

Exhibit A

City Management Start-Up Services

PROJECT DESCRIPTION

The City of Dunwoody (the CITY) will commence municipal operations on December 1, 2008 in accordance with the approved City Charter. This proposal provides Start-up and Facilitation Services to the CITY. Initially these services cover the period of October 16, 2008 through December 31, 2008 extendable through April 30, 2009, and the services are intended to establish an independently operational City. Boyken International (CONSULTANT) shall be available to the CITY for continued support beyond this time frame if required.

CONSULTANT will work in a collaborative effort with the CITY to establish a "Service Plan" for the CITY. This Service Plan calls for CONSULTANT as a consultant for the CITY to work strategically with the city to locate and retain new city employees for key positions, define the scope of work for service-providing vendors, develop an RFP system and recommend to the City Manager select city services to be awarded to outside vendors. CONSULTANT shall provide the support services personnel throughout this process.

SCOPE OF SERVICES

CONSULTANT shall provide those services necessary to assist the CITY in the start-up functions for the creation of city services. CONSULTANT's focus is to assist the CITY in identifying the needed functions, retaining the proper personnel and vendors and turning over those city operations to the City Manager and its trained staff as quickly as those personnel can be hired and trained.

The Mayor and City Council shall appoint a Steering Committee with the Chairman of this Steering Committee as the principal point of contact in conjunction with the City Attorney until a City Manager has started work. CONSULTANT shall work under the direction of the Steering Committee and City Manager to accomplish the following activities:

- Research and utilize shared information from other local municipalities as a basis for the development of processes and procedures, thereby creating Best Practices criteria for the CITY. (This proposal is predicated on the access to CONSULTANT of proven processes and procedures from other model Cities as selected by the CITY for use as

- model templates in establishing City procedures and processes. From conversations with other cities, we believe these models can be obtained.)
- Validation of budget and revenue projections.
- CONSULTANT will initiate and collect best practices from similar cities for operating processes and procedures for the following key city positions and necessary support staff: (see enclosed preliminary organizational chart)

Municipal Court Clerk
City Clerk
City Administration Director
Community Development Director
Public Works Director
Code Enforcement Official

- Using the city procedures developed above, CONSULTANT will define the scope of work for select bid packages to be presented to qualified vendors and obtain competitive submissions for their work to support the CITY in the following areas (see enclosed preliminary organizational chart.)

Finance and Accounting
Information Technology
Contract & Administration and Purchasing
Administrative & Facility Services
Building & Permitting
Planning & Zoning
Transportation/Street/Traffic
Capital Planning
Parks & Recreation Maintenance
General Services

- Create a staffing plan, develop a recommended employee benefits package, and secure the benefits package for future staff members.
- Recruit and facilitate the hiring of city employees for approximately 7 key positions to start work in December 2008 or not later than January 1, 2009. Work with the new Police Chief (to be retained by the City Manager) to establish the process for hiring police

- officers and staff by March 1, 2009 in support of start of police operations not later than by April 1, 2009.
- Work with the Financial Director (consultant) to establish the city accounting system and procedures for invoicing and payments. We will support the financial director with staff to achieve their objectives for collection of revenue and processing of payments.
- Develop and facilitate a process for collection of revenues.
- By December 1, 2008 establish a new employee orientation and initial training process for staff positions in preparation for the staff starting full time on January 1, 2009.
- Arrange for and set up a temporary City Hall and Police Station to be available for City employees. Work with city officials and recommend sites for both facilities. Work with the design professionals, and real estate consultants to design the temporary facilities and manage the tenant construction build out.
- Work with City Council and Mayor to establish the IT system parameters. Interview sister cities to obtain best practices and develop a recommendation for the IT system to support the city's functions. Working with the city's IT vendor (when available) and implementing the approved system design for phones; data input and sharing; record keeping; work order processing and other necessary functions.
- Work with the appointed City Manager (when available) to establish the city's operation procedures and systems to support the office operations, City Clerk's office, and Municipal Court.
- Set up phone system operation by December 1, 2008 (human representation 8:00 a.m. – 5:00 p.m.; electronic answering off duty hours or as adjusted by the City Manager).

PROJECT APPROACH

CONSULTANT will undertake the following process to provide the scope of services above:

Kick-off Meeting – CONSULTANT will coordinate a kick-off meeting with the Mayor, City Council, and other city stakeholders. The purpose of this meeting is to establish clear lines of communication among all team members and to develop a Total Team Approach to the start-up and facilitation process. Key issues to be discussed at the kick-off meeting include:

- Review goals and objectives
- Develop team organization, establish and understand decision-making process and lines of communication
- Identify and resolve any apparent bottlenecks which may impede the progress of process
- Review long term City organizational structure
- Outline phasing requirements
- Review and discuss access and availability of 3rd party contractors or vendors
- Determine schedules and priorities

Start-up and Facilitation Plan - Boyken will draft a start-up and facilitation plan and schedule that will outline all major activities during the anticipated start-up period. The plan will include the identification of all key team members and consultants, key schedule milestones, and an organizational chart and responsibility matrix. The basis for this plan will be developed during the kick-off meeting and refined over a two (2) week period following that meeting.

At a minimum, the plan will consist of the following elements:

- a. Goals and Objectives
- b. City Requirements
- c. City Status
- d. Delivery Strategy
- e. Budget
- f. Schedule
- g. Transitional Team Organizational Chart
- h. Team Directory

CONSULTANT shall validate the initial budget (revenue and expenses) developed by the task force indentifying any issues and bring them to the Steering Committee, City Attorney, and City Manager with recommendations for resolution.

