projects, Skanska is providing project management services for Seminole County's Fire Station 39. The fire station includes four apparatus bays, a public lobby and upgraded furniture and finishes, offices, 12 bunk rooms, a kitchen/dining area, a fitness room and an outdoor porch for personnel.

City of Birmingham, Bus Rapid Transit (BRT), Birmingham, AL

\$68 million, 10-mile bus transit. Skanska served as program manager on the FTA-funded bus rapid transit project, connecting neighborhoods along a 10-mile corridor in downtown Birmingham. The scope of works includes exclusive guideways within existing roadway rights-of-way and upgrades or installation of new traffic controllers and signals to enable transit priority and better facilitate BRT and local bus service. The project included the construction of 32 bus stops and two new transit centers.

Greenville Transit Authority, O&M Facility, Greenville, SC

\$40 million, 61,000-SF. Construction project management services for the Greenville Transit Authority's new Operations and Maintenance facility. The facility houses space for administration, operations, maintenance and service. The project also included parking for buses, employees and visitors, as well as providing diesel fueling and introducing slow-fill Compressed Natural Gas (CNG) and battery electric bus (BEB) charging.



Jimmy Mitchell, LEED AP BD+C, LFA

Senior Project Manager

23 Years in the Industry

Education

Georgia Institute of Technology, B.S., Civil Engineering

20 Years with Skanska

Registrations/Memberships

- LEED AP BD+C
- Living Future Ambassador (LFA)
- OSHA CPR and First Aid Training

Purpose Possible, AtlantaBeltline Art and Façade Improvement Grants, Atlanta, GA

Skanska is providing project management services on various AtlantaBeltline grants for art and façade improvement projects. The 2024-2025 grant contains murals, signage, and seating and trellis additions. The 2025-2026 grant has murals, signage, bike storage, lighting, and seating and trellis additions.

Alabama Department of Conservation and Natural Resources, Gulf State Park, Gulf Shores, AL

\$140 million. Skanska provided program management and consulting services on the Gulf State Park project. This initiative encompasses multiple, concurrent projects, including the construction of trails, shelter facilities, pedestrian bridges and parking areas; dune restoration; and the construction of a 350-room lodge with meeting space, a research and education center and an interpretive center. The project has received LEED Platinum, Envision Silver, SITES Platinum, Fortified Commercial and Living Building Challenge 3.0 Certifications.

MARTA, Five Points Station Transformation, Atlanta, GA

\$233 million, 144,000-SF, one street level and 3 underground levels, of major renovation includes deconstructing the existing pre-stressed concrete canopy, demolishing the plaza and building a new mass timber open-concept canopy with three new pedestrian entrances. Exterior improvements include a community garden, pedestrian grove, playfield and terraced seating area, creating a new and inviting urban space above the station. The station will be fully operational during construction.

Great Smoky Mountains Institute at Tremont, Nature Center Campus, Townsend, TN

Skanska is providing Living Building Challenge advisory services, cost estimating, and schedule development for a proposed LBC certified nature center campus.

Georgia Institute of Technology, Kendeda Bldg. for Innovative Sustainable Design, Atlanta, GA

\$20 million, 47,000-SF Living Building Challenge v3.1 project that meets Georgia Tech's goal to create the most environmentally advanced education and research facility in the Southeast. The building includes a 170-person auditorium, classrooms, maker spaces and outdoor space with a green roof, native plants and apiary. The project achieved a net-positive footprint for energy, water and waste with sustainable elements, such as composting toilets, solar roof panels, wetlands to naturally treat runoff and salvaged features.

Wesley Woods Center of Emory University, Phase IV Renovations, Budd Terrace, Atlanta, GA

\$1.3 million renovation of existing facility. Third, fourth and fifth floor patient rooms (south and east wings).

Grady Health System, Trauma Center Renovation, Atlanta, GA

\$3.1 million, 15,000-SF interior renovation of the Grady Hospital Trauma Unit. This includes 7 new Level-1 trauma rooms that can house two patients if needed, 8 treatment and exam rooms, a digital x-ray room, new nursing station/monitoring room, on-call rooms, men and women locker rooms and a conference room.

05

Relevant Project Experience

05. Relevant Project Experience

05 Relevant Project Experience

As shown in Section 2 Firm Overview and Qualifications, Skanska has experience with virtually every type of capital improvement project, from parks and recreation facilities, to public safety facilities and infrastructure projects. Because we understand from the pre-proposal meeting that the City currently anticipates a need for assistance with parks projects, we have provided detailed descriptions of several relevant projects within this section.

