

January 23, 2009

Mr. Warren Hutmacher
City Manager
City of Dunwoody
400 Northridge Road, Suite 1250
Atlanta, GA 30350

**Re: City of Dunwoody
Dunwoody, Georgia
Summary of Services to the City of Dunwoody for the period October through
December 2008**

Beginning on October 16, 2008 Boyken International provided Start-up Project Management and Consulting Services to Dunwoody to manage the process of establishing an independently operational City by December 1, 2008.

SCOPE OF SERVICES / EXECUTION

From mid October through December 31, 2008 Boyken International provided the services that were necessary to organize and manage the start-up functions for the creation of the various City Services departments. Boyken International identified the needed functions, retained the proper personnel and vendors and organized the new City staff/vendors with City operations in place and reporting to the City Manager working within a very ambitious and compressed timeframe.

To enable this process, the Mayor and City Council appointed a Steering Committee in early November 2008 assigning Councilman Denis Shortal as the Chairman of this Steering Committee. Council Shortal was Boyken's principal point of contact in conjunction with the City Attorney and continued in this capacity until the City Manager was identified and started working for the City full time. Boyken International worked under the direction of the Steering Committee and the City Manager to accomplish the following activities:

City Operations

- Researched and utilized shared information from other local municipalities as a basis for the development of processes and procedures, thereby creating Best Practices criteria for the City.

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- Worked with an outside vendor to establish an immediate system for sending out notices and receiving tax collections for time sensitive City tax areas that could not wait until after the Finance and Administration department vendor was under contract.
- Initiated operating processes and procedures for the following key City positions and necessary support staff:
 - Municipal Court Clerk
 - City Clerk
 - Finance and Administration Director
 - Community Development Director
 - Public Works Director
 - Code Enforcement Officials
- Developed the RFP process to select a bank for the city to employ in order to conduct business, provide checking account facilities and financing for the city. Secured signature cards and other bank documents to set up the City bank accounts. Boyken International acted as banker for the city by advancing monies to the City to fund certain accounts on an interim basis as well as securing financing for computers, network equipment, telephones, printers, and multifunction copiers
- Boyken International worked with outside council to develop the Tax Anticipation Note (TAN) documents, assisted in negotiation with the bank, established the City's cash flow and worked with the City Manager on the budget in order to maximize the TAN values. Worked with the bank and the attorneys to finalize the legal documents and secure the proper signatures enabling the City to borrow the funds.
- Using city procedures developed from other similar municipalities, Boyken International developed Organizational Charts and the Scope of Work for four separate bid packages that were presented to qualified vendors as Requests for Proposals (RFP's) to bid on the City Services contracts. The four RFP's included the following four departmental areas:
 - Finance and Administration
 - Community Development
 - Public Works
 - Banking Services

- After the RFP's were posted on several public forums via the internet, Boyken International initiated pre-bid meetings with the prospective vendors to answer questions and begin the interaction process between the City and the vendors that would eventually take over the management of the City Services.
- After all of the vendor proposals were received, Boyken International developed a ranking system to identify the "short list" of the most qualified firms for each of the departments and arranged for the interviews and presentations of each of the short listed vendor firms along with the City's Steering Committee and City Manager.
- After the vendor presentations, a separate ranking process was utilized to identify the most qualified vendor firm for each department based on their presentations and through the scoring system completed by the Steering Committee and City Manager.
- Boyken International drafted memorandums of understanding enabling the vendors to start work while contracts were prepared and final negotiations were conducted with each of the vendors. After the official start-up of the City on December 1, 2008 Boyken International assisted with developing and negotiating the Final Contracts with each of the vendor firms.

Temporary City Hall Facility

- In conjunction with the RFP process Boyken International arranged for a sublease agreement and set up a temporary City Hall and Police Station to be available for the City's employees and departmental vendor firms from the official start-up date on December 1, 2008 until the permanent City Hall and Police Station facilities are established during the 2nd Quarter of 2009.
- Worked with the City Council members, Mayor, and City Manager to establish the Information Technology (IT) system parameters and develop a recommendation for the IT system to support the city's functions. Boyken International also worked with the City's IT vendor (once under contract) and implemented the approved system design for telephones; data input and sharing; record keeping; work order processing and other necessary functions. An email system was initially set up in October for the City Council, Mayor, and City Attorney to communicate effectively with their citizens and each other. The system was later expanded to support all City staff.

- Worked with the City Manager to establish the City's operational procedures and systems to support the City Hall office operations, City Clerk's office, and the development of the Municipal Court.
- Boyken International's IT professionals also purchased and set up the central phone system operation which was operational with human representation beginning at 7:30am on December 1, 2008. An electronic phone answering system was also established for off duty hours after 6:30pm or as adjusted by the City Manager. Additionally, Boyken International's IT professionals purchased and set up hand held communication devices and computers for the core City Staff comprised of a mix of elected officials, City Manager, City staff and City Vendors in the Finance and Administration, Community Development, and Public Works departments.
- Their IT professionals also set up and installed a ticket tracking system to ensure citizen requests were tracked until completed and the citizen then received a call back to acknowledge completion of the task.
- After the temporary City Hall was established, Boyken International assisted with the initial Human Resources needs of the City by creating a staffing plan, job descriptions, recruiting and hiring key City positions, developing employee policies and procedures, developing a recommended employee benefits package.
- Boyken International also worked with the selected Finance and Administration vendor to begin establishing the city accounting system and procedures for invoicing and payments, as well as establishing a payroll processing system.

Assisted in hiring of City Staff Members

- Boyken International's HR staff worked with the City Manager in collecting resumes, providing preliminary reviews and establishing the interview schedules. Also supported the City Manager by securing background checks prior to hiring employees.
- Boyken International's HR staff assisted the City Manager with his search for a Police Chief by organizing the interviews, supervising the completion of the interview questionnaire and provided additional support as requested by the City Manager.

Ongoing Boyken International Activities

During 2009 Boyken International has been and will continue to manage lease negotiations, space design, associated procurement of fit-out materials, and fit-out of the “permanent” City Hall and Police Station facilities

Boyken International is also developing a comprehensive set of Policies and Procedures Manuals which will set the standards for all City operations going forward.

In conclusion, Boyken International successfully coordinated and managed all activities as listed above as required to ensure that the City of Dunwoody met the Mayor and City Council’s charge of establishing a partially operational City on December 1, 2008, and later becoming fully operational on January 1, 2009. Boyken is continuing to work with the City Manager and Police Chief to see that the Police Department will be in place by April 1, 2009. By setting up and establishing external private vendors to manage and run the various City departments, Boyken International, has assisted the City in the significant savings to the City budget of approximately \$3 million dollars in just the first year of the City’s operation alone.

Sincerely,

Boyken International, Inc.



Jeffrey S. Jones, PE, CCE
Senior Project Manager