CONTRACT

THIS CONTRACT, executed this 10th day of July 2019, by and between the **Consolidated Government of Columbus, Georgia**, hereinafter called the "City", and **The Leadership Institute at Columbus State University**, hereinafter called the "Contractor".

WITNESSETH:

That in consideration of the mutual covenants, obligations, and terms set-forth in the attached proposal and specifications, the parties hereby agree as follows:

1. That the Contractor met all proposal requirements and was evaluated most responsive for providing **Course Instructors for the Department of Human Resources/The Learning Center (Annual Contract)**, per **RFP No. 19-0003**, and was awarded the Contract by Columbus City Council on Tuesday, June 18, 2019, Resolution No. 187-19, for the initial term of two years, beginning June 18, 2019 through June 17, 2021, with the option to renew for three (3) additional twelve-month periods, for furnishing the same in accordance with the specifications prepared by the City and the proposal of the Contractor.

2. The Contractor will, at its own cost and expense, furnish all tools, materials and labor required to be furnished, provide all related services required, and meet all other requirements or conditions imposed, all strictly in accordance with the City's Business Requirements, the City's Request for Proposals, dated March 19, 2019 (and all addenda thereto), the Contractor's bid dated April 24, 2019 and the proposal clarification documents which are attached hereto as exhibits "A", "B", "C" and "D" respectively, and which are by reference made a part hereof to the same extent as if fully set out herein.

3. On the faithful performance of this Contract by the Contractor, the City will pay the Contractor in accordance with the terms and on the conditions stated in this Contract and the exhibits attached to and by reference made a part hereof.

FORM 5

CONTRACT SIGNATURE PAGE

COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT) RFP NO. 19-0003

THE UNDERSIGNED HEREBY DECLARES THAT HE HAS/THEY HAVE CAREFULLY EXAMINED THE SPECIFICATIONS HEREIN REFERRED TO AND WILL PROVIDE ALL EQUIPMENT, TERMS AND SERVICES TO THE CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA.

Shana D. Young
Witness as to the signing of the contract

Janescia L. Harvey
Witness as to the signing of the contract

(Corporate seal, if applicable)

By: ________ 10/4/18
Signature of Authorized Representative Date

ED Helton
Print Name and Title of Signatory

Company: Columbus State University

Company Ordering Address

3100 Gentian Blvd
Columbus, GA 31907
Contact: Janescia Harvey
Contact Email: harvey-janescia@columbusstate.edu
Telephone: (706)569-3062 Fax: ________

Company Payment Address

4225 University Avenue
Columbus, GA 31907
Contact: Anna Brooks
Contact Email: brooks-anna@columbusstate.edu
Telephone: (706)507-8901 Fax: ________

CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA

Accepted this 16th **day of** July **20**19

____
Isaiah Hugley, City Manager

ATTEST:

____
Sandra T. Davis **Clerk of Council**

APPROVED AS TO LEGAL FORM:

Clifton C. Fay, City Attorney
Clifton C. Fay, City Attorney

EXECUTION AUTHORIZED
By Resolution No. 187-19
____
Clerk of Council

****COMPLETE AND RETURN THIS PAGE WITH SEALED PROPOSAL****

A RESOLUTION

NO. 187-19

A RESOLUTION AUTHORIZING THE EXECUTION OF AN ANNUAL CONTRACT WITH THE LEADERSHIP INSTITUTE AT COLUMBUS STATE UNIVERSITY (COLUMBUS, GA) FOR INSTRUCTION SERVICES ON AN "AS-NEEDED" BASIS. THE CONTRACTOR WILL PROVIDE INSTRUCTORS TO TEACH NEW AND INNOVATIVE TRAINING THAT WILL BE BENEFICIAL TO CITY EMPLOYEES THAT WILL INCLUDE, BUT NOT LIMITED TO: BUSINESS WRITING, MEETING PLANNING, DOCUMENTATION, EVALUATIONS AND DISCIPLINE, PROJECT MANAGEMENT, INTERVIEWING, FIRING AND HIRING, WORKPLACE SAFETY, SEXUAL HARASSMENT AND DISCRIMINATION, CUSTOMER SERVICES, AS WELL AS MEDIA RELATIONS. THE DEPARTMENT HAS $15,000.00 IN THE FY20 BUDGET FOR THIS PROJECT, AND THE RECOMMENDED VENDOR'S COST PROPOSAL IS WITHIN THE BUDGETED AMOUNT.

WHEREAS, an RFP was administered (RFP No. 19-0003) and fourteen proposals were received; and,

WHEREAS, the proposal submitted by The Leadership Institute at Columbus State University (Columbus, GA) met all proposal requirements and was evaluated responsive to the RFP, and,

WHEREAS, the term of this contract shall be for two (2) years with the option to renew for three (3) additional twelve-month periods.

NOW, THEREFORE, THE COUNCIL OF COLUMBUS, GEORGIA, HEREBY RESOLVES AS FOLLOWS:

That the City Manager is hereby authorized to execute a contract with The Leadership Institute at Columbus State University (Columbus, GA) for instruction services on an "as-needed" basis. The Contractor will provide instructors to teach new and innovative training that will be beneficial to City employees that will include, but not limited to: Business Writing, Meeting Planning, Documentation, Evaluations and Discipline, Project Management, Interviewing, Firing and Hiring, Workplace Safety, Sexual Harassment and Discrimination, Customer Services, as well as Media Relations. Funds will be budgeted each fiscal year for this on-going expense; General Fund - Human Resources – Human Resources – Consulting Services, 0101-220-2100-HRDR-6315; General Fund - Human Resources – Human Resources – Contractual Services, 0101-220-1000-HRDR-6319.

Introduced at a regular meeting of the Council of Columbus, Georgia, held the 18th day of June 2019, and adopted at said meeting by the affirmative vote of nine members of said Council.

Councilor Allen voting	YES.
Councilor Barnes voting	ABSENT.
Councilor Crabb voting	YES.
Councilor Davis voting	YES.
Councilor Garrett voting	YES.
Councilor House voting	YES.
Councilor Huff voting	YES.
Councilor Thomas voting	YES.
Councilor Turner Pugh voting	YES.
Councilor Woodson voting	YES.

Sandra T. Davis, Clerk of Council

B.H. "Skip" Henderson III, Mayor

EXHIBIT A

Columbus Consolidated Government

Course Instructors for the Department of Human Resources/
The Learning Center (Annual Contract)

Business Requirements

RFP No. 19-0003

FORM 2

CONTRACTOR AFFIDAVIT

E-VERIFY / GEORGIA SECURITY & IMMIGRATION COMPLIANCE ACT

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of ***Columbus Consolidated Government*** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical 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(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

46301 September 26th, 2018

Company ID Number *(numerical, 4-7 digits)* Date of Authorization

**See https://e-verify.uscis.gov/emp/vislogin.aspx?JS=YES to access your E-Verify Company Identification Number.

Columbus State University

Name of Contractor

Course Instructors for the Department of HR/The Learning Center (Annual Contract)

Name of Project

Columbus Consolidated Government

Name of Public Employer

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

Executed on September 26th 2018 in Columbus (city), GA (state).

Annelle Brown

Signature of Authorized Officer or Agent

Annelle Brown Acting Director HR

Printed Name and Title of Authorized Officer or Agent

Subscribed and sworn before me on this the 26th day of September, 2018.

Tara Beard

NOTARY PUBLIC

My Commission Expires:

5/26/2020

TARA BEARD NOTARY PUBLIC MUSCOGEE COUNTY GEORGIA COMMISSION EXPIRES MAY 26, 2020

A properly completed, notarized E-Verify Affidavit must be included with sealed proposal; failure to do so will render the firm's proposal non-responsive and ineligible for further consideration.

"GEORGIA SECURITY AND IMMIGRATION COMPLIANCE"
Subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(3)

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with

Columbus State University
(Name Of Contractor)

on behalf of *Columbus Consolidated Government* has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five business days of receipt, a copy of the notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

46301
Federal Work Authorization User Identification Number

September 26th, 2018
Date of Authorization

N/A
Name of Subcontractor

Course Instructors for the Department of HR/The Learning Center (Annual Contract)
Name of Project

Columbus Consolidated Government
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.
Executed on Sept. 26th, 2018 in Columbus (city), GA (state).

Annette Brown
Signature of Authorized Officer or Agent

Acting Director HR Annette Brown
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE 26th DAY OF September, 2018

Tara Beard
NOTARY PUBLIC
My Commission Expires:
5/26/2020

TARA BEARD NOTARY PUBLIC MUSCOGEE COUNTY, GEORGIA COMMISSION EXPIRES MAY 26, 2020

"GEORGIA SECURITY AND IMMIGRATION COMPLIANCE"
Sub-subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(4)

By executing this affidavit, the undersigned sub-subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract for

N/A

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)

and

Columbus State University

(Name of Contractor)

on behalf of *Columbus Consolidated Government* has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned sub-subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned sub-subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the sub-subcontractor with the information required by O.C.G.A. § 13-10-91(b). The undersigned sub-subcontractor shall submit, at the time of such contract, this affidavit to

N/A

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)

Additionally, the undersigned sub-subcontractor will forward notice of the receipt of any affidavit from a sub-subcontractor to N/A

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)

Sub-subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

46301

Federal Work Authorization User Identification Number

September 26th, 2018

Date of Authorization

N/A

Name of Sub-subcontractor

Course Instructors for the Department of HR/The Learning Center (Annual Contract)

Name of Project

Columbus Consolidated Government

Name of Public Employer

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

Executed on Sept. 26, 2018 in Columbus (city), GA (state).

Annette Brown

Signature of Authorized Officer or Agent

Annette Brown Acting HR Director

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME

ON THIS THE 26th DAY OF September, 2018

Tara Beard

NOTARY PUBLIC

My Commission Expires:

5/26/2020

TARA BEARD NOTARY PUBLIC COMMISSION EXPIRES MAY 26, 2020 MUSCOGEE COUNTY, GEORGIA

Brian P. Kemp
Governor

J. Alexander Atwood
Commissioner

July 11, 2019

Re: State of Georgia Self-Insurance Programs

To Whom It May Concern:

Please be advised, the Georgia Tort Claims Act (O.C.G.A. 50-21-20 *et seq.*) provides a limited waiver
of sovereign immunity for claims against the State of Georgia arising from certain negligent acts or omissions of 'state officers or employees' up to a maximum damage amount of $1,000,000 per person, $3,000,000 per occurrence. The Georgia Tort Claims Act mandates that the Department of Administrative Services insures or self-insures and administers all claims brought against a state agency or agencies under this Act.

If a claim brought under the Georgia Tort Claims Act goes into litigation, the State Attorney General's
Office has primary control over the case and constitutionally is only able to provide counsel for state
agencies and their employees.

Accordingly, as a general rule, the State of Georgia will not add a private, non-state entity or individual as an additional insured and/or loss payee under the state's self-insurance programs administered by the Department of Administrative Services.

Should you have any further questions, please do not hesitate to contact me.

Sincerely,

Wade E. D

Wade E. Damron
Director
DOAS, Risk Management Services Division

Risk Management Services
Phone: 404-656-6245
200 Piedmont Avenue SE · Suite 1220 West Tower · Atlanta, Georgia 30334-9010
Fax: 404-657-1188
www.doas.ga.gov

STATE OF GEORGIA
DEPARTMENT OF ADMINISTRATIVE SERVICES
CERTIFICATE OF INSURANCE

Name and Address of Agency	**Coverages Afforded By:**		
Department of Administrative Services Risk Management Services 200 Piedmont Avenue SE Suite 1208 West Tower Atlanta, Georgia 30334-9010	Company Letter	A	State of Ga. Risk Management Services
	Company Letter	B	Great American Insurance Company
Name and Address of Insured BOR-Columbus State University 4225 University Ave. Columbus,GA 31907	Company Letter	C	
	Company Letter	D	
	Company Letter	E	

This certificate is given as a matter of information only and confers no rights upon the certificate holder. 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 policy(ies) described herein is subject to all the terms, exclusions and conditions of such policy(ies). This certificate does not amend, extend or otherwise alter the coverages afforded by the policy(ies) described herein.

COMPANY LETTER	TYPES OF INSURANCE	POLICY NUMBER	POLICY EXPIRES	LIMITS APPLY SEPARATELY PER POLICY
A A	COV. LIABILITY (GL, MEDICAL MALPRACTICE) A TORT CLAIMS LIABILITY POLICY. State agency or Authority is insured When sued in state courts. B EMPLOYEE LIABILITY POLICY. Employee is insured when sued Individually. C STATE AUTHORITY POLICY. Coverage applies when Authority. is sued in federal court	TCP 401-14-19 CGL 401-14-19	6/30/2019 6/30/2019	BODILY INJURY & PROPERTY DAMAGE & PERSONAL INJURY COMBINED PER PERSON $1,000,000 AGGREGATE $3,000,000 OCCURRENCE POLICIES (X)
A	Contractual and/or Additional Insured Coverage applies to Certificate Holder if policy A ____ B ____ C ____ is checked			
	COV. AUTOMOBILE LIABILITY COVERAGE D Owned, rented, and non-owned automobiles when Agency or Authority is sued in state court or employee is sued in federal court	TCP 401-14-19	6/30/2019	C.S.L PER PERSON $1,000,000 AGGREGATE $3,000,000
	E Physical Damage Coverage			Other than Coll. 500 Ded. Coll. 500 Ded.
	F Excess Authority Coverage when Authority is sued in federal court G Excess Contractual and /or additional insured coverage when certificate holder is sued in federal or state court yes ____ no ____			LIMITS SHOWN INCLUDE THE LIMITS OF LIABILITY SHOWN UNDER COVERAGES C-D FOR AUTHORITIES ONLY SINGLE LIMIT LIABILITY:
A	H WORKER'S COMP. COVERAGE	SELF-INSURED	NONE	STATUTE
B	COV. MISC. COVERAGE I Property J Other Fidelity Bond	**GVT 554-39-95-18**	**6/30/2019**	**$50,000,000**

DESCRIPTION OF OPERATIONS/LOCATIONS/VEHICLES
Contractual Liability is NOT provided and the Certificate Holder is NOT an additional insured. Coverage applies to state employees while performing state assigned duties.

CANCELLATION:
In the event of cancellation of the policy(ies) described herein, Risk Management Services will endeavor to provide 30 days written notice to the certificate holder, however Risk Management Services assumes no legal responsibility for failure to do so.

NAME AND ADDRESS OF CERTIFICATE HOLDER		DATE ISSUED: **06/15/2018**
TO WHOM IT MAY CONCERN		Wade E. D[illegible] AUTHORIZED REPRESENTATIVE

Form **W-9**
(Rev. November 2017)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▶ Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

Print or type.
See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.
Columbus State University

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only one of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ ________

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is not disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶ Higher Education

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) 3

Exemption from FATCA reporting code (if any) ________

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.
4225 University Avenue

Requester's name and address (optional)

6 City, state, and ZIP code
Columbus, Georgia 31907

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN,* later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number
[ ][ ][ ] – [ ][ ] – [ ][ ][ ][ ]

or

Employer identification number
Redacted

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here Signature of U.S. person ▶ Date ▶ 1/2/18

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9.*

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*

COLUMBUS STATE
UNIVERSITY

Vice President for Business and Finance

Sandra Chandler, Buyer

Columbus Consolidated Government

Finance Department / Purchasing Division

100 10th Street, 5th Floor

Columbus, GA 31901

Dear Ms. Chandler:

I understand that the Leadership Institute at Columbus State University has been awarded a contract with the City of Columbus. As a part of the requested information, the Leadership Institute was asked to provide a business license. Columbus State University is a public, post-secondary higher education learning institution within the University System of Georgia. This precludes Columbus State University from obtaining business licenses in the state of Georgia.

If other information is required, please let me know.

Sincerely,

J Thomas Helton

J. Thomas Helton, Vice President for Business and Finance

Columbus State University

TEL: (706) 507-8900
4225 University Avenue • Columbus, GA • 31907-5645 • www.ColumbusState.edu
University System of Georgia

<u>EXHIBIT B</u>

Columbus Consolidated Government

Course Instructors for the Department of Human Resources/
The Learning Center (Annual Contract)

Request for Proposals

RFP No. 19-0003

COLUMBUS CONSOLIDATED GOVERNMENT

Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-225-4105, Fax 706-225-3033
BidLine 706-225-4536
www.columbusga.org

October 16, 2018

Addendum No. Four

Course Instructors for the Department of HR/
The Learning Center (Annual Contract)
RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.
Initials:____________________ Company:____________________________

Vendors are informed that the above subject Request for Proposal (RFP) is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. City's response to submitted request for clarification:

1. Question: *"On page 13 under General Requirements, item b, it mentions "assist with marketing of classes". How much of the vendor's time would be needed for marketing for each course? It also mentions the requirement to 'distribute flyers'. How and where would you want the vendor to distribute flyers?"*

   Response: **The term 'marketing' refers to flyers, electronic or paper, which will be used to generate interest in the specified class. The vendor will be responsible for providing flyers to The Learning Center's point of contact at least 2 weeks in advance of the date of the class; all flyers are subject to editing. Time needed is dependent upon the vendor's ability to perform this task. The City will distribute flyers to employees on behalf of the vendor.**

2. Question: *"You indicated that the required insurance coverage is as follows:*
   - *Worker's Compensation and Employer's Liability*
   - *General Liability Premises/Operations*
   - *Independent Contractors and Sub-Contractors*
   - *Owned/Hired/Non-Owned Vehicles/Employer non ownership*
   - *Professional Liability*

   Are ALL the above insurance required for this particular bid? Or, if you do not have any employees and will not be sub-contracting, is General Liability insurance sufficient for this bid?"

Response:

- Worker's Compensation and Employer's Liability – **per Statutory requirements employers with three or more persons are required to provide Worker's Compensation Coverage. Consequently, if you have no employees you are not required to have this insurance.**
- General Liability Premises/Operations – **Required**
- Independent Contractors and Sub-Contractors – **Provide coverage only if you will be using Sub-Contractors**
- Owned/Hired/Non-Owned Vehicles/Employer non ownership - **Required**
- Professional Liability – **Not Required**

General Liability insurance is sufficient for this bid if you do not have any employees and will not be sub-contracting. Please complete and return the attached REVISED INSURANCE CHECKLIST.

B. Addendum Acknowledgement

Indicate that your company has received this Addendum in the appropriate areas and include with sealed Bid. **Failure to acknowledge receipt of this addendum may render your Proposal "Incomplete".**

Andrea J. McCorvey
Purchasing Division Manager

FORM 1

REVISED
INSURANCE CHECKLIST

RFP No. 19-0003
COURSE INSTRUCTORS FOR THE
DEPARTMENT OF HR/THE LEARNING CENTER
(ANNUAL CONTRACT)

CERTIFICATE OF INSURANCE MUST SHOW ALL COVERAGE AND ENDORSEMENTS INDICATED BY "X"

CSL = Combined Single Limit; BI = Bodily Injury; PD=Property Damage

	Required Coverage(s)	Limits (Figures denote minimums)	Bidders Limits/Response
X	1. Worker's Compensation and Employer's Liability	STATUTORY REQUIREMENTS	
	Comprehensive General Liability		
X	2. General Liability Premises/Operations	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
X	3. Independent Contractors and Sub - Contractors	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	4. Products Liability	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	5. Completed Operations	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	6. Contractual Liability (Must be shown on Certificate)	$ 1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	Automobile Liability		
X	7. *Owned/Hired/Non-Owned Vehicles/ Employer non ownership	$1 Million BI/PD each Accident, Uninsured Motorist	
	Others		
	8. Miscellaneous Errors and Omissions	$1 Million per occurrence/claim	
	9. Umbrella/Excess Liability	$1 Million Bodily Injury, Property Damage and Personal Injury	
	10. Personal and Advertising Injury Liability	$1 Million each offense, $1 Million annual aggregate	
	11. Professional Liability	$1 Million per occurrence/claim	
	12. Architects and Engineers	$1 Million per occurrence/claim	
	13. Asbestos Removal Liability	$2 Million per occurrence/claim	

	Required Coverage(s)	Limits (Figures denote minimums)	Bidders Limits/Response
	14. Medical Malpractice	$1 Million per occurrence/claim	
	15. Medical Professional Liability	$1 Million per occurrence/claim	
	16. Dishonesty Bond		
	17. Builder's Risk	Provide Coverage in the full amount of contract	
	18. XCU (Explosive, Collapse, Underground) Coverage		
	19. USL&H (Long Shore Harbor Worker's Compensation Act)		
	20. Contractor Pollution Liability	$2 Million per occurrence/claim	
	21. Environmental Impairment Liability	$2 Million per occurrence/claim	
	22. Pollution	$2 Million per occurrence/claim	
X	23. Carrier Rating shall be Best's Rating of A-VII or its equivalents		
X	24. Notice of Cancellation, non-renewal or material change in coverage shall be provided to City at least 30 days prior to action.		
X	25. The City shall be named Additional Insured on all policies		
X	26. Certificate of Insurance shall show Bid Number and Bid Title		

*If offeror's employees will be using their privately owned vehicles while working on this contract and are privately insured, please state that fact in the **Bidders Limits/Response** column of the insurance checklist.