As-Needed Program Management Services

Skanska also has in-depth experience providing program management services on an as-needed basis to several public clients in the south/southeast, including:

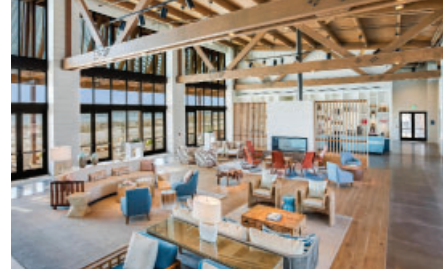
- City of St. Cloud
- Seminole County
- Pinellas Suncoast Transit Authority
- Seminole State College
- Bay County
- City of Kissimmee
- Lake Sumpter State College
- King and Queen County
- Roanoke Regional Airport Commission

We have also held on-call services with public clients in Texas, Virginia, New York, Massachusetts, Ohio and California.

As a result, we understand the importance of providing the City with a flexible services model that provides the precise level of service, staffing and expertise required for each project; the depth of staff/capacity to manage multiple simultaneous projects; highly-qualified personnel who can be made available in response to the evolving needs of the City; and a partnering approach that emphasizes collaboration.



City of San Antonio, Hemisfair Civic Park, San Antonio, TX



Alabama Department of Conservation and Natural Resources, Gulf State Park

Gulf Shores, AL

Skanska provided program management services for the \$140 million Gulf State Park project. This initiative encompassed multiple, concurrent projects, including the construction of trails, shelter facilities, pedestrian bridges, and parking areas; dune restoration; and the construction of a 350-room lodge with meeting space, a research and education center, and an interpretive center.

The project has received LEED Platinum, Envision Silver, SITES Platinum, Fortified Commercial and Living Building Challenge 3.0 Certifications. Because this project is located on the beach and inside the protected lands of the state park in proximity to ongoing park operations, it required environmentally sensitive approaches and strategies to ensure the integrity and safety of the natural environment and ecologies including both protected and non-protected plant and animal species and archaeologically sensitive cultural resources.

Client

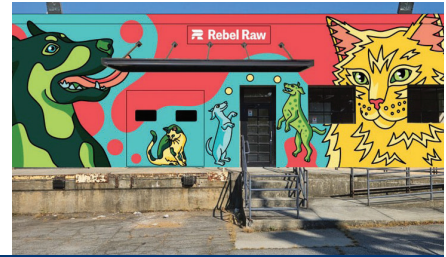
State of Alabama Department
of Conservation and Natural
Resources
64 N. Union Street
Montgomery, Alabama 36130
Tye Warren, Director of the Gulf
State Park Enhancement Project
(205) 240-5172
tye_warren@me.co

Cost

\$140,000,000

Certifications

International Living Future Institute,
ILFI | Living Building Challenge,
Living Building Challenge
United States Green Building
Council, LEED BD+C: New
Construction, LEED Platinum
Green Building Initiative, Envision,
Envision Silver
Insurance Institute for Business &
Home Safety, FORTIFIED, Certified
United States Green Building
Council, SITES, Other



Purpose Possible

Atlanta, GA

Skanska is providing project management services on various AtlantaBeltline art and façade improvement grant projects:

2024-2025 Grant

- Executive Realty Solutions, Ashview Heights; Artist: Fabian Williams; Scope: Mural
- One Source Affiliates, Westend; Artist Sway Jones; Scope: Mural
- Lee Street Meats, Adair Park; Artists: Maryam Moma and Tracy Murrell; Scope: Mural and Signage Addition
- Fred Martin Welding, MLK Historic District; Artist: David Moore; Scope: Seating and Trellis Addition
- Harbor Coffee, Inman Park Historic District; Artist: David Moore; Scope: Seating and Trellis Addition

2025-2026 Grant

- The Belt Hub, Westend; Artist: Shanequa Gay; Scope: Bike Storage and Mural
- Exit Realty West Midtown, West Midtown; Artist: Tracey Murrell and Marryam Moma; Scope: Awning and Mural Installation
- Urban Grind, Pittsburg Yard; Artist: Debby Snax; Scope: Mural, Signage, Seating
- Konzept House, Capital View; Artist: Greyson Korta; Scope: Awning, Lighting, Signage
- Rebel Raw, Peachtree Heights; Artist: Brianna Gradocki; Scope: Awning and Mural
- Lush Plants, Inman Park; Artist: Margo Perkins; Scope: Neon Signage and Mural
- Milltown Arms Pub, Cabbage Town; Artist: Adam Crawford; Scope: Neon Signage and Mural

