Table L-1: Volume I - Capabilities and Approaches
Proposal Preparation Instructions and Evaluation Criteria

Section L - Instructions	Section M – Evaluation Criteria
EXECUTIVE SUMMARY	
Submit a concise summary of your offer ("Proposal") to meet contract requirements, highlighting its key or unique features and significant risks, excluding cost/price.	Summary material shall not be considered as meeting the requirements of any portion of any other parts of the Proposal.
GENERAL REQUIREMENTS:	
Accountability – Improve measures of performance against contract requirements.	
a) **Management**. Describe your processes to plan and schedule work, track and control cost, identify and manage risk and monitor performance to ensure consistent, high quality services are delivered to the City of Sandy Springs ("City") and its residents.	The City will evaluate the effectiveness, efficiency and feasibility of the proposed approach to planning, tracking and controlling cost, schedule, and risk for all work and monitoring performance to maintain and enhance the quality of services provided.
b) **Performance Measurement**. Describe your approach to measure performance. Identify discrete performance metrics you propose to use to manage overall Contract performance.	The City will evaluate the efficiency and effectiveness of the proposed customer service and performance measurement approaches.
c) **Customer Satisfaction**. Describe your approach to identify, track and resolve customer concerns.	
d) **Changes**. Discuss your approach to Contract change management including how you will identify, control, offset, avoid and/or mitigate actual and potential changes to stay within negotiated task order value. Describe the City's involvement in the change management process.	The City will evaluate the approach to contract change management including the effectiveness at minimizing contract changes and controlling costs to the City. The contract change management process will also be evaluated regarding the extent that the process fosters a collaborative environment with the City.
Responsiveness – Ensure timely response to the City's requests and inquiries.	
a) **Organization**. Describe how you will organize to perform the contract requirements. Summarize the responsibilities of the major elements of your organization structure. Identify all functions to be performed by subcontractors, teaming partners, and/or joint venture partners. Explain how you will manage your team members to ensure their services meet the City's requirements.	The City will evaluate the effectiveness, efficiency and feasibility of the proposed approach to organize its resources to perform the contract requirements. The role and responsibilities of proposed subcontractors, teaming and/or joint venture partners will be evaluated to determine the effectiveness and feasibility of their contribution to deliver the required services. The City will evaluate the effectiveness and efficiency of the approach to manage team members.
b) **Authority and Autonomy**. Describe the relationship between your on-site work package lead and your corporate organization. Discuss the on-site lead's authority and level of autonomy. Describe any requirements for recurring reporting and accountability to your corporate office.	The City will evaluate the on-site work package lead's position within the corporate organization structure with respect to level of autonomy and level of recurring reporting and accountability to corporate.
c) **Communication and Collaboration Strategy**. Describe your communications and collaboration strategy. Show how information will be shared with City staff including the lines of communication between your staff and City personnel.	The City will evaluate the effectiveness of the proposed communications and collaboration strategy that illustrates how information will be shared with the City.
Transparency – Provide greater insight into the cost of services.	
a) **Incumbent Workforce.** Provide a discussion of your plans for recruiting, hiring and retaining qualified personnel throughout the term of the contract.	The City will evaluate the effectiveness of the proposed plan for its ability to attract and retain qualified personnel throughout the term of the contract.
b) **Compensation Policy**. Your compensation plan should identify and discuss salaries, wages and fringe benefits for your employees and the employees of all major subcontractors, teaming partners and/or joint venture partners, if proposed. Any differences in fringe	The City will evaluate the compensation plan to ensure that it reflects a sound management approach and understanding of the contract requirements. This evaluation will include an assessment of your ability to provide uninterrupted high quality work. The