BIDDER'S STATEMENT:

If awarded the contract, I will comply with contract insurance requirements and provide the required Certificate of Insurance.

BIDDER NAME:____

AUTHORIZED SIGNATURE:____

COLUMBUS CONSOLIDATED GOVERNMENT

Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-653-4105, Fax 706-653-4109
BidLine 706-225-4536
www.columbusga.org

October 9, 2018

Addendum No. Three

Course Instructors for the Department of HR/
The Learning Center (Annual Contract)
RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.
Initials:__________________ Company:____________________________

Vendors are informed that the above subject Request for Proposal (RFP) is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. City's response to submitted request for clarification:

1. Question: *"Can we request a site visit to get a lay of the environment, equipment provided and people overseeing project? If yes, who will be the point of contact?"*

   Response: **Any entity may schedule a site visit. Corey Jones will be the point of contact and can be contacted at 706-225-3642, or CoreyJones@columbusga.org.**

2. Question: *"Who is the point of contact the instructor will be assisting for the marketing portion of this solicitation?"*

   Response: **Corey Jones will be the point of contact for everything concerning instructions/training/courses.**

3. Question: *"Is The Learning Center looking exclusively for vendors with existing content in every subject area, or does the project support the design and development of new curriculum customized to the audience and the needs of the business?"*

   Response: **We are looking for vendors that can support all or part of the subject area. We are open to new curriculum.**

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4. Question: *"Is The Learning Center open to a combination of existing content and customized curriculum?"*

   Response: **Yes, some classes are similar and can be combined/customized.**

5. Question: *"The Scope of Services indicates a 1 instructor per 25 employees' ratio. Has that changed to 30?"*

   Response: **The scope has not changed. Addendum No. One erroneously stated that class size will be limited to 30. The correct response is that class size is as it is stated in the RFP, Section IV. Scope of Services, item b, on page 14.**

B. Addendum Acknowledgement

Indicate that your company has received this Addendum in the appropriate areas and include with sealed Bid. **Failure to acknowledge receipt of this addendum may render your Proposal "Incomplete".**

Andrea J. McCorvey
Purchasing Division Manager

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COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

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www.columbusga.org

October 4, 2018

Addendum No. Two

Course Instructors for the Department of HR/
The Learning Center (Annual Contract)
RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.

Initials:____________________ Company:____________________________

Vendors are informed that the above subject Request for Proposal (RFP) is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. Due Date Extension

The RFP due date is changed; sealed proposals must be time/date stamped by the Finance Department/Purchasing Division no later than **5:00 PM on Friday, October 19, 2018**.

B. City's response to submitted request for clarification:

The City has received several questions/requests for clarification, and shall respond as soon as possible in a forthcoming addendum.

C. Addendum Acknowledgement

Indicate that your company has received this Addendum in the appropriate areas and include with sealed Bid. **Failure to acknowledge receipt of this addendum may render your Proposal "Incomplete".**

Andrea J. McCorvey
Purchasing Division Manager

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COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 Tenth Street, P. O. Box 1340
Columbus, Georgia 31902-1340
706-653-4105, Fax 706-653-4109
BidLine 706-225-4536
www.columbusga.org

September 21, 2018

Addendum No. One

Course Instructors for the Department of HR/ The Learning Center (Annual Contract) RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.
Initials:________________ **Company:**____________________

Vendors are informed that the above subject Request for Proposal (RFP) is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. Correction to email link for submitting questions:

The email link was erroneously stated in the RFP as bidopportunities@columbusga.gov. The correct email link is bidopportunities@columbusga.org. We apologize for any inconvenience this error may have caused.

B. City's response to submitted request for clarification:

1. Question: *"A few courses were listed in the RFP. What courses is the HR Dept in need of instructors for? Are they looking for the vendors to recommend courses? Are other courses needed?"*

   Response: **The listed classes are what we are requesting, but not limited to those classes only. Vendors may recommend courses. We are open to new training.**

2. Question: *"Does your organization have a class size limit?"*

   Response: **Class size will be limited to 30.**

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3. Question: *"How are these courses being taught today, and are they structured as a single day class, or a series of classes per course?"*

   Response: **Courses are currently structured with a single day of instruction. Classes can be a 2-part session if it exceeds four (4) hours of instruction.**

4. Question: *"Are classes held during work hours?"*

   Response: **Classes are typically held during regular work hours. In some instances, provisions will be made for those on rotating shifts.**

5. Question: *"Is there an existing catalog of classes that are being taught? If so, how are they structured?"*

   Response: **There is currently no existing catalog of classes. The following classes are currently being taught in-house: Performance and Review, Microsoft Office (PPT, Word, Publisher, Access, Excel), Harassment, Work Place Violence, HR Law, Effective Leadership, and Business Writing.**

6. Question: *"Are the courses currently being taught by in-house instructors or contracted out?"*

   Response: **Classes are currently taught by the Training manager (in-house).**

7. Question: *"What is the overall budget for this project?"*

   Response: **An overall budget has not been set.**

8. Question: *"Are the courses mandated by any government entity such as OSHA courses for regulatory requirements?"*

   Response: **No classes or courses are mandated.**

9. Question: *"Who will receive the training (hourly employees, salaried employees, or combination) and will this training be voluntary or mandatory attendance?"*

   Response: **All employees, regardless of employment status, will be eligible to attend training.**

10. Question: *"Will there be a preliminary schedule provided for the classes? Does the class require 25 participants to become an active class?"*

    Response: **Classes are scheduled as time allows. Currently, there is no set schedule, but some classes have been scheduled. Classes will be taught more than once a year. The minimum for a class is 10, and the maximum will be 30. The cost will not be based on number of participants.**

11. Question: *"Will there be any outside stakeholders attending the class outside of the government employees?"*

    Response: **Currently there are none.**

C. Addendum Acknowledgement

Indicate that your company has received this Addendum in the appropriate areas and include with sealed Bid. **Failure to acknowledge receipt of this addendum may render your Proposal "Incomplete".**

Andrea J. McCorvey
Purchasing Division Manager

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

Submitted for your review. Thanks, Sandra

Received

FINANCE DEPARTMENT
PURCHASING DIVISION

)x 1340
2-1340
5-3033

September 5, 2018

REQUEST FOR PROPOSALS: **RFP No. 19-0003**	Qualified vendors are invited to submit sealed proposals, subject to conditions and instructions as specified, for the furnishing of: **COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT)**
GENERAL SCOPE	The Department of HR/The Learning Center is seeking multiple contractors to provide instructors in various training modules to employees interested in growing and developing their skills within the Columbus Consolidated Government. Training will be conducted on an 'as needed' basis.
DUE DATE	**OCTOBER 12, 2018 – 5:00 PM (EASTERN)** Sealed proposals must be received and date/time stamped on or before the due date by the Purchasing Division of Columbus Consolidated Government, located in the Finance Department, 5th Floor, Government Center, 100 Tenth Street, Columbus, Georgia.
ADDENDA	**IMPORTANT INFORMATION** The Purchasing Division will post addenda (if any) for this project at https://www.columbusga.gov/finance/purchasing/docs/opportunities/Bid_Opportunities.htm. **It is the vendors' responsibility to periodically visit the web page for addenda, before the due date and prior to submitting a proposal.**
NO PROPOSAL SUBMISSION	*If you are not interested in this solicitation, please complete and return page 3.*

Andrea J. McCorvey
Purchasing Division Manager

IMPORTANT INFORMATION
E-Notification

Effective December 31, 2014, Columbus Consolidated Government (the City) discontinued mailing postcard notifications to its registered vendors, and began using the Georgia Procurement Registry e-notification system.

You must register with the Team Georgia Marketplace/Georgia Procurement Registry to receive future procurement notifications at **http://doas.ga.gov/Suppliers/Pages/SupplierStart.aspx**.

If you have any questions or encounter any problems while registering, please contact the Team Georgia Marketplace Procurement Helpdesk:

Telephone: 404-657-6000

Fax: 404-657-8444

Email: procurementhelp@doas.ga.gov

STATEMENT OF "NO PROPOSAL SUBMISSION"

Notify the Purchasing Division if you do not intend to submit a Proposal:

Email bidopportunities@columbusga.gov ***or*** return this form, via fax or mail, to:
Fax number (706) 225-3033
Attn: Sandra Chandler, Buyer I
Columbus Consolidated Government
Purchasing Division
P. O. Box 1340
Columbus, Georgia 31902-1340

We, the undersigned decline to submit a proposal for **RFP NO. 19-0003** for **Course Instructors for the Department of HR/The Learning Center (Annual Contract)** for the following reason(s):

______Specifications are too "tight", i.e. geared towards one brand or manufacturer (explain below)
______There is insufficient time to respond.
______We do not offer this product and/or service.
______We are unable to meet specifications.
______We are unable to meet bond requirements.
______Specifications are unclear (explain below).
______We are unable to meet insurance requirements.
______Other (specify below)

Comments:____

____

____

____

COMPANY NAME: ____________________________________

ADDRESS: ____

____

AGENT: ____

DATE: ____

EMAIL: ____

PROPOSALS WILL BE EVALUATED IN ACCORDANCE WITH THE PROCEDURES AS OUTLINED BELOW IN SECTIONS 3-110 OF THE PROCUREMENT ORDINANCE. ALL PROPOSALS WILL BE KEPT CONFIDENTIAL.

3-110 <u>Competitive Sealed Proposals (Competitive Sealed Negotiations) For Equipment, Supplies or Professional Services - $10,000 and Above</u>

(1) <u>Conditions for Use</u>

When the Purchasing Division Manager determines that the use of competitive sealed bidding for any procurement is either not practicable or not advantageous to the City, a contract may be entered into using the competitive sealed proposals (negotiation) method. In addition, the competitive sealed proposal process shall be used for the procurement of professional services.

The competitive sealed proposal process may be used for procurements with an estimated total cost less than $10,000, if deemed to be in the best interest of the City. If the total cost can be determined, the authority to approve such solicitations will be as prescribed by Article 3-104, <u>Purchasing Limits.</u> If, due to the required services, a total cost cannot be determined then the award recommendation will be approved by Council.

A. <u>Request for Proposals</u>

Proposals shall be solicited through Request for Proposals. The Purchasing Division shall establish the specifications with the using agency and set the date and time to receive proposals. The request for proposal shall include a clear and accurate description of the technical requirements for the service or item to be procured.

B. <u>Public Notice</u>

Adequate public notice of the Request for Proposals shall be given in the same manner as provided under the section titled "Competitive Sealed Bids."

C. <u>Receipt of Proposals</u>

Proposals must be received by the deadline date established. No public opening will be held. No proposals shall be handled so as to permit disclosure of the identity of any offeror or the contents of any proposal to competing offerors during the process of discussion. A register of proposals shall be prepared as part of the contract file, and shall contain the name of each offeror, the number of modifications received (if any), and a description sufficient to identify the item offered. The register of proposals shall be open for public inspection only after contract award.

D. Evaluation Factors.

The Request for Proposals shall identify all significant evaluation factors (including price or cost) and their relative importance. Mechanisms shall be established for technical evaluation of the proposals received, determinations of responsible offerors for the purpose of written or oral discussions, and selection for contract award.

E. Discussion with Responsible Offerors and Revisions to Proposals

As provided in the Request for Proposals, discussions (negotiations) may be conducted with responsible offerors who submit proposals determined to be reasonably susceptible of being selected for award, to assure full understanding of and conformance to the solicitation requirements. All qualified, responsible offerors shall be given fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of the identity of competing offerors or any information derived from proposals submitted by competing offerors. If only one proposal response is received, then the award recommendation shall be to the single offeror, if the offeror meets all requirements.

F. Award.

After negotiations, the award recommendation must be presented to Columbus City Council for final approval. Award will be made to the responsible offeror whose proposal is determined to be the most advantageous to the City, taking into consideration total cost (if determined) and all other evaluation factors set forth in the Request for Proposals.

After Council approval, a contract based on the negotiations (if negotiations were necessary) will be drawn and signed by all necessary parties. If Council does not approve the award, further negotiations may take place with the recommended offeror or negotiations will begin with the next most qualified offeror. The contract file shall contain the basis on which the award is made.

After contract award, the contract file will be made public. Offerors will be afforded the opportunity to make an appointment to review the contract file.

<u>DO YOU HAVE QUESTIONS, CONCERNS OR NEED CLARIFICATION ABOUT THIS SOLICITATION?</u>

COMMUNICATION CONCERNING ANY SOLICITATION CURRENTLY ADVERTISED MUST TAKE PLACE IN WRITTEN FORM AND ADDRESSED TO THE PURCHASING DIVISION.

ALL QUESTIONS OR CLARIFICATIONS CONCERNING THIS SOLICITATION SHALL BE SUBMITTED IN WRITING. THE CITY WILL NOT ORALLY OR TELEPHONICALLY ADDRESS ANY QUESTION OR CLARIFICATION REGARDING BID/PROPOSAL SPECIFICATIONS. IF A VENDOR VISITS OR CALLS THE PURCHASING DIVISION WITH SUCH QUESTIONS, HE OR SHE WILL BE INSTRUCTED TO SUBMIT THE QUESTIONS IN WRITING.

<u>ALL CONTACT CONCERNING THIS SOLICITATION SHALL BE MADE THROUGH THE PURCHASING DIVISION</u>. BIDDERS SHALL NOT CONTACT CITY EMPLOYEES, DEPARTMENT HEADS, USING AGENCIES, EVALUATION COMMITTEE MEMBERS OR ELECTED OFFICIALS WITH QUESTIONS OR ANY OTHER CONCERNS ABOUT THE SOLICITATION. QUESTIONS, CLARIFICATIONS, OR CONCERNS SHALL BE SUBMITTED TO THE PURCHASING DIVISION IN WRITING. IF IT IS NECESSARY THAT A TECHNICAL QUESTION NEEDS ADDRESSING, THE PURCHASING DIVISION WILL FORWARD SUCH TO THE USING AGENCY, WHO WILL SUBMIT A WRITTEN RESPONSE.

THE PURCHASING DIVISION WILL FORWARD WRITTEN RESPONSES TO THE RESPECTIVE BIDDER OR IF IT BECOMES NECESSARY TO REVISE ANY PART OF THIS SOLICITATION, A WRITTEN ADDENDUM WILL BE ISSUED TO ALL BIDDERS.

THE CITY IS NOT BOUND BY ANY ORAL REPRESENTATIONS, CLARIFICATIONS, OR CHANGES MADE TO THE WRITTEN SPECIFICATIONS BY CITY EMPLOYEES, UNLESS SUCH CLARIFICATION OR CHANGE IS PROVIDED TO THE BIDDERS IN A WRITTEN ADDENDUM FROM THE PURCHASING MANAGER.

BIDDERS ARE INSTRUCTED TO USE THE ENCLOSED "QUESTION/CLARIFICATION FORM" TO FAX OR EMAIL QUESTION. **QUESTIONS AND REQUESTS FOR CLARIFICATION MUST BE SUBMITTED AT LEAST FIVE (5) *BUSINESS* DAYS BEFORE THE DUE DATE.**

ANY REQUEST, AFTER A SOLICITATION HAS CLOSED AND PENDING AWARD, MUST ALSO BE SUBMITTED IN WRITING TO THE PURCHASING DIVISION.

Email <u>bidopportunities@columbusga.gov</u> or use the attached "Question/Clarification" Fax Form (on the following page) to submit questions.

QUESTION/CLARIFICATION FAX FORM

Date: ______________________________

To: Sandra Chandler, Buyer I
Email bidopportunities@columbusga.gov or
Fax (706) 225-3033

Re: **RFP No. 19-0003; Course Instructors for the Dept of HR/The Learning Center (Annual Contract)**

I have the following concerns/questions about the specifications for the above cited proposal:

____

____

____

____

____

____

____

____

Questions/clarification requests must be submitted at least (5) business days before the due date.

From:

Company Name	Website
Representative	Email Address
Complete Address	City State Zip
Telephone Number	Fax Number

COLUMBUS CONSOLIDATED GOVERNMENT
GENERAL PROVISIONS FOR REQUEST FOR PROPOSALS

Course Instructors for the Department of HR/The Learning Center (Annual Contract)

RFP No. 19-0003

The Consolidated Government of Columbus, Georgia (the City) invites proposal submissions from multiple qualified vendors to provide instruction in various training programs in the Internal Certification Program and other training development needs. Multiple vendors will be awarded, and classes shall be conducted on an 'as needed' basis.

A. PROPOSAL SUBMITTAL DATE:

SEALED PROPOSALS ARE DUE: OCTOBER 12, 2018 NO LATER THAN 5:00 PM (EASTERN). Submit one (1) original and nine (9) identical hard copies of the proposal. ***For proper identification, the proponent's complete name and address should appear on the exterior of the proposal package.***

To achieve uniform review process and maximum degree of comparability, proposals should be spiral bound on the left hand side or in a ring binder and organized in tabbed sections. ***For proper identification, the proponent's complete name and address should appear on the exterior of the proposal package.*** The proposal should be hand delivered or mailed to the following:

Columbus Consolidated Government
Purchasing Division

RE: RFP No. 19-0003; Course Instructors for the Department of HR/The Learning Center

Mail: P.O. Box 1340
Columbus, Georgia 31902-1340

Deliver: 100 10th Street
Columbus, Georgia 31901

If the proposal does not reach the Purchasing Division on or before the due date, the proposal will be returned to the Proposer unopened. It is the Proponent's responsibility to insure the proposal is mailed or delivered by the due date. The City will not be held responsible for proposals delayed by the US Mail or any other courier.

The City shall not be held liable for any expenses incurred by the respondent in preparing and submitting the proposal and/or attendance at any interviews, final contract negotiations, or applicable site visits. **The City reserves the right to award this project or to reject any and all proposals; whichever is in the best interest of the City.**

B. RECEIPT OF PROPOSALS:

Unless otherwise stated in the technical specifications of the RFP, the City will accept one, and only one, proposal per Offeror. In the event a team of firms is entering into a joint venture to respond to the RFP, one firm shall be named the prime contractor and the proposal shall be submitted in the name of the prime contractor. All correspondence concerning the RFP will be between the City and prime contractor.

C. SUBCONTRACTING:

Should the offeror intend to subcontract all or any part of the work specified, name(s) and address(es) of subcontractor(s) must be provided in proposal response. The offeror shall be responsible for subcontractor(s) full compliance with the requirements of the RFP specifications. **IF AWARDED THE CONTRACT, PAYMENTS WILL ONLY BE MADE TO THE OFFERORS SUBMITTING THE PROPOSAL. THE COLUMBUS CONSOLIDATED GOVERNMENT WILL NOT BE RESPONSIBLE FOR PAYMENTS TO SUBCONTRACTORS.**

D. QUESTIONS ABOUT THE RFP:

COMMUNICATION CONCERNING ANY BID/PROPOSAL CURRENTLY ADVERTISED MUST TAKE PLACE IN WRITING AND ADDRESSED TO THE PURCHASING DIVISION. SEE PAGE TITLED "DO YOU HAVE QUESTIONS …" WITHIN THIS PROPOSAL PACKAGE.

E. PUBLIC INFORMATION:

All information and materials submitted will become the property of the Columbus Consolidated Government, Columbus, Georgia; and shall be subject to the provisions of the Georgia public records law. If awarded the contract, the proposal submission, in its entirety, will be included as part of the contract documents and filed, as public record, with the Clerk of Council.

F. ADDENDA:

The proposer shall include acknowledgment of receipt of addenda (if any) in their sealed proposal. The proposer should include an initialed copy of each addendum in the proposal package. It is the proposer's responsibility to contact the City for copies of addenda if they receive the proposal document from any other source other than the City.