STAFFING

CONSULTANT anticipates working alongside the staff in these positions to advance the start-up and facilitation plan for the CITY:

- Interim Finance Director Consultant
- Municipal Court Consultant

In addition to the key staff noted above, CONSULTANT will provide staff to perform the functions of the CITY to provide the services described above to the Mayor, City Manager, and City Council:

Donald R. Boyken

Don will be responsible to the Chairman of the Steering Committee, City Attorney, and City Manager for reporting to the CITY, provide leadership participation in public meetings as necessary, as well as monitoring the overall performance of the CONSULTANT Team.

Barry Stein

Barry will be responsible to the Chairman of the Steering Committee, City Attorney, and City Manager for the overall service delivery oversight of the CONSULTANT team providing leadership and support as appropriate. Work with Finance Director to set up collection of revenues.

Jeff Jones

Jeff will be responsible for the day-to-day implementation of the work plan including RFQ/RFP. He will work with the Chairman of the Steering Committee, City Attorney, and City Manager and designated consultants to achieve the stated objectives and assist in training the new personnel.

Lesley Baker

Lesley will be responsible for filling an active role in the start-up and facilitation process, supporting Jeff Jones and the project finance director.

Thomas Everritt

Thomas will develop and initiate an outline plan for the information technology needs of the new City including phone system (by December 1, 2008).

Angela Redfern

Angela will be responsible to the Chairman of the Steering Committee, City Attorney, and City Manager for the planning of the employee benefit program and implementation of the hiring process required to fill the CITY staff positions.

Carol Hancock

Carol will be available to provide professional administrative support for Chief of Police and the Director of Finance and Administration to be housed in CONSULTANT's Corporate offices.

Cheryl Cattenhead

Cheryl will be available to provide additional professional administrative support as required for the team.

Fees

Fees for services are estimated based on the project approach as outlined above. The amount of time is variable and is anticipated to be reduced as CONSULTANT's staff hire key city personnel and outsource various operations to vendors.

CONSULTANT shall provide the services on an hourly reimbursable basis using the discounted hourly rates included in the proposal. The projected time has been estimated for each staff member. We anticipate the most significant amount of time shall be used during the initial 60 days as city staff members and vendors are hired and trained. Based on our hourly estimates, we expect the budgeted time to be as follows. Actual time shall be captured on a weekly basis and the city shall be invoiced only the hours used.

October 2008	\$80,000
November 2008	\$100,000
December 2008	\$95,000
January 2009	\$90,000
February 2009	\$80,000
March 2009	\$75,000
<u>April 2009</u>	<u>\$55,000</u>
Budgeted Fees	\$575,000

CONSULTANT's Fees are budgeted at \$275,000 through December 31, 2008 and the monthly cumulative budget will not be exceeded without prior written approval from the CITY.

This proposal anticipates that the CITY may request CONSULTANT to compensate other consultants or the CITY for expenses related to City Staff members. CONSULTANT agrees to provide this service and shall be reimbursed its costs plus a 15% fee. (These fees are over and above the "budgeted fees" noted above.)

REIMBURSABLE EXPENSES

Reimbursable expenses incurred during the course of the referenced project are not included in the proposed fee and will be billed separately to the Client. Reimbursable expenses shall

include only the actual expenditures made in the interest of the project for expenses such as art materials, photographic film and processing, duplication and printing charges, postage, express mail deliveries and courier services, travel, lodging and meals in connection with long-distance travel, local transportation, and computer utilization.

Reimbursable expenses will be billed at cost. A summary of reimbursable costs will be included with each invoice and shall be summarized to the CITY's satisfaction. Reimbursable expenses will be billed at the following rates:

Out-of-Town Travel and subsistence costs	At Cost
Personal Auto (Out-of-Town Travel)	\$0.585 per mile
Telephone, Overnight Delivery & Courier	At Cost
Facsimile	\$1.00 per page
Photocopies/ In-House B&W Printing & Reproduction	\$0.10 per page
Outsource Printing & Reproduction	At Cost
In-House Color Printing & Reproduction	\$1.00 per page
Web Conferencing	\$1.00 per minute per location
Miscellaneous Expenses	At Cost
Office Rental for up to 3 city consultants (actual cost when new space is acquired)	\$700/month/office

HOURLY RATES

CONSULTANT proposes the following personnel at discounted hourly rates. Staff shall be used on an as needed basis to accomplish the tasks necessary to facilitate the hiring of key city staff and personnel with the goal to turn over operations to those key staff members as quickly as possible.

<u>Boyken Staff Member</u>	<u>Responsibility</u>	<u>Current Hourly Rate</u>	<u>City of Dunwoody Rate</u>
Jeff Jones	RFP Prep & Support	\$160	\$145
Lesley Baker	RFP Prep & Support	\$90	\$80
Thomas Everritt	IT/Data/Phones	\$160	\$145
Angela Redfern	HR/Benefits	\$90	\$80
Carol Hancock	Admin	\$75	\$70
Cheryl Cattenhead	Admin	\$55	\$50
 <u>Senior Management Member</u>			
Donald R. Boyken	Principal in Charge	\$350	\$300
Barry Stein	Team Leader/Police Dept/Court Facility	\$225	\$200