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benefits coverage between working groups of employees should be identified and the anticipated effects explained. An example of a comprehensive fringe benefits package would include health, vision, dental, life, disability, unemployment, workers' compensation, FICA, and retirement benefits. Your compensation plan should clearly identify the individual components of your fringe benefits package. The associated burden rate for this should be no less than 32.5%.	compensation plan proposed will be considered in terms of its impact upon recruiting and retention, its realism, and its consistency with a total plan for compensation. The compensation levels proposed should reflect a clear understanding of work to be performed under the contract and should indicate the capability of the proposed compensation structure to obtain and keep suitably qualified personnel to meet contract objectives. The salary rates or ranges must take into account differences in skills, complexity of various disciplines, and job difficulty. Additionally, proposals envisioning compensation levels lower than those of predecessor contractors for the same work will be evaluated on the basis of maintaining program continuity, uninterrupted high-quality work, and availability of required competent service employees. Offerors are cautioned that lowered compensation for essentially the same work may indicate lack of sound management judgment and lack of understanding of the requirement. The City is concerned with the quality and stability of the work force to be employed to perform the services required by the contract. Compensation that is unrealistically low or not in reasonable relationship to the various job categories may be viewed as evidence of failure to comprehend the complexity of the contract requirements, since it may impair the Contractor's ability to attract and retain competent service employees.
1. **Salaries, Wages and Fringe Benefits**. Discuss how the proposed salaries, wages and fringe benefits for exempt employees and non-exempt employees were established. Describe planned escalations for exempt and non-exempt employees.	
2. **Salaries/Wages by Labor Classification**. Provide salary/wage information for each labor classification proposed using the cost/price templates in Volume III, Cost/Price Proposal. DO NOT INCLUDE SALARY/WAGE DATA IN VOLUME I.	
3. **Fringe Benefits**. Discuss your company's fringe benefit policies and practices regarding health insurance coverage, types of health insurance benefits offered, company share of premium costs, deductibles and co-pays required, effective date of coverage, and anticipated escalation of insurance costs. Describe your policy on assuming health insurance coverage for incumbent employees, including handling pre-existing health conditions.	
4. **Retirement Plans**. Discuss your proposed retirement/savings plans, including what types of plans are offered, how much the company provides toward the plan, and information on vesting of company contributions.	
5. **Paid Time Off**. Describe your paid time off policies including vacation, sick leave, and holidays. Describe your company's payment policies regarding severance pay, overtime pay, holiday pay and any other premium pay anticipated.	
6. **Uncompensated Overtime**. If uncompensated overtime is proposed for exempt employees, discuss the effects of uncompensated overtime on the total compensation plan. Provide a discussion as to whether the uncompensated overtime is voluntary or involuntary. Describe the possible effects that uncompensated overtime will have on employee morale and retention.	
7. **Performance Incentives**. Describe incentives to motivate and reward performance and to encourage the retention of personnel. Describe your overall management approach to attracting and retaining high caliber personnel capable of meeting contract requirements at a high level of excellence.	
8. **Experience with Proposed Compensation Policies**. Provide a discussion of prior experience with the proposed total compensation plan, including such	

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information as the length of time you (or other elements of the company) have used the plan and the turnover experienced with this compensation plan compared to the national average.	
Continuity – Maintain continuous high-level of service throughout contract transition.	
a) **Phase-in Plan**. Submit a phase-in plan detailing the proposed processes and strategies for maintaining continuity of services during the period prior to contract start.	The City will evaluate the phase-in plan for effectiveness, efficiency, feasibility, completeness and level of detail that demonstrates your ability to assume full responsibility for contract performance including the effectiveness of the proposed initial workforce and its ability to provide uninterrupted, continuous, high quality service. The City will evaluate risk in the transition period for impact (likelihood and consequence) and mitigation strategies. Proposals will be evaluated to assess the completeness, comprehension, and technical merit of the proposed phase-in plan and transition activities and approach. Proposals will be evaluated on the realism of assumptions, appropriateness of understanding of external dependencies, and the details in the proposed phasing of transition responsibilities. The evaluation will assess the realism of the proposed schedule and the likelihood for successful performance at the end of the phase-in period. The City will consider the adequacy of the processes to ensure the orderly transition of ongoing work, the proposed phase-in organization, schedule, schedule milestones, staffing plan, alternate/backup staffing plans, subcontracting activities, orientation and training of personnel, and inventory of City-furnished property.
1. **Organization (Phase-in Team)**. Provide a phase-in organization chart with a brief functional statement and proposed staffing for each position.	
2. **Schedule (Phase-in Activities)**. Provide a schedule for all phase-in activities to be accomplished.	
3. **Performance Metrics**. Propose objective measures that can be used to determine if the phase-in activities have been achieved.	
4. **Initial Staffing.** Provide a discussion of your plans for recruiting, hiring and retaining qualified personnel, including any special provisions that your company has regarding the hiring of incumbent employees. Provide a table specifying the number of personnel for your initial workforce from the following categories: incumbent workforce, Offeror's workforce, subcontractor's workforce (if proposed), and new hires. Describe your policy regarding recognition of seniority and protection of current salaries/wages and fringe benefits for incumbent employees.	
5. **Communication and Coordination**. Describe how you will work with the incumbent contractor and City staff, including resources and interfaces expected from each, to ensure an effective transition and continuous service.	
6. **Subcontracting (Implementation)**. Propose controls/procedures to verify that all major subcontracted efforts will be in place as necessary for contract performance.	
7. **Inventory**. Describe how you will complete an inventory of City furnished Property, as described in the contract, implement an appropriate system to account for the property, and sign for accountability of the property prior to start of contract.	
8. **Risk Management**. Discuss the risks associated with your plan and ways to mitigate them.	
b) **Phase-out Plan**. State your commitment and approach to cooperate with the City and incoming contractor(s) should you not be selected for a future follow-on contract or task order(s).	The City will evaluate the effectiveness, efficiency and feasibility of your approach to work with the City and incoming contractors at the expiration of your contract or task order(s).
TASK SPECIFIC REQUIREMENTS:	
Capability – Enhance capability and innovation in providing financial services.	
a) **Technical Approach**. Describe your overall approach and processes to perform the requirements of the contract. Include methods you have used that produced efficiencies resulting in staff reductions and/or significant cost savings. Identify the significant risks associated with the requirements. Discuss the consequences of each risk and your risk mitigation approach.	The City will evaluate how well the Proposal demonstrates understanding of the nature of the work and provides comprehensive and effective solutions to the most significant risks. **CAUTION:** The City neither expects nor encourages a line-by-line discussion of your approach to perform contract (statement of work) requirements; rather, the City