G. CONTRACT:

Each proposal is received with the understanding that an acceptance in writing by the City of the offer to furnish any or all of the services and materials described shall constitute a contract between the proposer and the City. This contract shall bind the proposers to furnish and deliver the services and materials quoted, at the prices stated and in accordance with the condition of said accepted proposal.

It is agreed that the successful respondent will not assign, transfer, convey or otherwise dispose of the contract or its right, title or interest in or to the same, or any part thereof, without previous consent of the City and any sureties.

H. NON-COLLUSION:

Proposer declares that the proposal is not made in connection with any other proposer submitting a proposal for the same commodity or commodities, and that the proposal is bona fide and is in all respects fair and without collusion or fraud.

I. INDEMNITY:

The successful respondent agrees, by entering into this contract, to defend, indemnify and hold City harmless from any and all causes of action or claims of damages arising out or under this contract.

J. DISADVANTAGED BUSINESS ENTERPRISE CLAUSE:

Disadvantaged Business Enterprises (minority or women owned businesses) will be afforded full opportunity to submit proposals in response to this invitation and will not be discriminated against on the grounds of race, color, creed, sex, sexual orientation, gender identity or national origin in consideration for an award. It is the policy of the City that disadvantaged business enterprises and minority business enterprises have an opportunity to participate at all levels of contracting in the performance of City contracts to the extent practical and consistent with the efficient performance of the contract.

K. AFFIRMATIVE ACTION PROGRAM - NON-DISCRIMINATION CLAUSE:
The City has an Affirmative Action Program in connection with Equal Employment Opportunities. The successful vendor will comply with all Federal and State requirements concerning fair employment and employment of the handicapped, and concerning the treatment of all employees, and will not discriminate between or among them by reason of race, color, age, religion, sex, sexual orientation, gender identity, national origin or physical handicap.

L. SPECIFICATION DESCRIPTIONS:
The specifications detailed herein represent the quality of equipment, goods or services required by the City. Whenever in this invitation any particular process, service or equipment is indicated or specified by patent, proprietary or brand name of manufacturer/developer/inventor, such wording will be deemed to be used for the purpose of facilitating descriptions of the process, service or equipment desired by the City. It is not meant to eliminate offerors or restrict competition in any RFP process. Proposals that are equivalent or surpass stated specifications will be considered. Determination of equivalency shall rest solely with the City.

M. TAXES:
The City is exempt from State Retail Tax and Federal Excise Tax. Tax Exemption No. GA Code Sec. 48-8-3. Federal ID No. 58-1097948.

N. DRUG-FREE WORKPLACE:
Per Ordinance No. 93-55, in compliance with Federal and State Drug Free Workplace Acts, the Council of Columbus, Georgia adopted a drug free Workplace Policy. Consequently, any vendor providing goods or services to Columbus Consolidated Government must comply with all applicable Federal and State Drug Free Workplace Acts.

O. FEDERAL, STATE, LOCAL LAWS:
All respondents will comply with all Federal, State and Local laws, ordinances, rules and regulations relative to conducting business in Columbus, Georgia and performing the prescribed service. Ignorance on the part of the respondent shall not, in any way, relieve the respondent from responsibility for compliance with said laws and regulations or any of the provisions of these documents.

P. PROVISIONS OF THE PROCUREMENT ORDINANCE:
The provisions of the Procurement Ordinance for the Consolidated Government of Columbus, Georgia as adopted and amended by Council shall apply to all invitations to respond to Requests for Proposals and is specifically incorporated herein by this reference. A copy of the ordinance is on file in the Purchasing Division.

Q. INSURANCE:
All respondents shall maintain, and if requested, show proof of insurance applicable for services described in these specifications.

R. HOLD HARMLESS AGREEMENT:
The successful respondent hereby agrees to indemnify, hold free and harmless Columbus Consolidated Government (The City), its agents, servants, employees, officers, directors and elected officials or any other person(s) against any loss or expense including attorney fees, by reason of any liability imposed by law upon the City, except in cases of the City's sole negligence, sustained by any person(s) on account of bodily injury or property damage arising out of or in the consequence of this agreement.

S. TERMINATION OF CONTRACT:

1. **Default**: If the contractor refuses or fails to perform any of the provisions of this contract with such diligence as will ensure its completion within the time specified in this contract, or any extension thereof, otherwise fails to timely satisfy the contract provisions, or commits any other substantial breach of this contract, the Purchasing Division Director may notify the contractor in writing of the delay or nonperformance and if not cured within **ten (10) days** or any longer time specified in writing by the Purchasing Division Director, such director may terminate the contractor's right to proceed with the contract or such part of the contract as to which there has been delay or a failure to properly perform.

   In the event of termination in whole or in part the Purchasing Division Director may procure similar supplies or services, from other sources, in a manner and upon terms deemed appropriate by the Purchasing Division Director. The contractor will continue performance of the contract to the extent it is not terminated and will be liable for excess costs incurred in procuring similar goods or services.

2. **Compensation:** Payment for completed supplies or services delivered and accepted by the City will be at the contract price. The City may withhold from amounts due the contractor such sums as the Purchasing Director deems to be necessary to protect the City against loss because of outstanding liens or claims of former lien holders and to reimburse the City for the excess costs incurred in procuring similar goods and services.

3. **Excuses for Nonperformance or Delayed Performance**. Except with respect to defaults of subcontractors, the contractor shall not be in default by reason of any failure in performance of this contract in accordance with its terms (including any failure by the contractor to make progress in the prosecution of the work hereunder which endangers such performance) if the contractor has notified the Purchasing Division Director within 15 days after the cause of the delay and the failure arises out of causes such as: acts of God; acts of public enemy; acts of the City and any other governmental entity in its sovereign or contractual capacity; fires; floods; epidemics; quarantine restrictions; strikes or other labor disputes; freight embargoes; or unusually severe weather, If the failure to perform is caused by the failure of a subcontractor to perform or to make progress, and if such failure arises out of causes similar to those set forth above, the contractor shall not be deemed to be in default, unless the supplies or services to be furnished by the subcontractor was reasonably obtainable from other sources in sufficient time to permit the contractor to meet the contract requirements.

   Upon request of the contractor, the Purchasing Division Director shall ascertain the facts and extent of such failure, and, if such director determines that any failure to perform was occasioned by anyone or more of the excusable causes, and that, but for the excusable cause, the contractor's progress and performance would have met the terms of the contract, the delivery schedule shall be revised accordingly.

T. TIME FOR CONSIDERATION:

Due to the evaluation process, proposals must remain in effect for at least **120 days** after date of receipt.

U. CONTRACT AWARD:

Award of this contract will be made in the best interest of the City.

V. REQUEST FOR EVALUATION RESULTS:

Per the City's Procurement Ordinance, evaluation results cannot be divulged until after the award of the contract. After contract award, proponents desiring to review documents relevant to the RFP evaluation results will be afforded an opportunity by appointment only.

W. GOVERNING LAW:

The parties agree that this Agreement shall be governed by the laws of Georgia, both as to interpretations and performance.

X. FINAL CONTRACT DOCUMENTS:

It is understood that the final contract shall include the following: 1) The RFP; 2) Addenda; 3) Awarded Vendors(s) response; 4) Awarded Vendor(s) Clarifications; 5) Negotiated Components; 6) Additional Agreements required by Awarded Vendor(s); and 7) Awarded Vendor(s) Business Requirements.

Y. PAYMENT DEDUCTIONS:

The City reserves the right to deduct from payments to awarded vendor(s), any amount owed to the City for various fees, to include, but not limited to: False Alarm fees, Ambulance fees, Occupation License Fees, Landfill fees, etc.

Z. PAYMENT TERMS:

The City's standard payment term is usually net 30 days, after successful receipt of goods or services. Payment may take longer if invoice is not properly documented or not easily identifiable, goods/services are not acceptable, or invoice is in dispute.

NOTICE TO VENDORS

Columbus Council, by Ordinance 92-60 has prohibited any business which is owned by any member of Columbus Council or the Mayor, or any business in which any member of Columbus Council or the Mayor has a substantial pecuniary interest from submitting a bid for goods or services to the Consolidated Government of Columbus, Georgia.

Likewise, by Ordinance 92-61, no business which is owned by any member of any board, authority or commission, subordinate or independent entity, or any business in which any member of any board, authority or commission, subordinate or independent entity has substantial pecuniary interest may submit a bid to the Consolidated Government if such bid pertains to the board, authority or commission.

GENERAL SPECIFICATIONS

COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT)

RFP No. 19-0003

I. PURPOSE

The intent of the Columbus Consolidated Government (the City), Department of HR/The Learning Center, is to partner with multiple instructors to provide training to City employees. Multiple vendors will be awarded, with classes being conducted on an 'as needed' basis, and in the purview of the Department of HR.

This request for proposal is designed to allow The Learning Center the opportunity to further expand the concept of specialized training for employees. The Learning Center is looking to provide new and innovative training to a larger number of participants. Proposed training includes, **but not limited to**: Business Writing, Meeting Planning, Documentation, Evaluations and Discipline, Project Management, Interviewing, Firing and Hiring, Workplace Safety, Sexual Harassment and Discrimination, Customer Services, as well as Media Relations. The Learning Center wants to contract with multiple offerors who are equipped and qualified to provide these services. ***Proposals for any of the above mentioned training courses, as well as other related topics, are encouraged.***

The Learning Center is interested in attracting offerors willing to provide high quality instruction, which will be beneficial to City employees. Offerors should be willing to provide introductory, skills development; intermediate and advanced-level classes based on the needs of the employees.

Any instructor deemed appropriate based on evaluation criteria contained in Section XIV shall authorize the City to do a background check prior to being added to the list of chosen instructors.

II. BACKGROUND INFORMATION

In the past The Learning Center has provided instructional courses to employees, via the Management Development Program, by utilizing qualified staff members or vendors. Due to the elimination of the Management Development Program, it has become necessary to develop a training program of equal caliber in our effort to continually improve through effective training and development.

III. GENERAL REQUIREMENTS

Proposals must meet or exceed the following requirements:

a. Provide well organized, training instruction, staffed by qualified professional instructors.
b. Assist with marketing of classes, distribute flyers, conduct promotions and provide written descriptions of proposed classes. These descriptions will be forwarded to the City by an established date for inclusion in the Human Resources Department's quarterly brochure.
c. Recruit, hire, supervise, financially compensate and evaluate professional, qualified instructors.
d. Auditable (documented) records concerning class attendance and participant evaluations.
e. Establish learning objectives and course outcomes.

IV. SCOPE OF SERVICES

Proposals for classes should be set up within the general guidelines listed below:

a. Contractor(s) must instruct classes at the Learning Center, located in the Government Center, East Wing, 2nd floor. In the event that another site is proposed for training, it must be approved by the City's appropriate authority.
b. Contractor(s) must maintain a ratio of 1 instructor per 25 employees. The contractor is responsible for ensuring this ratio.
c. All classes must start between 8:00 a.m. and 1:00 p.m.
d. All employees in a course sponsored by the Human Resources Learning Center must be tested for proficiency at the conclusion of the course.
e. Contractor(s) must provide all books and any handouts appropriate for the class.

V. SUPPORT PROVIDED TO THE CONTRACTOR(S)

Under the contract agreement, The Learning Center will provide the following support to the successful contractor(s):

a. Coordinate registration of students.
b. Advertisement of courses offered in department brochure, via electronic media and flyers.
c. Contractor(s) will be allowed to use overheads, projectors, screens and DVD players already in place in the Learning Center.

VI. TERM OF CONTRACT

A. The initial term of the contract will be for two (2) years, with the option to renew for three (3) additional twelve-month periods. Contract renewal shall be contingent upon the mutual agreement of the City and the Contractor.

Notice of intent to renew will be given to the contractor in writing by the City Purchasing Manager, normally sixty days before the expiration date of the current contract period. This notice shall not be deemed to commit the City to a Contract renewal.

It should be noted that multi-year contracts may be continued each fiscal year only after funding appropriations and program approvals have been granted by the Council of the Consolidated Government of Columbus, Georgia. In the event that the necessary funding is not approved, then the affected multi-year contract becomes null and void, effective July 1st of the fiscal year for which such approval has been denied.

B. Termination for Convenience: For the protection of both parties, either party giving 30 days prior notice, in writing, to the other party, may cancel this contract.

VII. ADDENDA AND EXPLANATIONS

The vendor shall include acknowledgment of receipt of addenda (if applicable) in their sealed bid. The vendor may provide an initialed copy of each addendum or initial the appropriate area on bid form (pricing page). **It is the vendor's responsibility to contact the City for copies of addenda if bid document is received from any source other than the City. It is also the vendor's responsibility to check the City's website** https://www.columbusga.gov/finance/purchasing/docs/opportunities/Bid_Opportunities.htm) **for copies of addenda if bid document is downloaded from the City's Website.**

Explanations desired by a prospective Bidder shall be requested of the City in writing, and if explanations are necessary a reply shall be made in the form of an Addendum, a copy of which will be forwarded to each vendor. Every request for such explanation shall be in writing and addressed to the **Purchasing Manager.** Any verbal statements regarding same by any person, shall be unofficial and not binding on any party.

VIII. INDEMNITY CLAUSE

The Contractor covenants to save, defend, hold harmless, and indemnify the City, and all of its officers, departments, agencies, agents, and employees (collectively the "City") from and against any and all claims, losses, damages, injuries, fines, penalties, costs (including court costs and attorney's fees), charges, liability, or exposure, however caused, resulting from, arising out of, or in any way connected with the Contractor's intentional, negligent, or grossly negligent acts or omissions in performance or nonperformance of its work called for by the Contract Documents.

IX. INSURANCE

The vendors shall be required, at their own expense, to furnish to the City of Columbus Purchasing Division, evidence showing the insurance coverage to be in force throughout the term of the contract. Insurance requirements are listed on the attached **Insurance Checklist *(Form 1)*. The limits shown are minimum limits. Vendor shall indicate the actual limit they will provide for each insurance requirement. The bidder shall complete the Insurance Checklist and include with bid response. Certificate of Insurance is acceptable.** The Insurance Checklist will indicate to the City, the bidder's ability and agreement to provide the required insurance, in the event of contract award.

The successful candidate shall provide the required Certificates of Insurance within **10 business days** after award notification. The Certificates of Insurance will be included with the contract documents prior to signing.

X. E-VERIFY/GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT

In accordance with the Georgia Security and Immigration Compliance Act/E-Verify, every public employer, every contractor of a public employer, and every subcontractor of a public employer's contractor must register and participate in a federal work authorization program (see http://www.dol.state.ga.us/spotlight/sp_sb_529_new_rules.htm). To access your E-Verify Company Identification Number, see https://e-verify.uscis.gov/emp/vislogin.aspx?JS=YES. **A completed, notarized E-Verify Affidavit must be included with sealed proposal; failure to do so will render the firm's or individual's proposal non-responsive and ineligible for award consideration.**

XI. AWARD

This contract will be awarded in the best interest of the City. Columbus Consolidated Government will be the sole judge of the factors and will award the contract accordingly.

XII. INVOICING AND PAYMENT

The City will make payment within 30 days of receipt of an invoice for the current month's services. (Invoices can be issued no earlier than the 25th of the month proceeding the month being invoiced.) All invoices should be forwarded to the following address:

Human Resources Department
The Learning Center
P. O. Box 1340
Columbus, GA 31902

XIII. PROPOSAL SUBMISSION REQUIREMENTS

The complete proposal shall contain the following information and shall be submitted in the order shown below. Please address each section in your proposal submission and divide each section, of your proposal, with identifying tabs.

Firms should submit proposals that address each of the sections specified below. ***With the exception of the E-Verify affidavit*****, the City reserves the right to request any omitted information. Firms shall be notified, in writing, and shall have two (2) days, after notification, to submit the omitted information. If the omitted information is not received within two (2) days, the firm shall be deemed non-responsive and the proposal will not receive further consideration.**

Offeror's proposal submission shall include the following sections:

PART A: TECHNICAL PROPOSAL

Section 1: Transmittal Letter

The transmittal letter shall introduce the firm, describe the ownership, include complete address, phone and fax numbers, and include the name and email of contact person(s) during this proposal process. The transmittal letter must contain a statement to the effect that the proposal is binding for at least 120 days from the proposal date. An authorized agent of the firm must sign the transmittal letter.

Section 2: Affidavit for E-Verify/Georgia Security and Immigration Compliance Act *(Form 2)*

A properly completed, notarized E-Verify Affidavit must be included with sealed proposal; **failure to do so will render the firm's proposal non-responsive and ineligible for further consideration.** To access your E-Verify Company Identification Number, see https://e-verify.uscis.gov/emp/vislogin.aspx?JS=YES.

Section 3: Addenda Acknowledgement

Acknowledge receipt for all addenda (if any). Addenda will be posted at: https://www.columbusga.gov/finance/purchasing/docs/opportunities/Bid_Opportunities.htm. **It is the vendors' responsibility to periodically visit the web page for addenda, before the due date and before submitting a proposal.**

Section 4: Qualifications and Experience

This section shall address the offeror's ability to fulfill the requirements of the RFP. Provide responses to the following:

a. Provide the number of years your company has been engaged in the business of providing courses of this nature.
b. List any of the offeror's credentials that show the ability to provide this service.
c. List personnel that will be assigned to this project and their qualifications.

Section 5: Program Proposal

Provide course description for each level of class that may be offered and the length of each class. Include the proposed instructor for the course and their expertise in the area of instruction.

Section 6: Client Work History

Use ***Form 4*** to list provide at least three (5) clients for whom similar work has been performed within the last five (5) years. Include entity name, complete address, contact name, e-mail address, telephone and fax number, and date of work completion.

Section 7: Cost Proposal

Provide the total cost for each course. Itemize all costs (i.e. instructor fee, material cost, equipment cost and travel.)

Section 8: Contract Signature Page

Complete ***Form 5***. City officials will sign the copies after Columbus Council approves the contract award with the successful firm. Contracts for Columbus Consolidated Government are typically comprised of the RFP specifications and addenda; the business documents of the successful firm; the proposal of the successful firms; cost proposal/negotiation documents; and any clarification documents.

PART B: BUSINESS DOCUMENTS

IN A **SEPARATE ENVELOPE**, SUBMIT ONE (1) COPY OF THE FOLLOWING DOCUMENTS:

Business Requirements

A. Provide Insurance Checklist ***(Form 1) or*** *provide a Certificate of Insurance*

B. Form W-9 ***(Form 3)***

C. Provide a copy of a current valid business license.

Vendors shall submit, with their bid or proposal, a copy of the Business License (Occupation License) that is required to conduct business at your location.

If awarded the contract, the successful vendor must obtain a business license from the City of Columbus. However, if the business is located in Georgia and has proof of being properly licensed by a municipality in Georgia, and paid applicable occupation taxes in that city, the contractor will not be required to pay occupation taxes in Columbus, Georgia.

If you have questions regarding this requirement, please contact Yvonne Ivey, Revenue Division Manager, at telephone 706-225-3091.

XIV. PROPOSAL EVALUATION PROCESS

1.0 RFP EVALUATION

Each proposal will be evaluated to determine the ability of each offeror to provide the required services. The following weighted criteria will be used to evaluate proposals:

Criteria for Evaluation Weight	Weight
A. Qualifications/Experience	40%
B. Proposed Program	40%
C. Client Work History	15%
D. Cost Proposal	5%

Each of the above criteria (A - D) will be given a rating, of 1 through 100, by each member of the Evaluation Committee. The ratings are as follows:

RATING	
1-20	Poor
21-40	Fair
41-60	Good
61-80	Excellent
81-100	Superior

After the review and rating of proposal(s) by the evaluation committee, individual scores will be averaged and ranked. Offerors will be ranked in descending order of numerical predominance.