Client

Purpose Possible LLC
581 Grant Street SE
Atlanta, GA 30312
Laura Moody, Founding Partner,
Marketing + Business Development
(404) 621-5677
lmoody@purposepossible.com

Cost

varies

Completion Date

2026



City of St. Petersburg, New St. Pete Pier

St. Petersburg, FL

On this revitalization and redevelopment project, our team:

- Redeveloped the 20-acre Pier Approach and constructed a new 3,065-foot-long pier
- Created enhanced mobility and interactive experiences from the Pier Gateway Plaza to the Pierhead
- Completed plazas and event lawns for community/regional events
- Installed lighted walking paths and enhanced site circulation for pedestrians, trams and vehicles
- Constructed new parking lots including spaces for electric vehicles
- Added a tot lot, play area and splash pad
- Coordinated several iconic public art installations

Client

City of St. Petersburg
14th Street North
St. Petersburg, Florida 33701
Raul Quintana, City Architect,
Engineering & Capital
Improvements Dept.
(727) 893-7913
raul.quintana@stpete.org

Cost

\$41,600,000

Completion Date

May 2020



City of Clearwater, Coachman Park Clearwater, FL

On this multi-phase renovation and expansion project, our team:

- Developed an underutilized portion of Clearwater's downtown into a beloved civic asset capitalizing on the unparalleled views of the Intracoastal Waterway and Clearwater Beach
- Created additional parking under the Causeway while maintaining access to the public marina
- Demolished underutilized tennis courts and replacing them with a lake with boardwalks, tiered gardens and event lawns, hardscape and walking paths with shade structures and sophisticated lighting
- Created a new Civic Gateway and grand entrance off Osceola Avenue
- Demolished the old stage in Coachman Park and replaced it with a modern destination concert venue, the Bandshell, with seating for 9,000 and state-of-the-art theatrical systems including lighting, audio/visual, rigging and security
- Added a splash pad, play-area shelters and walking paths
- Worked closely with local residents to keep them informed on the project through outreach programs and events

Client

City of Clearwater
100 South Myrtle Ave. #220
Clearwater, Florida 33756
Tim Kurtz, Engineering Construction
Manager
(727) 224-7498
timothy.kurtz@myclearwater.com

Cost

\$62,750,000

Completion Date

June 2023



City of St. Cloud

St. Cloud, FL

Ball Field Improvement

Skanska served as the owner's representative for the City of St. Cloud 17th Street T-Ball and Baseball Field Improvements project. The comprehensive scope of work includes: construction of new dugouts, erecting a storage/bathroom building, installation of new fencing, implementation of new irrigation systems and turf, additional field lighting for improved visibility and safety and upgrading and constructing new baseball fields.

Fire Stations 32 & 35

Skanska is serving as the owner's representative for the construction of two new fire stations, each \$10 million and 14,549-SF. One will also include a 1,923-SF new gym facility.

Public Safety Complex

The new \$200 million Public Safety Complex will be located on a 47-acre vacant parcel. The multiphased project envisioned for the new Public Safety Complex includes a 30,000-SF Communications and Emergency Operations Center with state-of-the-art technology for 911 operators. It will also include a 63,000-SF Police Department headquarters building and a 25,000-SF property/evidence and forensics building. Another building will feature an 85,000-SF training facility consisting of a 50-bay indoor shooting range, virtual reality studios and a 15,000-SF rolling assets storage facility for the department's various fleet vehicles.