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	is interested in your understanding of the nature of the work and appreciation for significant risks.
b) **Innovation**. The City's goal is to continuously improve the quality of service provided to residents of the City. Your approach to help the City achieve this goal shall include the following:	The City will examine the approach to stay abreast of innovative technologies that improve processes, systems, or techniques required to perform the contract, the process for evaluating and adopting innovations over the course of the contract, and the innovation proposed to be implemented during the initial contract period of performance. The City will evaluate proposed innovations for their feasibility and suitability to be implemented in the City.
1. **Identifying Innovative Technologies**. Describe how you will stay abreast of innovative technologies to improve processes, systems, or techniques required to perform contract requirements.	
2. **Evaluating and Adopting Innovations**. Explain your process for evaluating and adopting innovative technologies.	
3. **Implementing Proposed Innovations**. Discuss any innovations you propose to implement during the initial contract period of performance. Explain how these innovations achieve efficiencies that could lead to an overall cost savings. Provide supporting rationale for your claims.	
c) **Staffing**. Your staffing proposal shall present the number and skills of the personnel you propose to perform contract requirements and shall include:	The City will evaluate staffing based on the following:
1. **Skill Mix (Labor Categories and Number of Personnel)**. Define the number of personnel by labor category you propose to perform the services required by the contract. Use the labor categories presented in Section J - Attachment 02. Also see the Position Allocation Chart, Attachment L-5 and paragraph L.8.9.1, *Contract Labor Categories,* of *Section L – Instructions, Conditions, and Notices to Offerors* for historical staffing information. <u>NOTE</u>: The Position Allocation Chart, Attachment L-5, and paragraph L.8.9.1, *Contract Labor Categories*, of *Section L – Instructions, Conditions, and Notices to Offerors*, are not intended to influence your proposed staffing levels; however, this information is provided to assist you in determining the general overall scope and development of your management and technical approaches. You shall develop staffing levels that support your unique proposed management and technical approaches and provide supporting rationale in narrative form.	The City will evaluate your understanding of the labor categories and skill mix necessary to perform the requirements of the contract for effectiveness, soundness, feasibility, and efficiency.
2. **Staffing Rationale**. Explain your rationale for the skill mix and number of personnel you propose. Include sufficient narrative to convince the City your staffing level and skill mix are realistic for the technical and management approach you propose.	The City will evaluate the rationale for the proposed skill mix and number of personnel for suitability and efficiency to perform the contract requirements.
3. **Assumptions**. Describe all assumptions you made regarding the General and Task Specific requirements of the RFP that influenced the staffing level and skill mix you proposed.	The City will evaluate assumptions for reasonableness and their impact on the proposed skill mix and number of personnel.
d) **Key Positions/Key Personnel**. Identify positions and personnel key to your organization in performing contract requirements. Include key personnel resumes and commitments from personnel identified to be key to successful contract performance.	The City will evaluate the selection of key positions for their effectiveness in controlling and contributing to the critical aspects of contract performance. The City will evaluate the proposed key personnel on their education, experience and qualifications, past performance, commitment, and overall capability to
1. **Key Positions**. Identify the positions whose duties are critical to successful contract performance. Provide rationale for designating them as "key positions"	

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including primary duties, responsibilities and qualification criteria.	determine if they are appropriate for the positions and capable of performing the areas proposed.
2. **Key Personnel**. List your proposed key personnel, i.e., the individuals you propose to assign to each key position. Describe why they are qualified for their position. Indicate the percentage of time each key person will devote to his or her position.	
3. **Key Personnel Resumes**. Submit a *Key Personnel Resume* (see Attachment L-1) for each key person you propose.	
4. **Commitment Letters**. Submit signed commitment letters from all key personnel. Each commitment letter shall state whether the key person is being proposed as key personnel on any other concurrent proposal.	
e) **Property**. Identify the necessary furniture, fixtures, supplies, equipment, vehicles and IT systems (computers, workstations, copiers, printers, etc.), including quantity and rationale, to implement your proposed approach to accomplish the contract requirements.	The City will evaluate the property response for reasonableness and consistency with your technical approach and staffing plan.