FORM 1

INSURANCE CHECKLIST

RFP No. 19-0003
COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT)

CERTIFICATE OF INSURANCE MUST SHOW ALL COVERAGE AND ENDORSEMENTS INDICATED BY "X"

CSL = Combined Single Limit; BI = Bodily Injury; PD=Property Damage

Required Coverage(s)		Limits (Figures denote minimums)	Bidders Limits/Response
X	1. Worker's Compensation and Employer's Liability	STATUTORY REQUIREMENTS	
	Comprehensive General Liability		
X	2. General Liability Premises/Operations	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
X	3. Independent Contractors and Sub - Contractors	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	4. Products Liability	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	5. Completed Operations	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	6. Contractual Liability (Must be shown on Certificate)	$ 1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	Automobile Liability		
X	7. *Owned/Hired/Non-Owned Vehicles/ Employer non ownership	$1 Million BI/PD each Accident, Uninsured Motorist	
	Others		
	8. Miscellaneous Errors and Omissions	$1 Million per occurrence/claim	
	9. Umbrella/Excess Liability	$1 Million Bodily Injury, Property Damage and Personal Injury	
	10. Personal and Advertising Injury Liability	$1 Million each offense, $1 Million annual aggregate	
X	11. Professional Liability	$1 Million per occurrence/claim	
	12. Architects and Engineers	$1 Million per occurrence/claim	
	13. Asbestos Removal Liability	$2 Million per occurrence/claim	
	14. Medical Malpractice	$1 Million per occurrence/claim	
	15. Medical Professional Liability	$1 Million per occurrence/claim	

Required Coverage(s)		Limits (Figures denote minimums)	Bidders Limits/Response
	16. Dishonesty Bond		
	17. Builder's Risk	Provide Coverage in the full amount of contract	
	18. XCU (Explosive, Collapse, Underground) Coverage		
	19. USL&H (Long Shore Harbor Worker's Compensation Act)		
	20. Contractor Pollution Liability	$2 Million per occurrence/claim	
	21. Environmental Impairment Liability	$2 Million per occurrence/claim	
	22. Pollution	$2 Million per occurrence/claim	
X	23. Carrier Rating shall be Best's Rating of A-VII or its equivalents		
X	24. Notice of Cancellation, non-renewal or material change in coverage shall be provided to City at least 30 days prior to action.		
X	25. The City shall be named Additional Insured on all policies		
X	26. Certificate of Insurance shall show Bid Number and Bid Title		

*If offeror's employees will be using their privately owned vehicles while working on this contract and are privately insured, please state that fact in the **Bidders Limits/Response** column of the insurance checklist.

BIDDER'S STATEMENT:

If awarded the contract, I will comply with contract insurance requirements and provide the required Certificate of Insurance.

BIDDER NAME:____

AUTHORIZED SIGNATURE:_______________________________________

VENDOR INFORMATION REGARDING

GEORGIA SECURITY AND IMMIGRATION COMPLIANCE

and

House Bill 87, also known as,

The Illegal Immigration Reform and Enforcement Act of 2011

Section 3 of House Bill 87 amends O.C.G.A. §13-10-91.

O.C.G.A. §13-10-91(b)(1) states, in part, "A public employer shall not enter into a contract ... for the physical performance of services unless the contractor registers and participates in the federal work authorization program."

Accordingly, the affidavits on the pages that follow relate to documentation you must provide the City.

All contractors must complete the attached "CONTRACTOR AFFIDAVIT"**.** Additionally, if you utilize subcontractors, they must complete the **"SUBCONTRACTOR AFFIDAVIT" and or the "SUB-SUBCONTRACTOR AFFIDAVIT."**

***In lieu of the affidavit required by this subsection, a contractor, subcontractor, or sub-subcontractor who has no employees and does not hire or intend to hire employees for purposes of satisfying or completing the terms and conditions of any part or all of the original contract with the public employer shall instead provide a copy of the state issued driver's license or state issued identification card of such contracting party and a copy of the state issued driver's license or identification card of each independent contractor utilized in the satisfaction of part or all of the original contract with a public employer. A driver's license or identification card shall only be accepted in lieu of an affidavit if it is issued by a state within the United States and such state verifies lawful immigration status prior to issuing a driver's license or identification card.

See https://e-verify.uscis.gov/emp/vislogin.aspx?JS=YES to access your E-Verify Company Identification Number.

Information is available at: http://www.dol.state.ga.us/spotlight/sp_sb_529_new_rules.htm

FORM 2

CONTRACTOR AFFIDAVIT
E-VERIFY / GEORGIA SECURITY & IMMIGRATION COMPLIANCE ACT

By executing this affidavit, the undersigned contractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services on behalf of ***Columbus Consolidated Government*** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned contractor will continue to use the federal work authorization program throughout the contract period and the undersigned contractor will contract for the physical 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(b). Contractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

____

Company ID Number ***(numerical, 4-7 digits)*** Date of Authorization

****See https://e-verify.uscis.gov/emp/vislogin.aspx?JS=YES to access your E-Verify Company Identification Number.**

____

Name of Contractor

Course Instructors for the Department of HR/The Learning Center (Annual Contract)
Name of Project

Columbus Consolidated Government
Name of Public Employer

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

Executed on ____________________, ___, 20__ in _________________ (city), ______(state).

____

Signature of Authorized Officer or Agent

____

Printed Name and Title of Authorized Officer or Agent

Subscribed and sworn before me on this the ___ day of _________________,201___.

____

NOTARY PUBLIC

My Commission Expires:

____

A properly completed, notarized E-Verify Affidavit must be included with sealed proposal; failure to do so will render the firm's proposal non-responsive and ineligible for further consideration.

"GEORGIA SECURITY AND IMMIGRATION COMPLIANCE"
Subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(3)

By executing this affidavit, the undersigned subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract with

____

(Name Of Contractor)

on behalf of ***Columbus Consolidated Government*** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the subcontractor with the information required by O.C.G.A. § 13-10-91(b). Additionally, the undersigned subcontractor will forward notice of the receipt of an affidavit from a sub-subcontractor to the contractor within five business days of receipt. If the undersigned subcontractor receives notice that a sub-subcontractor has received an affidavit from any other contracted sub-subcontractor, the undersigned subcontractor must forward, within five business days of receipt, a copy of the notice to the contractor. Subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

____

Federal Work Authorization User Identification Number

____

Date of Authorization

____

Name of Subcontractor

<u>Course Instructors for the Department of HR/The Learning Center (Annual Contract)</u>
Name of Project

<u>Columbus Consolidated Government</u>________
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.
Executed on ______, ___, 201__ in ____________________(city), ______________(state).

____

Signature of Authorized Officer or Agent

____

Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE ______ DAY OF ______________, 201__.

____

NOTARY PUBLIC
My Commission Expires:

____

"GEORGIA SECURITY AND IMMIGRATION COMPLIANCE"
Sub-subcontractor Affidavit under O.C.G.A. § 13-10-91(b)(4)

By executing this affidavit, the undersigned sub-subcontractor verifies its compliance with O.C.G.A. § 13-10-91, stating affirmatively that the individual, firm or corporation which is engaged in the physical performance of services under a contract for

____

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)
and

____

(Name of Contractor)

on behalf of ***Columbus Consolidated Government*** has registered with, is authorized to use and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program, in accordance with the applicable provisions and deadlines established in O.C.G.A. § 13-10-91. Furthermore, the undersigned sub-subcontractor will continue to use the federal work authorization program throughout the contract period and the undersigned sub-subcontractor will contract for the physical performance of services in satisfaction of such contract only with sub-subcontractors who present an affidavit to the sub-subcontractor with the information required by O.C.G.A. § 13-10-91(b). The undersigned sub-subcontractor shall submit, at the time of such contract, this affidavit to

____

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)
Additionally, the undersigned sub-subcontractor will forward notice of the receipt of any affidavit from a sub-subcontractor to

____

(Name of subcontractor or sub-subcontractor with whom such sub-subcontractor has privity of contract)
Sub-subcontractor hereby attests that its federal work authorization user identification number and date of authorization are as follows:

____
Federal Work Authorization User Identification Number

____
Date of Authorization

____
Name of Sub-subcontractor

Course Instructors for the Department of HR/The Learning Center (Annual Contract)
Name of Project
Columbus Consolidated Government______
Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.
Executed on ______, ___, 201__ in ___________(city), ____________(state).

____
Signature of Authorized Officer or Agent

____
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME
ON THIS THE ______ DAY OF ______________,201__.

____
NOTARY PUBLIC
My Commission Expires:

____

FORM 3

Form **W-9**
(Rev. November 2017)
Department of the Treasury
Internal Revenue Service

Request for Taxpayer Identification Number and Certification

▶ Go to *www.irs.gov/FormW9* for instructions and the latest information.

Give Form to the requester. Do not send to the IRS.

Print or type. See Specific Instructions on page 3.

1 Name (as shown on your income tax return). Name is required on this line; do not leave this line blank.

2 Business name/disregarded entity name, if different from above

3 Check appropriate box for federal tax classification of the person whose name is entered on line 1. Check only **one** of the following seven boxes.

☐ Individual/sole proprietor or single-member LLC ☐ C Corporation ☐ S Corporation ☐ Partnership ☐ Trust/estate

☐ Limited liability company. Enter the tax classification (C=C corporation, S=S corporation, P=Partnership) ▶ ________

Note: Check the appropriate box in the line above for the tax classification of the single-member owner. Do not check LLC if the LLC is classified as a single-member LLC that is disregarded from the owner unless the owner of the LLC is another LLC that is **not** disregarded from the owner for U.S. federal tax purposes. Otherwise, a single-member LLC that is disregarded from the owner should check the appropriate box for the tax classification of its owner.

☐ Other (see instructions) ▶

4 Exemptions (codes apply only to certain entities, not individuals; see instructions on page 3):

Exempt payee code (if any) ________

Exemption from FATCA reporting code (if any) ________

(Applies to accounts maintained outside the U.S.)

5 Address (number, street, and apt. or suite no.) See instructions.

Requester's name and address (optional)

6 City, state, and ZIP code

7 List account number(s) here (optional)

Part I Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. The TIN provided must match the name given on line 1 to avoid backup withholding. For individuals, this is generally your social security number (SSN). However, for a resident alien, sole proprietor, or disregarded entity, see the instructions for Part I, later. For other entities, it is your employer identification number (EIN). If you do not have a number, see *How to get a TIN,* later.

Note: If the account is in more than one name, see the instructions for line 1. Also see *What Name and Number To Give the Requester* for guidelines on whose number to enter.

Social security number

☐☐☐ – ☐☐ – ☐☐☐☐

or

Employer identification number

☐☐ – ☐☐☐☐☐☐☐

Part II Certification

Under penalties of perjury, I certify that:

1. The number shown on this form is my correct taxpayer identification number (or I am waiting for a number to be issued to me); and
2. I am not subject to backup withholding because: (a) I am exempt from backup withholding, or (b) I have not been notified by the Internal Revenue Service (IRS) that I am subject to backup withholding as a result of a failure to report all interest or dividends, or (c) the IRS has notified me that I am no longer subject to backup withholding; and
3. I am a U.S. citizen or other U.S. person (defined below); and
4. The FATCA code(s) entered on this form (if any) indicating that I am exempt from FATCA reporting is correct.

Certification instructions. You must cross out item 2 above if you have been notified by the IRS that you are currently subject to backup withholding because you have failed to report all interest and dividends on your tax return. For real estate transactions, item 2 does not apply. For mortgage interest paid, acquisition or abandonment of secured property, cancellation of debt, contributions to an individual retirement arrangement (IRA), and generally, payments other than interest and dividends, you are not required to sign the certification, but you must provide your correct TIN. See the instructions for Part II, later.

Sign Here **Signature of U.S. person ▶** **Date ▶**

General Instructions

Section references are to the Internal Revenue Code unless otherwise noted.

Future developments. For the latest information about developments related to Form W-9 and its instructions, such as legislation enacted after they were published, go to *www.irs.gov/FormW9.*

Purpose of Form

An individual or entity (Form W-9 requester) who is required to file an information return with the IRS must obtain your correct taxpayer identification number (TIN) which may be your social security number (SSN), individual taxpayer identification number (ITIN), adoption taxpayer identification number (ATIN), or employer identification number (EIN), to report on an information return the amount paid to you, or other amount reportable on an information return. Examples of information returns include, but are not limited to, the following.

- Form 1099-INT (interest earned or paid)
- Form 1099-DIV (dividends, including those from stocks or mutual funds)
- Form 1099-MISC (various types of income, prizes, awards, or gross proceeds)
- Form 1099-B (stock or mutual fund sales and certain other transactions by brokers)
- Form 1099-S (proceeds from real estate transactions)
- Form 1099-K (merchant card and third party network transactions)
- Form 1098 (home mortgage interest), 1098-E (student loan interest), 1098-T (tuition)
- Form 1099-C (canceled debt)
- Form 1099-A (acquisition or abandonment of secured property)

Use Form W-9 only if you are a U.S. person (including a resident alien), to provide your correct TIN.

If you do not return Form W-9 to the requester with a TIN, you might be subject to backup withholding. See What is backup withholding, *later.*

By signing the filled-out form, you:

1. Certify that the TIN you are giving is correct (or you are waiting for a number to be issued),

2. Certify that you are not subject to backup withholding, or

3. Claim exemption from backup withholding if you are a U.S. exempt payee. If applicable, you are also certifying that as a U.S. person, your allocable share of any partnership income from a U.S. trade or business is not subject to the withholding tax on foreign partners' share of effectively connected income, and

4. Certify that FATCA code(s) entered on this form (if any) indicating that you are exempt from the FATCA reporting, is correct. See *What is FATCA reporting,* later, for further information.

Note: If you are a U.S. person and a requester gives you a form other than Form W-9 to request your TIN, you must use the requester's form if it is substantially similar to this Form W-9.

Definition of a U.S. person. For federal tax purposes, you are considered a U.S. person if you are:

- An individual who is a U.S. citizen or U.S. resident alien;
- A partnership, corporation, company, or association created or organized in the United States or under the laws of the United States;
- An estate (other than a foreign estate); or
- A domestic trust (as defined in Regulations section 301.7701-7).

Special rules for partnerships. Partnerships that conduct a trade or business in the United States are generally required to pay a withholding tax under section 1446 on any foreign partners' share of effectively connected taxable income from such business. Further, in certain cases where a Form W-9 has not been received, the rules under section 1446 require a partnership to presume that a partner is a foreign person, and pay the section 1446 withholding tax. Therefore, if you are a U.S. person that is a partner in a partnership conducting a trade or business in the United States, provide Form W-9 to the partnership to establish your U.S. status and avoid section 1446 withholding on your share of partnership income.

In the cases below, the following person must give Form W-9 to the partnership for purposes of establishing its U.S. status and avoiding withholding on its allocable share of net income from the partnership conducting a trade or business in the United States.

- In the case of a disregarded entity with a U.S. owner, the U.S. owner of the disregarded entity and not the entity;
- In the case of a grantor trust with a U.S. grantor or other U.S. owner, generally, the U.S. grantor or other U.S. owner of the grantor trust and not the trust; and
- In the case of a U.S. trust (other than a grantor trust), the U.S. trust (other than a grantor trust) and not the beneficiaries of the trust.

Foreign person. If you are a foreign person or the U.S. branch of a foreign bank that has elected to be treated as a U.S. person, do not use Form W-9. Instead, use the appropriate Form W-8 or Form 8233 (see Pub. 515, Withholding of Tax on Nonresident Aliens and Foreign Entities).

Nonresident alien who becomes a resident alien. Generally, only a nonresident alien individual may use the terms of a tax treaty to reduce or eliminate U.S. tax on certain types of income. However, most tax treaties contain a provision known as a "saving clause." Exceptions specified in the saving clause may permit an exemption from tax to continue for certain types of income even after the payee has otherwise become a U.S. resident alien for tax purposes.

If you are a U.S. resident alien who is relying on an exception contained in the saving clause of a tax treaty to claim an exemption from U.S. tax on certain types of income, you must attach a statement to Form W-9 that specifies the following five items.

1. The treaty country. Generally, this must be the same treaty under which you claimed exemption from tax as a nonresident alien.

2. The treaty article addressing the income.

3. The article number (or location) in the tax treaty that contains the saving clause and its exceptions.

4. The type and amount of income that qualifies for the exemption from tax.

5. Sufficient facts to justify the exemption from tax under the terms of the treaty article.

Example. Article 20 of the U.S.-China income tax treaty allows an exemption from tax for scholarship income received by a Chinese student temporarily present in the United States. Under U.S. law, this student will become a resident alien for tax purposes if his or her stay in the United States exceeds 5 calendar years. However, paragraph 2 of the first Protocol to the U.S.-China treaty (dated April 30, 1984) allows the provisions of Article 20 to continue to apply even after the Chinese student becomes a resident alien of the United States. A Chinese student who qualifies for this exception (under paragraph 2 of the first protocol) and is relying on this exception to claim an exemption from tax on his or her scholarship or fellowship income would attach to Form W-9 a statement that includes the information described above to support that exemption.

If you are a nonresident alien or a foreign entity, give the requester the appropriate completed Form W-8 or Form 8233.

Backup Withholding

What is backup withholding? Persons making certain payments to you must under certain conditions withhold and pay to the IRS 28% of such payments. This is called "backup withholding." Payments that may be subject to backup withholding include interest, tax-exempt interest, dividends, broker and barter exchange transactions, rents, royalties, nonemployee pay, payments made in settlement of payment card and third party network transactions, and certain payments from fishing boat operators. Real estate transactions are not subject to backup withholding.

You will not be subject to backup withholding on payments you receive if you give the requester your correct TIN, make the proper certifications, and report all your taxable interest and dividends on your tax return.

Payments you receive will be subject to backup withholding if:

1. You do not furnish your TIN to the requester,

2. You do not certify your TIN when required (see the instructions for Part II for details),

3. The IRS tells the requester that you furnished an incorrect TIN,

4. The IRS tells you that you are subject to backup withholding because you did not report all your interest and dividends on your tax return (for reportable interest and dividends only), or

5. You do not certify to the requester that you are not subject to backup withholding under 4 above (for reportable interest and dividend accounts opened after 1983 only).

Certain payees and payments are exempt from backup withholding. See *Exempt payee code,* later, and the separate Instructions for the Requester of Form W-9 for more information.

Also see *Special rules for partnerships,* earlier.

What is FATCA Reporting?

The Foreign Account Tax Compliance Act (FATCA) requires a participating foreign financial institution to report all United States account holders that are specified United States persons. Certain payees are exempt from FATCA reporting. See *Exemption from FATCA reporting code,* later, and the Instructions for the Requester of Form W-9 for more information.

Updating Your Information

You must provide updated information to any person to whom you claimed to be an exempt payee if you are no longer an exempt payee and anticipate receiving reportable payments in the future from this person. For example, you may need to provide updated information if you are a C corporation that elects to be an S corporation, or if you no longer are tax exempt. In addition, you must furnish a new Form W-9 if the name or TIN changes for the account; for example, if the grantor of a grantor trust dies.

Penalties

Failure to furnish TIN. If you fail to furnish your correct TIN to a requester, you are subject to a penalty of $50 for each such failure unless your failure is due to reasonable cause and not to willful neglect.

Civil penalty for false information with respect to withholding. If you make a false statement with no reasonable basis that results in no backup withholding, you are subject to a $500 penalty.

Criminal penalty for falsifying information. Willfully falsifying certifications or affirmations may subject you to criminal penalties including fines and/or imprisonment.

Misuse of TINs. If the requester discloses or uses TINs in violation of federal law, the requester may be subject to civil and criminal penalties.

Specific Instructions

Line 1

You must enter one of the following on this line; **do not** leave this line blank. The name should match the name on your tax return.

If this Form W-9 is for a joint account (other than an account maintained by a foreign financial institution (FFI)), list first, and then circle, the name of the person or entity whose number you entered in Part I of Form W-9. If you are providing Form W-9 to an FFI to document a joint account, each holder of the account that is a U.S. person must provide a Form W-9.

a. **Individual.** Generally, enter the name shown on your tax return. If you have changed your last name without informing the Social Security Administration (SSA) of the name change, enter your first name, the last name as shown on your social security card, and your new last name.

Note: ITIN applicant: Enter your individual name as it was entered on your Form W-7 application, line 1a. This should also be the same as the name you entered on the Form 1040/1040A/1040EZ you filed with your application.

b. **Sole proprietor or single-member LLC.** Enter your individual name as shown on your 1040/1040A/1040EZ on line 1. You may enter your business, trade, or "doing business as" (DBA) name on line 2.

c. **Partnership, LLC that is not a single-member LLC, C corporation, or S corporation.** Enter the entity's name as shown on the entity's tax return on line 1 and any business, trade, or DBA name on line 2.

d. **Other entities.** Enter your name as shown on required U.S. federal tax documents on line 1. This name should match the name shown on the charter or other legal document creating the entity. You may enter any business, trade, or DBA name on line 2.

e. **Disregarded entity.** For U.S. federal tax purposes, an entity that is disregarded as an entity separate from its owner is treated as a "disregarded entity." See Regulations section 301.7701-2(c)(2)(iii). Enter the owner's name on line 1. The name of the entity entered on line 1 should never be a disregarded entity. The name on line 1 should be the name shown on the income tax return on which the income should be reported. For example, if a foreign LLC that is treated as a disregarded entity for U.S. federal tax purposes has a single owner that is a U.S. person, the U.S. owner's name is required to be provided on line 1. If the direct owner of the entity is also a disregarded entity, enter the first owner that is not disregarded for federal tax purposes. Enter the disregarded entity's name on line 2, "Business name/disregarded entity name." If the owner of the disregarded entity is a foreign person, the owner must complete an appropriate Form W-8 instead of a Form W-9. This is the case even if the foreign person has a U.S. TIN.