Client

City of St. Cloud, Florida
1300 9th Street
St. Cloud, Florida 34769
Leslie Flores, Procurement Services
Director
(407) 957-7318
leslie.flores@stcloudfl.gov

Cost

Varies

Completion Date

Ball Field: November 2025
Public Safety Complex:
December 2027
Fire Station 32: July 2026
Fire Station 35: November 2026



City of San Antonio, Hemisfair Civic Park

San Antonio, TX

On this construction project, our team:

- Constructed a nine-acre park with custom limestone water features, Great Lawn, a restroom building, natural stone blocks and pavers
- Installed a 40,600-gallon cistern and filtration system to collect and recycle nuisance water from a sump pump at the Henry B. Gonzalez Convention Center for irrigation and water features
- Provided frequent tours for donors and students in partnership with the Hemisfair Park Area Redevelopment Corporation (HPARC)
- Developed a heat-illness prevention program
- Installed new utilities and Wifi
- Planted over 260 mature trees and native plants to provide shade from day one
- Delivered an elevated hardscape terrace, the Zócalo
- Provided the Source Plaza, a robust hardscape and landscape that offers substantial shade through the tree canopy
- Completed the Promenade, a shaded pedestrian walkway linking Downtown and Southtown through the Hemisfair District

Client

City of San Antonio
114 W. Commerce, 6th Floor
San Antonio, Texas 78283
Jeff Knippel, Capital Programs
Manager
(210) 478-0355
jeffry.knippel@sanantonio.gov

Cost

\$49,620,440

Completion Date

March 2025

Additional Relevant Experience



Galveston Bay Foundation, Gessner Center
Kemah, TX



San Gabriel and Lower LA Rivers and Mountains Conservancy, Alondra Gateway Park
Compton, CA



City of Durham, Parks Bundle
Durham, NC



Great Smoky Mountains Institute at Tremont, Nature Center Campus
Townsend, TN



City of Tampa, Tampa Museum of Art and Curtis Hixon Waterfront Park
Tampa, FL



City of Tampa, Julian B. Lane Riverfront Park
Tampa, FL

06

Cost Proposal

06. Cost Proposal

Attachment B: Cost Proposal Form (Hourly Rates / NTE)

Request for Proposal (RFP) 26-01

Program Management Support Services (As-Needed) – Capital Improvement Projects

Offeror Information

Legal Company Name: Skanska USA Building Inc.

Address: 245 Peachtree Center Avenue, Suite 2500, Atlanta, Georgia 30303

Primary Contact (Name/Title): Curtis Elswick, Sr. Vice President

Section 1 — Hourly Rate Schedule (Fully Burdened)

Provide fully burdened hourly rates for each labor category. Rates shall include all wages, benefits, overhead, G&A, profit, administrative costs, tools/software needed to perform the work, and routine local travel within Metro Atlanta to satisfy the on-site requirement. Reimbursable expenses, if permitted, must be identified in Section 3 and require City pre-approval.

Labor Category / Title	Typical Scope Alignment (examples)	Proposed Rate (\$/hr)	OT Rate (\$/hr) (if any)	Notes (e.g., min. experience/certifications)
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Labor Category/ Title	Typical Scope Alignment (examples)	Proposed Rate (\$/hr)	OT Rate (\$/ hr) (if any)	Notes (e.g., min. experience/ certifications)
Program Manager	Oversee capital improvement program	\$225	\$225	Certified Construction Manager (CCM)
Sr. Project Manager	Manage complex capital improvement projects	\$180	\$180	15 Years Experience in Project Management
Project Manager	Manage complex capital improvement projects	\$160	\$160	8 Years Experience in Project Management
Asst. Project Manager	Assist with management of capital improvement projects	\$135	\$135	3 Years Experience in Project Management
Scheduler	Schedule development and analysis	\$180	\$180	5 Years Experience in Scheduling
Cost Estimator	Cost estimating and validation	\$180	\$180	5 Years Experience in Cost Estimating

		\$ _____	\$ _____	_____
Other (specify): _____		\$ _____	\$ _____	_____

Rate Validity / Escalation (check one):

☒ Rates are firm for the full one (1) year contract term.

☐ Offeror proposes the following escalation (must be clearly stated and is subject to City negotiation): _____

Section 2 — Task Order Pricing Approach (Time-and-Materials / NTE)

The City will issue individual Task Orders on an as-needed basis. For each Task Order, the selected Consultant shall submit a detailed fee estimate showing: (i) deliverables; (ii) staff names/titles; (iii) hours by labor category; and (iv) total Not-to-Exceed (NTE) amount. Work shall not begin until the City issues a Task Order.

Describe your approach to developing Task Order estimates and controlling costs within the NTE (attach additional pages if needed):

Skanska has significant experience developing Task Order estimates and controlling costs with the NTE budget developed in collaboration with our clients. Our approach is to provide sufficient detail in our estimates that include hourly rates, NTE number of hours for each role/position, and any anticipated reimbursable expenses. We would not proceed with work exceeding the NTE budget without prior authorization from the City.