Line 2

If you have a business name, trade name, DBA name, or disregarded entity name, you may enter it on line 2.

Line 3

Check the appropriate box on line 3 for the U.S. federal tax classification of the person whose name is entered on line 1. Check only one box on line 3.

IF the entity/person on line 1 is a(n) . . .	THEN check the box for . . .
• Corporation	Corporation
• Individual • Sole proprietorship, or • Single-member limited liability company (LLC) owned by an individual and disregarded for U.S. federal tax purposes.	Individual/sole proprietor or single-member LLC
• LLC treated as a partnership for U.S. federal tax purposes, • LLC that has filed Form 8832 or 2553 to be taxed as a corporation, or • LLC that is disregarded as an entity separate from its owner but the owner is another LLC that is not disregarded for U.S. federal tax purposes.	Limited liability company and enter the appropriate tax classification. (P= Partnership; C= C corporation; or S= S corporation)
• Partnership	Partnership
• Trust/estate	Trust/estate

Line 4, Exemptions

If you are exempt from backup withholding and/or FATCA reporting, enter in the appropriate space on line 4 any code(s) that may apply to you.

Exempt payee code.

- Generally, individuals (including sole proprietors) are not exempt from backup withholding.
- Except as provided below, corporations are exempt from backup withholding for certain payments, including interest and dividends.
- Corporations are not exempt from backup withholding for payments made in settlement of payment card or third party network transactions.
- Corporations are not exempt from backup withholding with respect to attorneys' fees or gross proceeds paid to attorneys, and corporations that provide medical or health care services are not exempt with respect to payments reportable on Form 1099-MISC.

The following codes identify payees that are exempt from backup withholding. Enter the appropriate code in the space in line 4.

1—An organization exempt from tax under section 501(a), any IRA, or a custodial account under section 403(b)(7) if the account satisfies the requirements of section 401(f)(2)

2—The United States or any of its agencies or instrumentalities

3—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

4—A foreign government or any of its political subdivisions, agencies, or instrumentalities

5—A corporation

6—A dealer in securities or commodities required to register in the United States, the District of Columbia, or a U.S. commonwealth or possession

7—A futures commission merchant registered with the Commodity Futures Trading Commission

8—A real estate investment trust

9—An entity registered at all times during the tax year under the Investment Company Act of 1940

10—A common trust fund operated by a bank under section 584(a)

11—A financial institution

12—A middleman known in the investment community as a nominee or custodian

13—A trust exempt from tax under section 664 or described in section 4947

The following chart shows types of payments that may be exempt from backup withholding. The chart applies to the exempt payees listed above, 1 through 13.

IF the payment is for . . .	THEN the payment is exempt for . . .
Interest and dividend payments	All exempt payees except for 7
Broker transactions	Exempt payees 1 through 4 and 6 through 11 and all C corporations. S corporations must not enter an exempt payee code because they are exempt only for sales of noncovered securities acquired prior to 2012.
Barter exchange transactions and patronage dividends	Exempt payees 1 through 4
Payments over $600 required to be reported and direct sales over $5,000[1]	Generally, exempt payees 1 through 5[2]
Payments made in settlement of payment card or third party network transactions	Exempt payees 1 through 4

[1] See Form 1099-MISC, Miscellaneous Income, and its instructions.

[2] However, the following payments made to a corporation and reportable on Form 1099-MISC are not exempt from backup withholding: medical and health care payments, attorneys' fees, gross proceeds paid to an attorney reportable under section 6045(f), and payments for services paid by a federal executive agency.

Exemption from FATCA reporting code. The following codes identify payees that are exempt from reporting under FATCA. These codes apply to persons submitting this form for accounts maintained outside of the United States by certain foreign financial institutions. Therefore, if you are only submitting this form for an account you hold in the United States, you may leave this field blank. Consult with the person requesting this form if you are uncertain if the financial institution is subject to these requirements. A requester may indicate that a code is not required by providing you with a Form W-9 with "Not Applicable" (or any similar indication) written or printed on the line for a FATCA exemption code.

A—An organization exempt from tax under section 501(a) or any individual retirement plan as defined in section 7701(a)(37)

B—The United States or any of its agencies or instrumentalities

C—A state, the District of Columbia, a U.S. commonwealth or possession, or any of their political subdivisions or instrumentalities

D—A corporation the stock of which is regularly traded on one or more established securities markets, as described in Regulations section 1.1472-1(c)(1)(i)

E—A corporation that is a member of the same expanded affiliated group as a corporation described in Regulations section 1.1472-1(c)(1)(i)

F—A dealer in securities, commodities, or derivative financial instruments (including notional principal contracts, futures, forwards, and options) that is registered as such under the laws of the United States or any state

G—A real estate investment trust

H—A regulated investment company as defined in section 851 or an entity registered at all times during the tax year under the Investment Company Act of 1940

I—A common trust fund as defined in section 584(a)

J—A bank as defined in section 581

K—A broker

L—A trust exempt from tax under section 664 or described in section 4947(a)(1)

M—A tax exempt trust under a section 403(b) plan or section 457(g) plan

Note: You may wish to consult with the financial institution requesting this form to determine whether the FATCA code and/or exempt payee code should be completed.

Line 5

Enter your address (number, street, and apartment or suite number). This is where the requester of this Form W-9 will mail your information returns. If this address differs from the one the requester already has on file, write NEW at the top. If a new address is provided, there is still a chance the old address will be used until the payor changes your address in their records.

Line 6

Enter your city, state, and ZIP code.

Part I. Taxpayer Identification Number (TIN)

Enter your TIN in the appropriate box. If you are a resident alien and you do not have and are not eligible to get an SSN, your TIN is your IRS individual taxpayer identification number (ITIN). Enter it in the social security number box. If you do not have an ITIN, see *How to get a TIN* below.

If you are a sole proprietor and you have an EIN, you may enter either your SSN or EIN.

If you are a single-member LLC that is disregarded as an entity separate from its owner, enter the owner's SSN (or EIN, if the owner has one). Do not enter the disregarded entity's EIN. If the LLC is classified as a corporation or partnership, enter the entity's EIN.

Note: See *What Name and Number To Give the Requester,* later, for further clarification of name and TIN combinations.

How to get a TIN. If you do not have a TIN, apply for one immediately. To apply for an SSN, get Form SS-5, Application for a Social Security Card, from your local SSA office or get this form online at *www.SSA.gov*. You may also get this form by calling 1-800-772-1213. Use Form W-7, Application for IRS Individual Taxpayer Identification Number, to apply for an ITIN, or Form SS-4, Application for Employer Identification Number, to apply for an EIN. You can apply for an EIN online by accessing the IRS website at *www.irs.gov/Businesses* and clicking on Employer Identification Number (EIN) under Starting a Business. Go to *www.irs.gov/Forms* to view, download, or print Form W-7 and/or Form SS-4. Or, you can go to *www.irs.gov/OrderForms* to place an order and have Form W-7 and/or SS-4 mailed to you within 10 business days.

If you are asked to complete Form W-9 but do not have a TIN, apply for a TIN and write "Applied For" in the space for the TIN, sign and date the form, and give it to the requester. For interest and dividend payments, and certain payments made with respect to readily tradable instruments, generally you will have 60 days to get a TIN and give it to the requester before you are subject to backup withholding on payments. The 60-day rule does not apply to other types of payments. You will be subject to backup withholding on all such payments until you provide your TIN to the requester.

Note: Entering "Applied For" means that you have already applied for a TIN or that you intend to apply for one soon.

Caution: A disregarded U.S. entity that has a foreign owner must use the appropriate Form W-8.

Part II. Certification

To establish to the withholding agent that you are a U.S. person, or resident alien, sign Form W-9. You may be requested to sign by the withholding agent even if item 1, 4, or 5 below indicates otherwise.

For a joint account, only the person whose TIN is shown in Part I should sign (when required). In the case of a disregarded entity, the person identified on line 1 must sign. Exempt payees, see *Exempt payee code,* earlier.

Signature requirements. Complete the certification as indicated in items 1 through 5 below.

1. Interest, dividend, and barter exchange accounts opened before 1984 and broker accounts considered active during 1983. You must give your correct TIN, but you do not have to sign the certification.

2. Interest, dividend, broker, and barter exchange accounts opened after 1983 and broker accounts considered inactive during 1983. You must sign the certification or backup withholding will apply. If you are subject to backup withholding and you are merely providing your correct TIN to the requester, you must cross out item 2 in the certification before signing the form.

3. Real estate transactions. You must sign the certification. You may cross out item 2 of the certification.

4. Other payments. You must give your correct TIN, but you do not have to sign the certification unless you have been notified that you have previously given an incorrect TIN. "Other payments" include payments made in the course of the requester's trade or business for rents, royalties, goods (other than bills for merchandise), medical and health care services (including payments to corporations), payments to a nonemployee for services, payments made in settlement of payment card and third party network transactions, payments to certain fishing boat crew members and fishermen, and gross proceeds paid to attorneys (including payments to corporations).

5. Mortgage interest paid by you, acquisition or abandonment of secured property, cancellation of debt, qualified tuition program payments (under section 529), ABLE accounts (under section 529A), IRA, Coverdell ESA, Archer MSA or HSA contributions or distributions, and pension distributions. You must give your correct TIN, but you do not have to sign the certification.

What Name and Number To Give the Requester

For this type of account:	Give name and SSN of:
1. Individual	The individual
2. Two or more individuals (joint account) other than an account maintained by an FFI	The actual owner of the account or, if combined funds, the first individual on the account[1]
3. Two or more U.S. persons (joint account maintained by an FFI)	Each holder of the account
4. Custodial account of a minor (Uniform Gift to Minors Act)	The minor[2]
5. a. The usual revocable savings trust (grantor is also trustee)	The grantor-trustee[1]
b. So-called trust account that is not a legal or valid trust under state law	The actual owner[1]
6. Sole proprietorship or disregarded entity owned by an individual	The owner[3]
7. Grantor trust filing under Optional Form 1099 Filing Method 1 (see Regulations section 1.671-4(b)(2)(i)(A))	The grantor*

For this type of account:	Give name and EIN of:
8. Disregarded entity not owned by an individual	The owner
9. A valid trust, estate, or pension trust	Legal entity[4]
10. Corporation or LLC electing corporate status on Form 8832 or Form 2553	The corporation
11. Association, club, religious, charitable, educational, or other tax-exempt organization	The organization
12. Partnership or multi-member LLC	The partnership
13. A broker or registered nominee	The broker or nominee
14. Account with the Department of Agriculture in the name of a public entity (such as a state or local government, school district, or prison) that receives agricultural program payments	The public entity
15. Grantor trust filing under the Form 1041 Filing Method or the Optional Form 1099 Filing Method 2 (see Regulations section 1.671-4(b)(2)(i)(B))	The trust

[1] List first and circle the name of the person whose number you furnish. If only one person on a joint account has an SSN, that person's number must be furnished.

[2] Circle the minor's name and furnish the minor's SSN.

[3] You must show your individual name and you may also enter your business or DBA name on the "Business name/disregarded entity" name line. You may use either your SSN or EIN (if you have one), but the IRS encourages you to use your SSN.

[4] List first and circle the name of the trust, estate, or pension trust. (Do not furnish the TIN of the personal representative or trustee unless the legal entity itself is not designated in the account title.) Also see *Special rules for partnerships,* earlier.

***Note:** The grantor also must provide a Form W-9 to trustee of trust.

Note: If no name is circled when more than one name is listed, the number will be considered to be that of the first name listed.

Secure Your Tax Records From Identity Theft

Identity theft occurs when someone uses your personal information such as your name, SSN, or other identifying information, without your permission, to commit fraud or other crimes. An identity thief may use your SSN to get a job or may file a tax return using your SSN to receive a refund.

To reduce your risk:

- Protect your SSN,
- Ensure your employer is protecting your SSN, and
- Be careful when choosing a tax preparer.

If your tax records are affected by identity theft and you receive a notice from the IRS, respond right away to the name and phone number printed on the IRS notice or letter.

If your tax records are not currently affected by identity theft but you think you are at risk due to a lost or stolen purse or wallet, questionable credit card activity or credit report, contact the IRS Identity Theft Hotline at 1-800-908-4490 or submit Form 14039.

For more information, see Pub. 5027, Identity Theft Information for Taxpayers.

Victims of identity theft who are experiencing economic harm or a systemic problem, or are seeking help in resolving tax problems that have not been resolved through normal channels, may be eligible for Taxpayer Advocate Service (TAS) assistance. You can reach TAS by calling the TAS toll-free case intake line at 1-877-777-4778 or TTY/TDD 1-800-829-4059.

Protect yourself from suspicious emails or phishing schemes. Phishing is the creation and use of email and websites designed to mimic legitimate business emails and websites. The most common act is sending an email to a user falsely claiming to be an established legitimate enterprise in an attempt to scam the user into surrendering private information that will be used for identity theft.

The IRS does not initiate contacts with taxpayers via emails. Also, the IRS does not request personal detailed information through email or ask taxpayers for the PIN numbers, passwords, or similar secret access information for their credit card, bank, or other financial accounts.

If you receive an unsolicited email claiming to be from the IRS, forward this message to *phishing@irs.gov*. You may also report misuse of the IRS name, logo, or other IRS property to the Treasury Inspector General for Tax Administration (TIGTA) at 1-800-366-4484. You can forward suspicious emails to the Federal Trade Commission at *spam@uce.gov* or report them at *www.ftc.gov/complaint*. You can contact the FTC at *www.ftc.gov/idtheft* or 877-IDTHEFT (877-438-4338). If you have been the victim of identity theft, see *www.IdentityTheft.gov* and Pub. 5027.

Visit *www.irs.gov/IdentityTheft* to learn more about identity theft and how to reduce your risk.

Privacy Act Notice

Section 6109 of the Internal Revenue Code requires you to provide your correct TIN to persons (including federal agencies) who are required to file information returns with the IRS to report interest, dividends, or certain other income paid to you; mortgage interest you paid; the acquisition or abandonment of secured property; the cancellation of debt; or contributions you made to an IRA, Archer MSA, or HSA. The person collecting this form uses the information on the form to file information returns with the IRS, reporting the above information. Routine uses of this information include giving it to the Department of Justice for civil and criminal litigation and to cities, states, the District of Columbia, and U.S. commonwealths and possessions for use in administering their laws. The information also may be disclosed to other countries under a treaty, to federal and state agencies to enforce civil and criminal laws, or to federal law enforcement and intelligence agencies to combat terrorism. You must provide your TIN whether or not you are required to file a tax return. Under section 3406, payers must generally withhold a percentage of taxable interest, dividend, and certain other payments to a payee who does not give a TIN to the payer. Certain penalties may also apply for providing false or fraudulent information.

FORM 4

CLIENT WORK HISTORY

COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT)

RFP No. 19-0003

Provide at least five (5) clients for whom similar work has been performed within the last five (5) years.

Name and Address of Client:	**Point of Contact:** **Email:** **Telephone:** **Fax:**
Description of services provided: **Date of work completion:**	
Name and Address of Client:	**Point of Contact:** **Email:** **Telephone:** **Fax:**
Description of services provided: **Date of work completion:**	
Name and Address of Client:	**Point of Contact:** **Email:** **Telephone:** **Fax:**
Description of services provided: **Date of work completion:**	
Name and Address of Client:	**Point of Contact:** **Email:** **Telephone:** **Fax:**
Description of services provided: **Date of work completion:**	
Name and Address of Client:	**Point of Contact:** **Email:** **Telephone:** **Fax:**
Description of services provided: **Date of work completion:**	

FORM 5

CONTRACT SIGNATURE PAGE

COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT)

RFP NO. 19-0003

THE UNDERSIGNED HEREBY DECLARES THAT HE HAS/THEY HAVE CAREFULLY EXAMINED THE SPECIFICATIONS HEREIN REFERRED TO AND WILL PROVIDE ALL EQUIPMENT, TERMS AND SERVICES TO THE CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA.

______________________________	By:______________________________
Witness as to the signing of the contract	Signature of Authorized Representative Date
______________________________	______________________________
Witness as to the signing of the contract	Print Name and Title of Signatory
(Corporate seal, if applicable)	Company:______________________________
Company Ordering Address	***Company Payment Address***
______________________________	______________________________
______________________________	______________________________
Contact:______________________	Contact:______________________
Contact Email__________________	Contact Email__________________
Telephone__________Fax__________	Telephone:__________Fax__________

CONSOLIDATED GOVERNMENT OF COLUMBUS, GEORGIA

Accepted this___ day of ______________20__	**APPROVED AS TO LEGAL FORM:**
______________________________	______________________________
Isaiah Hugley, City Manager	**Clifton C. Fay, City Attorney**

ATTEST:

____

Tiny B. Washington, Clerk of Council

****COMPLETE AND RETURN THIS PAGE WITH SEALED PROPOSAL****

☑ CHECKLIST ☑

COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT)
RFP No. 19-0003

CHECK OFF EACH ITEM AS THE NECESSARY ACTION IS COMPLETED:

☐ 1. THE CONTRACT SIGNATURE PAGE HAS BEEN SIGNED.

☐ 2. THE PRICES HAVE BEEN CHECKED.

☐ 3. ADDENDUM (IF ANY) HAS BEEN SIGNED AND ARE INCLUDED.

☐ 4. ALL PROPOSAL SUBMISSION REQUIREMENTS.

☐ 5. ENVELOPE INCLUDES **ONE** (1) ORIGINAL AND **NINE** (9) COPIES OF PROPOSAL RESPONSE. *(Please only send one copy of "Business Requirements".)*

☐ 6. THE MAILING ENVELOPE HAS BEEN ADDRESSED TO:

Columbus Consolidated Government
Purchasing Division – Attn: Sandra Chandler
5th Floor, Tower Bldg
100 10th Street
Columbus, Georgia 31902-1340

☐ 7. THE MAILING ENVELOPE/PACKAGE HAS BEEN SEALED AND MARKED WITH THE:

TITLE:	**Course Instructors for the Department of HR/THE LEARNING CENTER (Annual Contract)**
NUMBER:	**RFP No. 19-0003**
OPENING DATE:	**October 12, 2018**

PLEASE CONSIDER THE ENVIRONMENT

Please only submit what is required; keep the remaining pages for your records.

*** Opening date subject to change by Addendum**

EXHIBIT C

Course Instructors for the Department of Human Resources/
The Learning Center (Annual Contract)

The Leadership Institute at Columbus State University

Proposal

LEADERSHIP INSTITUTE
COLUMBUS STATE UNIVERSITY

Proposal Response to Solicitation

Technical Proposal

Columbus Consolidated Government
Purchasing Division
100 10th Street
Columbus, Georgia 31901

10/19/2018

RE: RFP No. 19-0003

For: Course Instructors for the Department of HR/The Learning Center (Annual Contract)

COLUMBUS
GEORGIA
We do amazing.

The Leadership Institute
at Columbus State University

Prepared by: Shana Young
3100 Gentian Blvd.
Columbus, GA 31907
706-569-2415
young_shana@columbusstate.edu

The Proposal includes data that shall not be disclosed outside the Columbus Consolidated Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this proposal. The Columbus Consolidated Government may use information contained in this document without restrictions, if it is obtained from another source. The data subject to this restriction are contained in pages marked "Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal. This proposal expires 120 days from date of submission."