Section 3 — Reimbursable Expenses (If Allowed)

Check one:

☒ No reimbursable expenses proposed; all costs are included in the hourly rates.

☐ Reimbursable expenses proposed (must be pre-approved in writing by the City and billed at cost with no markup unless expressly authorized):

Expense Type	Rate / Cap / Markup	Notes / Conditions

Section 4 — Invoicing and Payment Terms

Invoices shall be itemized by date, staff name, labor category, hours, rate, Task Order, and description of work performed. Payment terms are Net 30 from receipt of a proper invoice and acceptance of services. The Consultant shall not exceed any Task Order NTE amount without prior written authorization (Task Order amendment).

Section 5 — Certification

By signing below, Offeror certifies that the rates provided are accurate, complete, and will be honored for work authorized under this RFP and any resulting contract, subject to negotiated Task Orders.

Authorized Signature:	
Printed Name / Title:	Curtis Elswick, Sr. Vice President
Company Name:	Skanska USA Building Inc.
Date:	March 20, 2026

07

Required Forms/Affidavits

07. Required Forms/Affidavits

Contractor Affidavit under O.C.G.A. § 13-10-91(b)(1)

The undersigned contractor ("Contractor") executes this Affidavit to comply with O.C.G.A. § 13-10-91 related to any contract to which Contractor is a party that is subject to O.C.G.A. § 13-10-91 and hereby verifies its compliance with O.C.G.A. § 13-10-91, attesting as follows:

- a) The Contractor has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program;
- b) The Contractor will continue to use the federal work authorization program throughout the contract period, including any renewal or extension thereof;
- c) The Contractor will notify the public employer in the event the Contractor ceases to utilize the federal work authorization program during the contract period, including renewals or extensions thereof;
- d) The Contractor understands that ceasing to utilize the federal work authorization program constitutes a material breach of Contract;
- e) The Contractor will contract for the performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the Contractor with the information required by O.C.G.A. § 13-10-91(a), (b), and (c);
- f) The Contractor acknowledges and agrees that this Affidavit shall be incorporated into any contract(s) subject to the provisions of O.C.G.A. § 13-10-91 for the project listed below to which Contractor is a party after the date hereof without further action or consent by Contractor; and
- g) Contractor acknowledges its responsibility to submit copies of any affidavits, drivers' licenses, and identification cards required pursuant to O.C.G.A. § 13-10-91 to the public employer within five business days of receipt.

78959

Federal Work Authorization User Identification Number

Skanska USA Building Inc.

Name of Contractor

City of Dunwoody, Georgia

Name of Public Employer

12/27/2007

Date of Authorization

Program Management Support Services
(As Needed)

Name of Project

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on March, 10, 20 26 in Abingdon (city), VA (state).

Signature of Authorized Officer or Agent

Curtis Elswick, Sr. Vice President
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 10 DAY OF March, 20 26

NOTARY PUBLIC

My Commission Expires: 06/30/2028

REFERENCES

List below customers for whom you have provided similar products or services.

1. COMPANY NAME: State of Alabama Department of Conservation and Natural Resources
 ADDRESS: 64 N. Union Street
 Montgomery, Alabama 36130
 CONTACT PERSON: Tye Warren, Director of the Gulf State Park Enhancement Project
 PHONE NO.: (205) 240-5172
 E-MAIL: tye_warren@me.co

2. COMPANY NAME: Purpose Possible LLC
 ADDRESS: 581 Grant Street SE
 Atlanta, GA 30312
 CONTACT PERSON: Laura Moody, Founding Partner, Marketing + Business Development
 PHONE NO.: (404) 621-5677
 E-MAIL: lmoody@purposepossible.com

3. COMPANY NAME: City of St. Cloud, Florida
 ADDRESS: 1300 9th Street
 St. Cloud, Florida 34769
 CONTACT PERSON: Leslie Flores, Procurement Services Director
 PHONE NO.: (407) 957-7318
 E-MAIL: leslie.flores@stcloudfl.gov

Company Name: Skanska USA Building Inc.

SKANSKA

Skanska Integrated Solutions

Curtis Elswick
(540) 423-2860
curtis.elswick@skanska.com

Skanska USA Building Inc.
245 Peachtree Center Avenue, Suite 2500
Atlanta, Georgia 30303
usa.skanska.com