Contents

LEADERSHIP INSTITUTE
COLUMBUS STATE UNIVERSITY

Section 1: TRANSMITTAL LETTER – The Leadership Institute

The Leadership Institute at Columbus State University is a university-based consulting group that provides expertise and training in leadership development, team building, assessments, and strategic planning. The Leadership Institute develops and enhances the skills of today's and tomorrow's leaders by engaging them in challenging, interactive workshops critical to the organization's future. The Leadership Institute conducts leadership development programs for first line supervisors through senior management executives. We partner with the government, business and public sectors to address challenges, identify opportunities, and design and deliver solutions. We also assist in the development of the next generation leadership team, providing them with competencies to meet great challenges now and in the future. These values-based programs are designed to augment the capabilities of leaders using innovative, thought-provoking methodology and experienced and effective facilitators. The Leadership Institute works with individuals and organizations to develop individualized custom programs to meet their needs. Organized in January 2005, The Leadership Institute has worked with more than 80 local, regional, state, and federal organizations, including Department of Defense Educational Activity (DoDEA) and large corporations such as Aflac, Phoebe Health Systems, Charbroil, Brasfield & Gorrie, Chatham Co. Commissioners, Georgia Convention and Visitors Bureaus and Synovus Financial Corp., in developing and implementing leadership development programs.

We believe that leadership skills can be taught and understood, regardless of any inherent leadership qualities. Leadership development requires an intensive effort on the part of the individual through self-awareness and self-development. In addition, wisdom through job and life experiences is essential to leadership development. The reality is that leadership development is a lifelong learning process; we never stop learning and we never stop practicing the art of leadership.

Leaders are seldom successful in isolation, so we focus on how leaders influence the team/organization in which they lead. Effective leadership is the foundation of effective teamwork. Leaders must learn how to effectively lead teams/organizations through formal institutional training, experiential learning, and experience. Institutional training is a key element of individual leadership and professional development. Most successful organizations have structured leadership training through their internal leadership institutions or through the use of other sources such as organizations that specialize in this training. The Leadership Institute at Columbus State University is an organization that has a proven record of success working with organizations ranging from small nonprofits to Fortune 500 companies.

Our professional development leadership training is value added for organizations that focus on their vision and are driven by day to day activities. We have found that businesses and agencies that are serious about encouraging growth and driving prosperity encourage and invest the time and resources necessary to develop their employees. Successful businesses and agencies create an environment where individuals can achieve their full potential. An organization's staff needs quick access to relevant, practical resources that will help navigate the ever-changing business landscape. From the upper management level to the frontline supervisors, it is essential that leadership teams must "Get the Big Things Right." Solutions are needed that will turn today's challenges into tomorrow's possibilities.

The Leadership Institute at Columbus State University offers solutions that will assist Columbus Consolidated Government leaders to redefine your future with a uniquely customized training strategy. Our training transforms the culture and character of your workplace so that each employee is more productive, more resourceful, more intuitive, and more engaged. Values are articulated, strategy is defined, skill sets and competencies are identified, and results are measured. Our goal is to provide you with a learning solution that integrates leadership development into the culture and climate of your organization.

The Proposal includes data that shall not be disclosed outside the Columbus Consolidated Government and shall not be duplicated, used, or disclosed – in whole or in part – for any purpose other than to evaluate this proposal. The Columbus Consolidated Government may use information contained in this document without restrictions, if it is obtained from another source. The data subject to this restriction are contained in pages marked "Use or disclosure of data contained on this page is subject to the restriction on the title page of this proposal. This proposal expires 120 days from date of submission."

Sincerely,

Ed Helton

Assistant Vice President of Leadership Development

Columbus State University

helton_ed@columbusstate.edu

Shana D. Young

Executive Director, The Leadership Institute

Columbus State University

young_shana@columbusstate.edu

Section 2: Affidavit for E-Verify/Georgia Security Immigration Compliance Act

Section 3: Addenda Acknowledgement

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

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BidLine 706-225-4536
www.columbusga.org

September 21, 2018

Addendum No. One

Course Instructors for the Department of HR/
The Learning Center (Annual Contract)
RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.
Initials: GN **Company:** The Leadership Institute

Vendors are informed that the above subject Request for Proposal (RFP) is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. **Correction to email link for submitting questions:**

The email link was erroneously stated in the RFP as bidopportunities@columbusga.gov. The correct email link is bidopportunities@columbusga.org. We apologize for any inconvenience this error may have caused.

B. **City's response to submitted request for clarification:**

1. Question: *"A few courses were listed in the RFP. What courses is the HR Dept in need of instructors for? Are they looking for the vendors to recommend courses? Are other courses needed?"*

   Response: **The listed classes are what we are requesting, but not limited to those classes only. Vendors may recommend courses. We are open to new training.**

2. Question: *"Does your organization have a class size limit?"*

   Response: **Class size will be limited to 30.**

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3. Question: *"How are these courses being taught today, and are they structured as a single day class, or a series of classes per course?"*

   Response: **Courses are currently structured with a single day of instruction. Classes can be a 2-part session if it exceeds four (4) hours of instruction.**

4. Question: *"Are classes held during work hours?"*

   Response: **Classes are typically held during regular work hours. In some instances, provisions will be made for those on rotating shifts.**

5. Question: *"Is there an existing catalog of classes that are being taught? If so, how are they structured?"*

   Response: **There is currently no existing catalog of classes. The following classes are currently being taught in-house: Performance and Review, Microsoft Office (PPT, Word, Publisher, Access, Excel), Harassment, Work Place Violence, HR Law, Effective Leadership, and Business Writing.**

6. Question: *"Are the courses currently being taught by in-house instructors or contracted out?"*

   Response: **Classes are currently taught by the Training manager (in-house).**

7. Question: *"What is the overall budget for this project?"*

   Response: **An overall budget has not been set.**

8. Question: *"Are the courses mandated by any government entity such as OSHA courses for regulatory requirements?"*

   Response: **No classes or courses are mandated.**

9. Question: *"Who will receive the training (hourly employees, salaried employees, or combination) and will this training be voluntary or mandatory attendance?"*

   Response: **All employees, regardless of employment status, will be eligible to attend training.**

10. Question: *"Will there be a preliminary schedule provided for the classes? Does the class require 25 participants to become an active class?"*

    Response: **Classes are scheduled as time allows. Currently, there is no set schedule, but some classes have been scheduled. Classes will be taught more than once a year. The minimum for a class is 10, and the maximum will be 30. The cost will not be based on number of participants.**

11. Question: *"Will there be any outside stakeholders attending the class outside of the government employees?"*

    Response: **Currently there are none.**

C. Addendum Acknowledgement

Indicate that your company has received this Addendum in the appropriate areas and include with sealed Bid. **Failure to acknowledge receipt of this addendum may render your Proposal "Incomplete".**

Andrea J. McCorvey
Purchasing Division Manager

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

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www.columbusga.org

October 4, 2018

Addendum No. Two

Course Instructors for the Department of HR/
The Learning Center (Annual Contract)
RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.	
Initials: SY	**Company:** The Leadership Institute

Vendors are informed that the above subject Request for Proposal (RFP) is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. Due Date Extension

The RFP due date is changed; sealed proposals must be time/date stamped by the Finance Department/Purchasing Division no later than **5:00 PM on Friday, October 19, 2018**.

B. City's response to submitted request for clarification:

The City has received several questions/requests for clarification, and shall respond as soon as possible in a forthcoming addendum.

C. Addendum Acknowledgement

Indicate that your company has received this Addendum in the appropriate areas and include with sealed Bid. **Failure to acknowledge receipt of this addendum may render your Proposal "Incomplete".**

Andrea J. McCorvey
Purchasing Division Manager

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October 9, 2018

Addendum No. Three

Course Instructors for the Department of HR/
The Learning Center (Annual Contract)
RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.	
Initials: GJ	**Company:** The Leadership Institute

Vendors are informed that the above subject Request for Proposal (RFP) is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. City's response to submitted request for clarification:

1. Question: *"Can we request a site visit to get a lay of the environment, equipment provided and people overseeing project? If yes, who will be the point of contact?"*

   Response: **Any entity may schedule a site visit. Corey Jones will be the point of contact and can be contacted at 706-225-3642, or CoreyJones@columbusga.org.**

2. Question: *"Who is the point of contact the instructor will be assisting for the marketing portion of this solicitation?"*

   Response: **Corey Jones will be the point of contact for everything concerning instructions/training/courses.**

3. Question: *"Is The Learning Center looking exclusively for vendors with existing content in every subject area, or does the project support the design and development of new curriculum customized to the audience and the needs of the business?"*

   Response: **We are looking for vendors that can support all or part of the subject area. We are open to new curriculum.**

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4. Question: *"Is The Learning Center open to a combination of existing content and customized curriculum?"*

   Response: **Yes, some classes are similar and can be combined/customized.**

5. Question: *"The Scope of Services indicates a 1 instructor per 25 employees' ratio. Has that changed to 30?"*

   Response: **The scope has not changed. Addendum No. One erroneously stated that class size will be limited to 30. The correct response is that class size is as it is stated in the RFP, Section IV. Scope of Services, item b, on page 14.**

B. Addendum Acknowledgement

Indicate that your company has received this Addendum in the appropriate areas and include with sealed Bid. **Failure to acknowledge receipt of this addendum may render your Proposal "Incomplete".**

Andrea J. McCorvey
Purchasing Division Manager

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October 16, 2018

Addendum No. Four

Course Instructors for the Department of HR/
The Learning Center (Annual Contract)
RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.	
Initials: SY	**Company:** The Leadership Institute

Vendors are informed that the above subject Request for Proposal (RFP) is hereby modified, corrected, or supplemented as specified, described and set forth in this Addendum:

A. City's response to submitted request for clarification:

1. Question: *"On page 13 under General Requirements, item b, it mentions "assist with marketing of classes". How much of the vendor's time would be needed for marketing for each course? It also mentions the requirement to 'distribute flyers'. How and where would you want the vendor to distribute flyers?"*

   Response: **The term 'marketing' refers to flyers, electronic or paper, which will be used to generate interest in the specified class. The vendor will be responsible for providing flyers to The Learning Center's point of contact at least 2 weeks in advance of the date of the class; all flyers are subject to editing. Time needed is dependent upon the vendor's ability to perform this task. The City will distribute flyers to employees on behalf of the vendor.**

2. Question: *"You indicated that the required insurance coverage is as follows:*
   - *Worker's Compensation and Employer's Liability*
   - *General Liability Premises/Operations*
   - *Independent Contractors and Sub-Contractors*
   - *Owned/Hired/Non-Owned Vehicles/Employer non ownership*
   - *Professional Liability*

   Are ALL the above insurance required for this particular bid? Or, if you do not have any employees and will not be sub-contracting, is General Liability insurance sufficient for this bid?"

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October 16, 2018

Addendum No. Four

Course Instructors for the Department of HR/
The Learning Center (Annual Contract)
RFP No. 19-0003

Acknowledgment of receipt of Addenda must be included with sealed Proposal.

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   - *Independent Contractors and Sub-Contractors*
   - *Owned/Hired/Non-Owned Vehicles/Employer non ownership*
   - *Professional Liability*

   Are ALL the above insurance required for this particular bid? Or, if you do not have any employees and will not be sub-contracting, is General Liability insurance sufficient for this bid?"

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Response:

- Worker's Compensation and Employer's Liability – **per Statutory requirements employers with three or more persons are required to provide Worker's Compensation Coverage. Consequently, if you have no employees you are not required to have this insurance.**
- General Liability Premises/Operations – **Required**
- Independent Contractors and Sub-Contractors – **Provide coverage only if you will be using Sub-Contractors**
- Owned/Hired/Non-Owned Vehicles/Employer non ownership **- Required**
- Professional Liability – **Not Required**

General Liability insurance is sufficient for this bid if you do not have any employees and will not be sub-contracting. Please complete and return the attached REVISED INSURANCE CHECKLIST.

B. Addendum Acknowledgement

Indicate that your company has received this Addendum in the appropriate areas and include with sealed Bid. **Failure to acknowledge receipt of this addendum may render your Proposal "Incomplete".**

Andrea J. McCorvey
Purchasing Division Manager

FORM 1

REVISED

INSURANCE CHECKLIST

RFP No. 19-0003
COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT)

CERTIFICATE OF INSURANCE MUST SHOW ALL COVERAGE AND ENDORSEMENTS INDICATED BY "X"

CSL = Combined Single Limit; BI = Bodily Injury; PD=Property Damage

Required Coverage(s)		Limits (Figures denote minimums)	Bidders Limits/Response
X	1. Worker's Compensation and Employer's Liability	STATUTORY REQUIREMENTS	
	Comprehensive General Liability		
X	2. General Liability Premises/Operations	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
X	3. Independent Contractors and Sub - Contractors	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	4. Products Liability	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	5. Completed Operations	$1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	6. Contractual Liability (Must be shown on Certificate)	$ 1 Million CSL BI/PD each occurrence, $1 Million annual aggregate	
	Automobile Liability		
X	7. *Owned/Hired/Non-Owned Vehicles/ Employer non ownership	$1 Million BI/PD each Accident, Uninsured Motorist	
	Others		
	8. Miscellaneous Errors and Omissions	$1 Million per occurrence/claim	
	9. Umbrella/Excess Liability	$1 Million Bodily Injury, Property Damage and Personal Injury	
	10. Personal and Advertising Injury Liability	$1 Million each offense, $1 Million annual aggregate	
	11. Professional Liability	$1 Million per occurrence/claim	
	12. Architects and Engineers	$1 Million per occurrence/claim	
	13. Asbestos Removal Liability	$2 Million per occurrence/claim	

Required Coverage(s)		Limits (Figures denote minimums)	Bidders Limits/Response
	14. Medical Malpractice	$1 Million per occurrence/claim	
	15. Medical Professional Liability	$1 Million per occurrence/claim	
	16. Dishonesty Bond		
	17. Builder's Risk	Provide Coverage in the full amount of contract	
	18. XCU (Explosive, Collapse, Underground) Coverage		
	19. USL&H (Long Shore Harbor Worker's Compensation Act)		
	20. Contractor Pollution Liability	$2 Million per occurrence/claim	
	21. Environmental Impairment Liability	$2 Million per occurrence/claim	
	22. Pollution	$2 Million per occurrence/claim	
X	23. Carrier Rating shall be Best's Rating of A-VII or its equivalents		
X	24. Notice of Cancellation, non-renewal or material change in coverage shall be provided to City at least 30 days prior to action.		
X	25. The City shall be named Additional Insured on all policies		
X	26. Certificate of Insurance shall show Bid Number and Bid Title		

*If offeror's employees will be using their privately owned vehicles while working on this contract and are privately insured, please state that fact in the **Bidders Limits/Response** column of the insurance checklist.

BIDDER'S STATEMENT:

If awarded the contract, I will comply with contract insurance requirements and provide the required Certificate of Insurance.

BIDDER NAME: The Leadership Institute

AUTHORIZED SIGNATURE: Shana D Young

Section 4: Qualifications and Experience

A. Years in Business

In business since 2005, The Leadership Institute at Columbus State University is a university-based consulting group that provides expertise and training in leadership development, team building, assessments, and strategic planning.

Our team utilizes world-class faculty, staff, facilitators, and facilities. The Leadership Institute faculty specializes in facilitating change management, people development, driving for results, enhancing business acumen and relationship building through developed communication skills.

B. Credentials

Our highly credentialed and certified teams of subject matter experts are all skilled in course development and curriculum design, instructional faculty, support staff, and facilitation. All facilitators hold a Masters degrees or higher in their areas of expertise. Many of our facilitators are certified coaches and have various assessment certifications to include:

- Myers-Briggs Type Indicator (MBTI)
- FIRO-B
- Emergenetics
- RightPath 4 and 6 and 360
- DISC Personality Profile System
- BarOn Emotional Intelligence EQ-I & EQ-I 360
- Emotional and Social Competency Inventory (ESCI)
- StrengthsFinder
- Thomas-Kilmann Conflict Mode Instrument
- Lominger Leadership Architect Card Sort
- Hogan Assessment Suite (Performance Predictor Assessments)
- Six-Sigma
- Immunity to Change Instrument (ITC)

Note*: Proof of all certifications on file and available at The Leadership Institute at Columbus State University.*

C. Personnel

Personnel that will be assigned to this project will be CSU faculty and staff who are subject matter experts and provide expertise on the content areas requested and who hold the certifications listed above.

Columbus State University is a Southern Association of Colleges and Schools (SACS) accredited university and part of the University System of Georgia. Columbus State University has more than 300 stellar faculty and facilitators. Our team is comprised of one project manager and faculty coordinator, 12 Leadership Institute facilitators and five executive coaches. All faculty and facilitators are experienced and certified.

A list of 13 Leadership Institute facilitators who will be available and lead point of contact for this project are listed below:

- PROJECT LEAD, FACILITATOR, MAIN POINT OF CONTACT:
- *Shana Young, Executive Director, The Leadership Institute, Columbus State University*
    - Master of Arts, Communication, Auburn University
      Bachelor of Fine Arts, Media Studies, Valdosta State University

      Shana Young is a certified Human Behavior Consultant and certified Executive Coach. She also holds certifications in a variety of self-assessment tools, including DiSC, Bar-On Emotional Intelligence, Hogan, Myers-Briggs and RightPath. Young is lead on strategic planning research, development and writing for many Leadership Institute clients. A sought-after speaker for many Leadership Institute clients, Young was named as one of Georgia Trend's "40 Under 40" in 2016 and was named one of Columbus and the Valley Magazine's "5 Under 40" in 2012. Young is a member of the 2019 class of Leadership Georgia.

- COURSE FACILITATORS:
- *Ed Helton, Assistant Vice President of Leadership Development, Columbus State University*
    - Doctor of Divinity, Judson College
      Master of Arts, Philosophy, Samford University
      Bachelor of Arts, Communication and English, Samford University

      Helton is certified by the following institutions in various assessments and course content: The Center for Creative Leadership, The Center for Applied Psychological Types, Lominger International, Competitive Edge, The Browning Group, The Hay Group, The Leadership Challenge, and EI World. He led the development of the Get The Big Things Right (GTBTR) assessment, unique to The Leadership Institute. He is also a trained Executive Coach.
      In May 2013, he completed the Art and Practice of Leadership Development Executive Education course at the Harvard Kennedy School, Harvard University. The course was led by Dr. Ronald Heifetz, the King Hussein bin Talal Senior Lecturer in Public Leadership and founder of The Center for Public Leadership. In March 2015, he attended the Minds at Work training in Cambridge, Mass., where he was licensed to facilitate the Immunity to Change (ITC) instrument. The ITC instrument was developed by Robert Kegan, the William and Miriam Meehan Professor in Adult Learning and Professional Development at Harvard University's Graduate School of Education, and Lisa Lahey, associate director of Harvard's Change Leadership Group.

- *Wendi M. Jenkins, Frank D. Brown Distinguished Chair in Servant Leadership, Center for Servant Leadership, Director, Columbus State University*
    - Ed. D. in Higher Education from Columbus State University
    - Ed. S. in Instructional Technology from the University of West Georgia
    - M.Ed. in Secondary Education from Columbus State University
    - B.S. in Secondary Education/English from Columbus State University

    She is certified in Emergenetics and coordinates and teaches servant leadership courses.

- *Chelsea Powell, Internal Leadership Development, Assistant Director, Columbus State University*
    - M.Ed. in Counselor Education
    - Bachelor of General Studies from Southeastern Louisiana University

    She coordinates L.I.V.E. CSU for staff and faculty on campus. Chelsea is also a National Certified Counselor, NCC.

- *Johniqua Williams, Diversity Professional, Columbus State University*
    - Doctoral candidate in Educational Leadership at Columbus State University
    - M. Ed. in Education Leadership/Student Affairs Central Michigan University
    - B.S. in Social Work from Johnson C. Smith University Charlotte, NC

    Johniqua serves as the university Diversity Committee Chair and is responsible for identifying institutional priorities, programs, and initiatives that advance the institute's inclusive, excellence agendas for faculty, staff, and student populations. She has been an adjunct faculty at Columbus State University for six years, teaching Introduction to Cultural Diversity. With 10 years of experience within diversity, she has a collaborative and intentional approach when creating an inclusive synergy and development between practice and partnership. She is committed to immersing others in their organization and business by understanding the culture, aims, strengths, and challenges. Within interactive activities, she aims to develop a unified strategy and identifies targeted solutions that result in maximum impact, optimal performance, and sustainable systemic change.

- *Cortney Laughlin, Servant Leadership Program, Assistant Director, Columbus State University*
    - M.S., Organizational Leadership, Servant Leadership, Columbus State University
    - B.A. English Literature and Language, Columbus State University

    Cortney is a certified DiSC associate, StrengthsFinder associate, and facilitator of servant leadership.

- *John Lester, Chief of Staff, Executive director of public and community relations, Columbus State University*
    - D.P.A., Valdosta State University
    - MPA, Columbus State University
    - B.A., University of Florida

  Former Assistant Director of news and public affairs at the University of Florida. John currently teaches media relations at CSU.

- *Neal Thomson, Professor of Management, Columbus State University, specializing in Human Resources Management, Organizational Behavior Business Ethics*
    - Ph.D. in Management (major: Organizational Behavior/Human Resource Management; minor: Psychology) Florida State University, Tallahassee, FL
    - M.B.A., Florida State University, Tallahassee, FL
    - Undergraduate: B.S. in Marketing, Florida State University, Tallahassee, FL

  Dr. Thomson has been on the faculty of Columbus State University since 1994. Dr. Thomson has twice been the recipient of the Turner College teaching award, has also twice been awarded the Turner College Service Award and has been awarded the Outstanding Educator Award by the Academy of Educational Leadership. Dr. Thomson has authored 16 journal articles, a chapter in the book Advances in Attribution Theory and numerous conference proceedings.

- *Kat Cannella, Facilitator, The Leadership Institute*
    - Master of Business Administration, Columbus State University
    - Graduate study, Communication, University of Hawai`i-Manoa
    - Bachelor of Arts, Communication, Columbus State University

  Kat is a Certified Emergenetics Associate, a Myers-Briggs Type Indicator (MBTI) Certified Practitioner, and an authorized RightPath facilitator. Cannella utilizes an experiential learning model in her facilitation work, encouraging participants to stretch past their comfort zones in a safe, supportive environment.

- *Cathy Alford, Facilitator, The Leadership Institute*
    - Masters of Management, Regents University
    - Bachelor of Health, Medical University of South Carolina

  Cathy Alford is a Life, Leadership and Clifton StrengthsFinder® Coach, credentialed with the International Coach Federation. She is a founding member of the Columbus Coaching Collaborative and CEO of Lifeworks Coaching, where she works with individuals and teams to identify strengths, team dynamics and growth opportunities for intentional living. Alford holds several certifications, including Myers-Briggs, Clifton StrengthsFinder®, Prepare-Enrich and Workshop Facilitation. She teaches Coach Training in the Masters of

Servant Leadership program at Columbus State University and has more than 25 years of management experience. She is also a contributing author in the book, Inspired Women Succeed and the author of If Only We Could Talk: 3 Simple Steps to Parent-Teen Conversations.

- *Lori Auten, Facilitator, The Leadership Institute*
  - MSA, Management, Georgia Southwestern State University
  - Bachelor of Arts, Economics and Mathematics, Emory University

  Lori Auten provides professional coaching, business consulting, group facilitation and leadership development. She is credentialed through the International Coach Federation, is a certified FastTrac facilitator with the Kauffman Institute and also serves as facilitator for The University of Georgia Small Business Development Center GrowSmart™ entrepreneur program. Additionally, she is a qualified Myers-Briggs ® Type Indicator practitioner. She is an Associate Certified Coach through the International Coach Federation and has provided more than 7,500 hours of coaching and counseling to more than 1,500 entrepreneurs and business leaders in the areas of leadership, strategic planning, team building and management. In addition, Lori is a certified facilitator and provides training courses for businesses and non-profit organizations.

- *Kim Cantrell, Facilitator, The Leadership Institute*
  - Masters of Organization Leadership, Servant Leadership, Columbus State University
  - Bachelor of Business Administration, Accounting, Columbus State University

  Kim Cantrell is an experienced Senior Executive, with an extensive background in leadership, non-profit operations, strategic planning, team building and finance. She holds the designation of Associate Certified Coach (ACC) from the International Coach Federation. Cantrell is a firm believer in the value of servant leadership and is committed to its practices.

- *Colonel David Fivecoat, Facilitator, The Leadership Institute*
  - Masters in Military Arts and Science, U.S. Army Command and General Staff College
  - Masters in National Security Strategy, National War College
  - Bachelor of Science, Military History, United States Military Academy

  Colonel (Retired) David Fivecoat is a writer, speaker, historian, amateur cyclist and leadership consultant. During his 24 years of service in the Army, Colonel Fivecoat trained, mentored and coached hundreds of people to be better leaders. He has published articles on history and leadership in Parameters, Military Review, Infantry and Armor magazines.

- *Rachel Jones-Wilcox, Facilitator, The Leadership Institute*
  - Master of Business Administration, Columbus State University
  - Bachelor of Arts, Romance Languages, University of Georgia

  Rachel's experience ranges from management of educational programs in four languages, curriculum and web development, staff training and financial empowerment for individuals and small businesses. She brings foreign language and cultural sensitivity from her work with Latin American, Asian, and French-speaking populations. Inspired by family background and experience in the education industry, she looks forward to working with businesses and organizations on maximizing workforce development investment by creating a more engaged work environment.

- *Peter J. Sherman, Facilitator, The Leadership Institute*
  - Master of Science, Civil Engineering, M.I.T.
  - Master of Business Administration, Georgia State University
  - Bachelor of Science, Building Construction, University of Florida

  Peter Sherman has been successfully leading process improvement programs for more than 20 years. His passion is helping organizations improve their business performance and individuals build their problem solving and critical thinking skills. Sherman is a certified Lean Six Sigma Master Black Belt, ASQ-Certified Quality Engineer and an APICS-Certified Supply Chain Professional. He was a Master Black Belt with AT&T and implemented Cbeyond's Communications Lean Six Sigma Program. He was Lead Instructor of Emory University's Six Sigma Program. During this time, he served on iSixSigma Magazine's Editorial Advisory Board. Sherman is currently an Expert Answers panelist for ASQ's Quality Progress magazine. He has written nearly 60 articles on Lean, Six Sigma and quality in a variety of professional journals and magazines, including ASQ Quality Progress, iSixSigma, Quality Digest, APICS Magazine, Manufacturing Matters, Institute of Business Process Management, Inside Supply Management, Business Performance Management, and Hospitals & Health Networks.

- *Alison Mills-Long, Facilitator, The Leadership Institute*
  - Bachelor of Arts, Agnes Scott College
  - Certified Project Management Professional (PMP)
  - Certified Manager of Quality in Organizational Excellence (CMQ/OE)

  Alison has more than 23 years' experience in project management in the financial services industry. She is an active member of both the Project Management Institute and American Society for Quality.

- *Eva Cooper, Facilitator, The Leadership Institute*
  - Ed. D. Leadership and Curriculum, Columbus State University
  - Ed.S. Business Education, Troy University
  - M.S. Management, Troy University
  - B.S. Business Administration, Columbus State University

  Certified in Myers Briggs, Right Path, Emergenetics, Real conversations/Real Results

***Note**: Full resumes and/or curriculum vitaes on file and available at The Leadership Institute at Columbus State University*

Section 5: Program Proposal

Below are course descriptions for each level of class that we are able to offer and the length of each class. Potential instructors for the course and their expertise in the area of instructions are listed as well.

All courses are a maximum of 4 hours.

Course facilitator is based on availability. Many courses are facilitated by several different facilitators so someone is available to meet client needs.

Courses specifically mentioned in the RFP:

Business Writing
Study and practice of the principles of written communications in business: letter writing, report writing, planning, organizing writing, and rewriting. Some emphasis on email and other, new ways of business writing.
Facilitator: A Leadership Institute facilitator or Professor of English from CSU

Conducting Effective Meetings
We all know what it feels like to experience a meeting that could have or should have been an informative email instead. So what makes a meeting effective? Establishing meeting objectives, including the right people around the table, and leaving with a sense of achievement can all play a part in making sure that participating in meetings is time well spent. This four-phase model, including Planning, Set-up/Communication, Facilitation, and Follow Up, will ensure that your meetings are productive and efficient.
Facilitator: Kim Cantrell or Cathy Alford

Documentation
We do not provide a course in documentation

Evaluations & Discipline****
This course focuses on the performance management process with an emphasis on producing employee performance appraisal documents, conducting employee/supervisor interviews, and creating work plans that accurately measure job performance.
** This course would need to be delivered in conjunction with or with direction from the City HR department in regards to the City's specific evaluation and discipline process.
Facilitator: Neal Thomson or A Leadership Institute facilitator

Project Management
This course will assist you in learning the beginnings of project management, whether you are interested in project management, in a project management field, or in any line of work. Come away with a solid foundation of the five processes to learn and use when any type of project occurs in your employment arena. Focus is on Project Management Process, What is Project Management, What is a Process, Developing the Project Management Plan, Planning strategy -

Planning for desired project objectives, Executing Process Group and Monitoring & Controlling Process Group, Closing Process Group.
Facilitator: Allison Mills-Long (she hold the appropriate project management certifications for this course)

Interviewing
This session looks at the skills and approaches necessary to plan for and carry out an effective interview. Attendees will know what the required skills are to carry out an effective interview, be able to plan and prepare for an interview, be able to assess first impressions to candidates, know what questions to ask and how to record the answers, understand what to avoid asking during the interview, and know how to choose the right person for the job.
Facilitator: Shana Young

Firing & Hiring**
We feel the generalities of hiring and firing are covered in the Interviewing, Staffing, and Evaluation and Discipline sessions.
** This course would need to be delivered in conjunction with or with direction from the City HR department in regards to the City's specific firing and hiring process.

Recruiting and Selection
A focused topic course that provides detailed instruction and application of tools used for the recruiting, hiring and deployment of employees.
Facilitator: Neal Thomson

Staffing
This course is a survey of the HRM field with an emphasis on employee recruiting and staffing. Covers the principles, practices, theories and laws, which have relevance to the area of Human Resource Management.
Facilitator: Neal Thomson

NOTE: Sessions on 'Recruiting and Selection' and 'Staffing' could be combined

Workplace Safety
** We do not provide a course in workplace safety

Sexual Harassment & Discrimination
** We do not provide a course in sexual harassment & discrimination

Customer Service
A strong customer focus is the key to performance excellence. Participants will focus on improved reaction to customer concerns and complaints to gain a deeper appreciation for quality service. They will learn the skills to use encounters as opportunities to enhance your

company's image and the motivation to create a culture of customer-focused leadership at your organization.
Facilitator: Rachel Jones-Wilcox

Media Relations
This course focuses on media relations for public agencies and includes current theory, practice, and strategies.
Facilitator: John Lester

Additional Courses available through The Leadership Institute:

At CSU's Leadership Institute, we believe that leadership skills can be taught and understood at all levels within organizations, regardless of any inherent leadership qualities. We develop customized programs that identify, define and nurture the critical skills needed to develop effective leaders in business, government and non-profit organizations.

Leaders are seldom successful in isolation, so the focus needs to be on how the leader influences the team/organization in which he/she works. Without effective leadership, there is no effective teamwork. Leading teams is a critical ability leaders must have. It must be developed and supported by the organization to which he or she belongs. We have a wide variety of sessions to meet your needs.

Level: Sessions are designated at the following levels:

- **Level I** – Front-line Leaders (be what a leader should be to make yourself successful)
- **Level II** – Team Leads/Managers (know what leader should know to make others successful)
- **Level III** – Executive Leaders (do what a leader should do to grow the business)

Length: All sessions are 3-4 hours in length

Foundations of Leadership: The Paradigm Shift **Level I**
A solid foundation is critical to the future stability of a structure. In the same way, there are certain elements that, once established, are critical to a leader's success. This session includes an introduction to the key areas of leadership development and establishes a baseline for leadership growth and enhancement. Participants will learn about and discuss the core principles of leadership, understand the shifting paradigm of leadership and conduct a self-assessment of their leadership competency.
Facilitator: Ed Helton

Five Characteristics of a Great Team **Level II**
Trust, agility, communication and systematic encouragement are hallmarks of a high-performance team. Participants will have the opportunity to diagnose and rate the qualities that make their team effective. Participants will identify the qualities that make for a high performance team, learn effective team building exercises, reaffirm the value and effectiveness of the team process and understand the leader as a team builder.
Possible Facilitators: Kat Cannella, Chelsea Powell, Cathy Alford or Kim Cantrell

Difficult Conversations **Level II**

Your first step in managing a difficult conversation (even if it happens suddenly) is to consider the potential outcomes and decide whether or not the conversation has enough value for you. This session will show participants ways to consider the consequences, as well as how to explore their frame of reference, establish positive intent, and identify what they want from the conversation. Participants will explore a seven-step framework for difficult conversations. They will also create a template to help them plan future conversations.
Facilitator: Kim Cantrell

Change is Good, You Go First! Leading Change **Level II**

Using John Kotter's The Heart of Change, you will focus on the impact of change and review the eight steps in the change process. At the end, you will be equipped to be proactive rather than reactive to change, enabled to better lead an organization in a rapidly changing environment and understand the skills necessary to take charge of change.
Facilitator: Ed Helton or Chelsea Powell

Get Engaged Without the Ring: Creating a Culture of Engagement **Level II**

According to Gallup, seven out of 10 workers are apathetic or totally disengaged. The root cause – dysfunctional organizational culture. You will learn the impact culture has on an organization and discuss how to create an engaging environment that motivates, stretches and inspires your team. The climate and culture of an organization is determined by a variety of factors, including artifacts, espoused beliefs and values and underlying assumptions. You will understand what organizational culture means, what influence culture has on an organization and discuss how to go about building, influencing or changing an organization's culture.
Possible Facilitators: Kat Cannella or Eva Cooper

How to be a Coach **Level II**

Effective coaching empowers others by agreeing on challenging goals, discovering responsibilities that bring out the best and discovering new ways to creatively develop the potential of team members. Coaching and empowerment are also mechanisms to confront difficult situations, learning how to recognize employees in a way that is meaningful to them, while earning trust and respect as a leader. Participants will learn how to reinforce behavior and motivation of peak performers; how to anticipate and confidently handle difficult responses to coaching; how to achieve agreement on areas of poor performance and developmental and action plans to improve them; and how to recognize and reward employees based on their needs as individual.
Possible Facilitators: Kim Cantrell, Cathy Alford or Lori Auten (Cathy, Kim ad Lori are certified coaches through the International Coaching Federation accrediting agency)

Conducting Effective Meetings **Level I**

We all know what it feels like to experience a meeting that could have or should have been an informative email instead. So what makes a meeting effective? Establishing meeting objectives,

including the right people around the table, and leaving with a sense of achievement can all play a part in making sure that participating in meetings is time well spent. This four-phase model, including Planning, Set-up/Communication, Facilitation, and Follow Up, will ensure that your meetings are productive and efficient.
Facilitator: Cathy Alford or Kim Cantrell

From Ties to Tattoos: Leading Different Generations in a Common Workplace All Levels
By the end of this decade, 64 million skilled workers will be eligible to retire. Is the new workforce different from the retiring workforce? A focus on generational differences presumes that each generation is fundamentally different, thus, leading to frustration and stress, especially in the workplace. The recognition of values that bridge generational gaps, within the context of a healthy organizational culture, can instead strengthen the organization from the inside out.
Possible Facilitators: Shana Young, Johniqua Williams or Kat Cannella

Presence **Level I**
You never get a second chance to make a first impression, and your professional presence in the workplace is akin to your personal brand. The stronger and more effectively you manage that brand, the more value you convey to your colleagues, and to your company as a whole. Those who are unable to harness the power of presence will soon be outpaced in their professional lives by their peers. This session will highlight the components of establishing presence, to include dynamic behavior, poise, self-confidence, and non-verbal communication that underscores competency.
Possible Facilitators: Kat Cannella or Kim Cantrell

Presenting for Impact **Level I**
Subject matter experts are often called upon to share their knowledge with others in a way that is engaging and informative. Every-day subject matter experts, like you, can be just as effective. Learn to present like the pros, offering your own expertise to colleagues and others with techniques that make your content memorable long after you finish speaking. Considering your target audience, building rapport, and including stories and appropriate visual aids are several ways this session will help participants boost their confidence when presenting for maximum impact.
Possible Facilitators: Shana Young, Kat Cannella or a public speaking professor from the Communication Department at CSU

Leading Like a BOSS: Supervising and Empowering **Level II**
This session encourages leaders to develop direct reports through empowering assignments and leadership development exercises that result in professional growth and competence. You will learn the difference between a boss and a leader and will be enabled to develop others.
Possible Facilitators: Kat Cannella or Eva Cooper

Strategic Thinking **Level III**

Top-level leaders have to think differently about how they lead, from business operations to personnel and resource challenges. It is your role to ensure that your team is fulfilling the company's mission to its fullest potential, while taking deliberate steps towards realizing the envisioned future - and taking care to honor shared organizational values along the way. Are you being strategic with the decisions that you make for your organization?

Possible Facilitators: Ed Helton, Shana Young or a business strategy professor for the D. Abbott Turner College of Business at CSU

Adaptive Leadership **Level III**

What kind of leaders do we need in our organizations? Someone with quick answers, decision making abilities, strength, direction for the future, and who can make complex problems simple? Instead of looking for traditional leadership styles and straight-forward answers, present and future challenges will demand leaders to learn new ways of facing problems for which there are no simple, quick, or painless solutions. Participants will be introduced to the five elements of Adaptive Leadership: How to contain the stress of a situation; How to direct and control the flow of information; How to clearly frame the central issues; How to contain and manage disorder; and How to choose the most effective decision making process.

Possible Facilitators: Ed Helton

Climate & Culture **Level III**

The climate and culture of an organization is determined by a variety of factors, including individual character, established policies and practices, actions of leaders, and environmental mission issues. Participants will discuss and identify characteristics of a healthy climate and culture and complete a brief assessment.

Possible Facilitators: Ed Helton, Kat Cannella or Eva Cooper

Approachability **Level III**

Do you have one of those faces that seems to say, "BACK OFF!" before anyone ever approaches you? Sometimes our non-verbal communication speaks much louder than our words ever will. This session will help participants become more aware of how they are perceived by others, and that the message being sent is the one you actually intended. Make sure that your walk matches your talk.

Possible Facilitators: Ed Helton or someone from the Department of Communication at CSU

Identity and Privilege Awareness **All Levels**

This session is to confront entrenched systems of power and privilege, and identify common situations when privilege is not acknowledged, to the detriment of the disadvantaged and oppressed. Participants will learn strategies to improve their ability to communicate and collaborate across diverse groups. This workshop considers some of the effects and implications of drawing inferences and mindful communication for improved workplace engagement.

Facilitator: Johniqua Williams

Identify Unconscious Bias **All levels**

Unconscious bias (or implicit bias) is commonly defined as a prejudice or unsupported judgment in favor of or against a thing, individual, or group as compared to another in a way that is typically considered unfair. Unconscious bias occurs automatically as the brain makes quick judgments and takes short cuts. This signature training focuses on ways to identify and address unconscious bias for better professional relationships and communication. Common types of biases and creative solutions are presented.

Facilitator: Johniqua Williams

Utilize Inclusion to Become a Higher Performing Team **Level II and/or Level III**

It is important to utilize a definition of diversity that goes beyond race and gender. Leveraging diversity of thought to drive innovation is a key part of any successful diversity and inclusion initiative. This workshop will support employees and managers in developing the skills to build a culture of inclusion that creates a "safe to speak up" environment. This inclusive work environment empowers leaders to maximize the diversity of talent, skills and experience to create innovative business solutions.

Facilitator: Johniqua Williams

Creating a Leadership Profile **Level III**

Through an understanding and review of Lominger's 67 Competencies, participants will evaluate and prioritize the competencies necessary to be an effective leader in your organization. This will enable us to:

- Identify the competencies that enable effective leadership within your organization.
- Competencies can be applied in a gap analysis both personally and in your workplace.
- Use theses competencies to establish recruitment and staffing profile.
- Integrate competencies in a professional development plan.

The Leadership Institute will compile a report of the information gathered in this session. The report will include information regarding each competency chosen (i.e. what behaviors look like when someone is unskilled, skilled or overuses a skill), suggestions on how to improve upon each competency chosen, as well as, suggested reading.

The Leadership Institute will also create behavior based interview questions around the selected competencies. These questions can be used during the hiring process to ensure your organization is hiring for skill and culture fit.

Facilitator: Shana Young

S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) Exercise   Done by Department
Through an interactive exercise, participants are engaged in identifying the Strengths, Weaknesses, Opportunities, and Threats facing their department or organization as a whole. Participant are challenged to develop strategic initiatives that will leverage the strengths, correct the weaknesses, take advantage of the opportunities and overcome the threats.
Facilitator: Shana Young

Creating Vision, Mission & Values   Level III
Using this framework definition, direction, movement, alignment, and measurement participants will go through the process of vision & mission creation as well as identifying the organizations values.
Facilitator: Shana Young, Ed Helton, Eva Cooper or Kat Cannella

Six Sigma   Various belts can be achieved
Lean Six Sigma certification training. Training includes the full range of Lean Six Sigma Yellow Belt, Green Belt, Black Belt, and Champion training. Training can combine Lean Six Sigma Yellow Belt training with an actual project that you select. It is one of the most effective ways to ignite a team and operationalize the training.
Facilitator: Peter Sherman

Courses Involving Assessments:

Assessment tools are critical to attracting, developing and retaining team members. We believe that an effective leadership development program begins with an honest evaluation of where participants are, a clear vision of where you want your organization to go, and an accurate assessment of the leadership team charged with getting you there. The Leadership Institute at Columbus State University offers a suite of tools to assess individual leaders and the synergy of your leadership team. These tools will help build and sustain an effective leadership team at every level of your organization.

Our assessment tools are accredited, time-tested, valid, and reliable. By choosing one or several of these assessments, you can make these tools part of a customized leadership development program which will greatly assist in developing your leaders and your team.

All assessments are completed online, prior to the session. Participants will receive results/reports in the session.

Not Right or Wrong, Just Different   Level I or II
Understanding Behavior & Personality through DISC
Did you know that people are influenced and motivated differently? Have you ever wondered why you can say one thing to one person, and get a certain response, then say exactly the same thing to another person, and get a different response? The reason is people have different personality styles, and each personality has a different priority. Knowing personality styles helps you to understand yourself and others! This session will introduce attendees to DISC ("D" is the Dominant type; "I" is the Inspiring type; "S" is the Supportive type; "C" is the Cautious type). This

information will help you to better understand yourself and others as a first step towards better communication and understanding in the workplace and at home.
Possible Facilitators: Shana Young or Cortney Laughlin (Shana and Cortney hold the certification necessary to facilitate this course)

Myers-Briggs Type Indicator (MBTI) **Level I or II**
Based on responses to the MBTI instrument, these tools help participants explore and expand their understanding of the leadership style they use in organizations and how others might perceive and react to it. Both instruments tap into key aspects of personality and behavior in areas such as communication, problem solving, decision-making, and interpersonal relations. Together, they complement each other and provide rich information of use in a personal, ongoing leadership development program.
Possible Facilitators: Cathy Alford, Chelsea Powell, Kat Cannella, Shana Young or Ed Helton (all of whom hold the certification necessary to facilitate this course)

Working with You is Killing Me: Conflict Resolution **Level II**
People don't leave work, they leave people. The toughest part of any job is dealing with the people around you. Using Thomas Kilmann's Conflict Mode Instrument, you will learn the process of conflict and its resolution. Conflict is not fun for most of us, but avoiding it can cause irreparable damage to you and your team. Clarifying the facts, the players and the positions in the conflict are key to the start of a real discussion on the most workable options to move to the most positive outcome and answer what are the legitimate needs and concerns of the people involved.
Possible Facilitators: Cathy Alford, Chelsea Powell, Kat Cannella, Shana Young or Ed Helton (all of whom hold the certification necessary to facilitate this course)

Emotional Intelligence 2.0 (Emotional Fitness) **Level III**
The BarOn EQ-i® is the most comprehensive, practical and widely-administered tool in the field of emotional intelligence (EQ). EQ, broadly speaking, is concerned with understanding oneself and others, relating to people, and adapting to and coping with one's immediate surroundings. Being smart (traditional IQ) isn't enough. One must learn how to appropriately manage the social and emotional demands life places on you. Research reveals that "non-cognitive" factors are better predictors of success and satisfaction in life. Failure to adapt socially and emotionally to your surroundings is a leading cause of career derailment.
Possible Facilitators: Shana Young or Ed Helton (Ed and Shana hold the certification necessary to facilitate this course)

Emergenetics: A Meeting of the Minds **Level I or II**

Emergenetics provides a grounded framework for effecting actionable change through the use of proprietary tools and training based on scientifically-proven Emergenetics thinking and behavioral technology. Based on research into the field of brain-science, psychometric evaluation and organizational development, Emergenetics works for organizations because all organizations, big or small, are built on people—how they interact and how they work. We build on these interactional and relationship-oriented aspects to provide insight and results to help businesses operate at their highest potential. Emergenetics ultimately provides organizations with the ability to analyze and value their workforce and better capitalize on human assets—whether in terms of productivity, leadership, decision-making, attitudes, or teamwork.

Our process is tried-and-true across industry and specialty. Through the lens of Emergenetics theory and concepts, we give organizations the ability to:

- Increase job satisfaction
- Develop the "perfect team"
- Solve problems creatively
- Manage change
- Enhance interpersonal communications
- Accelerate learning
- Increase productivity
- Develop leaders
- Explore, value and maximize cognitive diversity
- Understand clients and colleagues

The Leadership Institute at Columbus State University will administer Emergenetics profiles to the Waffle House team prior to facilitating a "Meeting of the Minds" group debrief session. This debrief will review the origins of the Emergenetics model, provide an overview of Emergenetics and the seven attributes (four thinking, three behavioral), review and individual profiles, engage participants in experiential learning activities, and allow time for reflection and summary.

Possible Facilitators: Kat Cannella, Ed Helton, Wendi Jenkins or Eva Cooper (all of whom hold the certification necessary to facilitate this course)

What Got You Here Won't Get You There: Developing the Leader Within **Level II or III**

(RightPath 360° Assessment and Individual Coaching**)**

The purpose of a 360° Assessment is to evaluate, enhance, and build the skills and competencies needed to be an effective leader. The results are intended for professional and personal development in your present position and in preparation for possible future career opportunities.

The return on investment for the expense of time and resources is a more engaged and effective workforce. For the individual team member it is the personal fulfillment of accomplishment and a job well done. Feedback on the strengths and struggles of each individual team member is requested from colleagues (raters) that are supervisors, direct reports, peers, and others who may have valuable insight to share.

The names and responses provided by the raters and the individual results of the 360° are confidential. An executive coach from the Leadership Institute will process the information and share it with each participant in an individual coaching session. During this session, each participant will develop an action plan for professional growth. Participants are actively encouraged to share the results with his/her supervisor along with a professional development plan, as well as update raters with lessons learned and actions to be taken moving forward. This enhances the developmental value of the 360° assessment, and demonstrates to raters that their time and effort evaluating the participant was well-spent.
Possible Facilitators: Ed, Helton, Shana Yong, Kat Cannella, Kim Cantrell, Cathy Alford, or Lori Auten (all of whom hold the certification necessary to facilitate on and debrief 360 assessments and provide coaching)

Employee Satisfaction Survey **N/A**
The Leadership Institute will work with your organization to create and administer an employee satisfaction survey, electronically and/or on paper, to employees asking for their thoughts/ideas/feedback regarding employee satisfaction. The results of this survey will be combined into a report
Facilitators: N/A

Emotional and Social Competency Inventory (ESCI) **Level III**
Emotional and social intelligence makes the difference between a highly effective leader and an average one. The real benefit comes from the 360° view into the behaviors that differentiate outstanding from average performers. It helps managers and professionals create competitive advantage for their organizations by increasing performance, innovation and teamwork, ensuring time and resources are used effectively, and building motivation and trust. Use the emotional and social competency inventory (ESCI) to: measure emotional intelligence in your leaders and professionals; raise awareness through powerful feedback; focus your coaching and development on crucial capabilities; bring out the best in individuals and teams.
Facilitator: Ed Helton (who holds this certification)

The Path to Understanding & Managing Your Dark Side **Level II or III**
Hogan Assessments Suite (Performance Predictor Assessments)
We all have a little Darth Vader in us - He usually only emerges when we are tired, pressured, bored, or otherwise distracted. Participants will take the Hogan Development Survey (HDS) which reveals what may be a strength under normal circumstances may impede your effectiveness and erode the quality of relationships with customers and colleagues in times of stress. The HDS identifies personality-based performance risks and derailers of interpersonal behavior. These derailers - deeply ingrained in personality - affect an individual's leadership style and actions. If these behavior patterns are recognized, through self-awareness, they can be controlled through the use of "the force". May the force be with you!
Facilitator: Shana Young (who holds this certification)

StrengthsFinder **Level I or II**

Over 16 million people have used The Clifton StrengthsFinder to help identify their natural born abilities to further focus on their areas of strength. Research shows when an employee receives strengths coaching, they are more likely to be engaged as an employee and more loyal to the organization and their mission. In this workshop leaders will learn more about their natural themes of talent and how they fit in the four leadership styles: Executing, Influencing, Relationship Building and Strategic Thinking. This workshop is excellent for individual development as well as helping teams understand their areas of strengths and how to be in the right role to use those strengths.

Possible Facilitators: Cathy Alford or Cortney Laughlin (who hold the certifications)

Individual Coaching Opportunities through The Leadership Institute:

One-on-one personal coaching is a powerful tool we use to leverage personal leadership strengths with specific leadership challenges. The Leadership Institute is committed to provide trained and certified personal coaches to be the link that connects an individual's leadership potential with action and results. The Leadership Institute facilitators are certified and credentialed professional coaches and engage in coaching with professionals in all areas of the community. Individual coaching will help form and develop new leaders for your organization, enhance the skills of team leaders, navigate choices, and balance leadership and life issues. Based upon selected leadership assessment tools coaching sessions will vary in depth and duration. Each session is tailored specifically to the needs of the individual. The intended result is to for practical, long-lasting, fulfilling change.

Certified Coaches on staff: Ed Helton, Shana Young, Cathy Alford, Kim Cantrell and Lori Auten

Teambuilding Opportunities available through The Leadership Institute:

We offer team-building programs designed to immerse participants in results-driven experiential learning (teaching opportunities that are both novel and meaningful). Participants will have a unique opportunity to acquire a better understanding of individual and team performance. Your corporate vision, mission, values and desired leadership competencies can all be integrated into these customized programs. Our staff helps your team develop the tools they need to set goals, measure productivity, and energize teams to succeed. Supplementing each learning experience with effective facilitation and focused debriefs, we ensure that participants connect insights with action and results. Participants have a great time, and the organizations see real benefits.

Experiences can be tailored to your team's needs — from a few hours to a full-day, we will handle all of the details for you.

*Leadership Action activities are dependent upon date selection and partner schedule availability. Facilitator depends on activity chosen, availability of activity partner, date and time. No levels.

Bike Builders for a Cause

Forget Build-A-Bear. How about building a bike? And what's even better? Building a bike to donate to deserving children in the community. Bring your team together to work through a hands-on bicycle build under the supervision of a professional bike mechanic. You'll have to decipher manuals, finagle tools, and earn the parts to safely construct your two-wheeler. Upon completion, we'll coordinate with local agencies to ensure your project is gifted to a child in need, and your team will take home priceless memories and warm, fuzzy feelings. (3 weeks advance notice required for scheduling this activity.)

Camp NIM Basic Training
Gain a thorough appreciation of the physical effort, teamwork, and communication skills required to become a successful soldier in today's Army. Through the use of an obstacle course and other outdoor activities, such as compass reading and mapping, participants will walk in soldiers' shoes as they prepare for their role in protecting our country.

Comedy U Presented by Springer Institute
Utilizing the unique approach of "Ensemble Leadership," Comedy U focuses on improving communication within a group, problem solving, conflict prevention, creative thinking, and team building. Participants will emerge ready to tackle any challenge with an open mind and a spirit of collaboration, while rolling with laughter and bursting with newfound skills and knowledge

Conducting Unplugged: Working in Harmony
An immersive experience using the orchestra rehearsal as a model for exploring various leadership styles and communication techniques that a conductor uses to focus group efforts, inspire individual creativity, and create a team environment in the pursuit of a specific goal. Participants are embedded within the orchestra, experiencing the importance of eye contact, feedback, multitasking, and technical versus inspirational leadership.

Conquer the Rock
Leadership requires teams to face fears, take a deep breath, and climb UPWARD! Columbus State University's indoor rock climbing wall will allow participants to experience leadership on the edge. Using the verbal cues of your teammates, participants will hone listening skills and climb to the top together to Conquer the Rock.

Hands Up, Hearts Out
Every good leader should be willing to lend a hand when it counts most - sometimes literally! In this activity, your team will be building prosthetic hands while simulating what it's like to operate without having all of your appendages available for normal use. These simple, yet functioning, prosthetics will actually be donated to individuals in need across the globe. Experience how fulfilling it can be to lend someone a hand up, instead of a hand out.

Laser Leaders
We've all had days when it seems like everything our colleagues do or say gets under our skin. Blow off some steam, build cameraderie, and have FUN in a safe environment - we'll even bring the lasertag battle field to you! Create and execute a strategy to score points and win the game. Who says a little friendly competition has to be dull?

Lead Like a Soldier

The Army runs like a well-oiled machine, with each soldier able to depend on his or her battle buddy no matter what. Your team can experience that kind of trust and rapport too – if you're willing to lead like a soldier. Learn to work together more effectively by completing the same type of leadership or team development courses that our soldiers train on. It will take both brains and brawn to be successful. Anyone at any fitness level can participate. (60 days advance notice required for scheduling this activity. Requested dates are approved based on course availability and unit sponsorship as military training takes priority.

Leadership on the (Zip)Line

Sometimes you have to be willing to put it all on the line for a greater cause. And sometimes, that line stretches all the way across the Chattahoochee River! Aerial obstacles provide a different type of challenge, as you problem-solve and strategize to ensure every team member successfully completes the course. Take a leap of faith with your team and build skills like confidence, trust, and communication as you face fears together.

Mission: Space Odyssey

Participants are immersed in a realistic Mission Control and Space Station environment. Through this innovative experiential hands-on learning experience participants will be exposed to real-world skills necessary for success in today's workforce. Some of these skills are: collaborating, communicating, decision-making, problem-solving, risk taking, and teambuilding

Mystery Masters

Crack the case on the unfortunate Mr. Kelley, who has met an untimely demise. Figure out "whodunit," how, and why by working together to earn clues through completing challenges. Participant teams will get to select which clues they want in which order – so be sure to choose wisely! Throughout the activity, teams will practice problem solving and explore conflict resolution opportunities.

Oxbow Adventures

Reset your mind and reconnect with nature while getting hands-on with the creatures featured at Oxbow Meadows. A guided nature hike, canopy trail tour, and other unique eco-opportunities await your team as you practice creative thinking, build trust, and face your fears together.

Picture Your Team

Participants will engage their imaginations and motivate each other to create their best work of art. Together you will create a memorable, sometimes surprising painting that reflects the dynamics of the team at work. Whether contributing to a larger group painting or individual masterpieces, each artist will take home a ready-to-hang canvas as a reminder of the leadership lessons discussed.

Players Club Presented by Stars and Strikes

Just because you're having fun on the clock doesn't mean it's child's play. Boost morale and camaraderie with some friendly competition among your team. We'll put a new spin on team bowling challenges and test your strategic thinking skills as you battle for virtual glory in laser tag. Working together effectively takes many forms and teams who know how work hard, play hard achieve more success.

Project: Build Leadership

All work and no play makes you an uninspired leader. When was the last time you exercised your creativity to create something tangible and new? We believe that "makers" come in all shapes and sizes, and that leadership is crucial to making a difference in your business, organization, and personal spheres of influence. Work on honing your leadership skills of planning, communication, and execution while crafting something out of nothing - literally!

Recipe for Success

The successful organization relies on cooperation, teamwork, productivity, communication and motivation. In this activity, participants will create, execute, and compete with their fellow program participants in the kitchen preparing a gourmet meal. This session is designed to include the right ingredients for individual "Recipes for Success." Participants will be challenged to demonstrate behaviors that reflect the appreciation of differences in others to collaborate on a culinary masterpiece.

The Amazing Race Challenge

Based on the Amazing Race concept, this program will test each team's ability to think creatively and work together efficiently as they decipher the clues and successfully meet challenge objectives. Each participant will practice the team building skills of high level communication, planning for execution, flexibility, emotional intelligence, collaboration, trust, strategy and performing under pressure. This program can adapted so that all activities take place within the Cunningham Center on the main campus of Columbus State University, or at various locations in Uptown Columbus.

The Great Escape!

The Great Escape! is an interactive adventure game designed for up to 12 people per group. You and your team will use skill and wit to escape from a locked room. Your team will be given a series of clues to find the key that unlocks the door to freedom. DO YOU HAVE WHAT IT TAKES?

Whitewater RUSH

Are you ready for the ride of a lifetime? This program provides a RUSH of adrenaline while emphasizing key leadership skills. Learn to communicate under pressure and work together towards a common goal. Practice moving in sync with your team to provide enough momentum for powering through rough challenges. When the going gets tough, try going with the flow to keep your head above water. This activity can be combined with other programs for a full-day leadership adventure.

Conference - The Leadership Forum

Founded in 2005, The Leadership Forum, hosted by the Leadership Institute at Columbus State University, is the premier leadership event in the region and offers an intimate setting with some of the world's foremost leaders. Held annually the last Monday and Tuesday in August, the event draws more than 1,200 attendees. The vision is to bring the best and brightest minds in the world to Columbus, Georgia.

Section 6: Client Work History

FORM 4

CLIENT WORK HISTORY

COURSE INSTRUCTORS FOR THE DEPARTMENT OF HR/THE LEARNING CENTER (ANNUAL CONTRACT)

RFP No. 19-0003

Provide at least five (5) clients for whom similar work has been performed within the last five (5) years.

Name and Address of Client: Phoebe Health Systems 2000 Palmyra Rd. Albany, GA 31701	Point of Contact: Gabe Lord Email: glord@phoebehealth.com Telephone: 229-312-4318 Fax: N/A
Description of services provided: Providing a three Tier leadership development program for more than 240 employees, plus a quarterly speaker series for the alumni of the Tiered program. Program includes 22 leadership development sessions from all three levels, as well as assessments, 360s and coaching. Date of work completion: Ongoing	

Name and Address of Client: Georgia Association of Convention and Visitor Bureaus PO Box 15024 Augusta, GA 30919	Point of Contact: Jay Markwalter Email: jay@gacvb.com Telephone: 912-897-6339 Fax: N/A
Description of services provided: Since 2009, The Leadership Institute has provided a three Tier leadership development program, consisting of 12 courses, for GACVB. Classes are administered twice a year during their Governor's Conference and Winter Meeting. Advanced leadership development courses are facilitated during their winter meeting for those who have graduated from all three tiers of the program. Date of work: Ongoing	

Name and Address of Client:	Point of Contact: Gwendolyn Hargrove Ruff
Columbus Water Works P.O. Box 1600 Columbus, Georgia 31902-1600	Email: gruff@cwwga.org Telephone: 706-649-3433 Fax: 706-649-3424
Description of services provided: We provide a variety of leadership development, strategic planning and other services to Columbus Water Works. They also send several employees annually through our 'How Deep is Your Bench" leadership development program (Level I sessions). Date of work: Ongoing on an as requested basis	

Name and Address of Client:	Point of Contact: Andrew Wilson
National Management Resources 113 Corporate Park E LaGrange, GA 30241	Email: awilson@teamnational.com Telephone: 706-884-7489 Fax: N/A
Description of services provided: Facilitate leadership development sessions during annual company retreats. Also, facilitated the development of a leadership profile for employees and new hires as well as behavioral interview questions for the hiring process. A few of their managers have also gone through the 360 process. Date of work: Annually and on as requested basis	

Name and Address of Client:	Point of Contact: Tom Garrett
Brasfield & Gorrie 3021 7th Avenue South Birmingham, AL 35233	Email: tgarrett@brasfieldgorrie.com Telephone: 205-328-4000 Fax: N/A
Description of services provided: Regularly provide leadership development sessions on Emotional Intelligence, the DISC assessment, conflict resolution, work/life balance, top 10 lessons on leadership, etc. Date of work: Annually and on as requested basis	

Section 7: Cost Proposal

Course Title	Cost
Courses Specifically Requested in RFP	
Business Writing	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Conducting Effective Meetings	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Evaluations & Discipline	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Project Management	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Interviewing	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Firing & Hiring	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Recruiting and Selection	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Staffing	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Customer Service	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Media Relations	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0

Additional Courses available through The Leadership Institute	
Foundations of Leadership: The Paradigm Shift	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Five Characteristics of a Great Team	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Difficult Conversations	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Change is Good, You Go First! Leading Change	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Get Engaged Without the Ring: Creating a Culture of Engagement	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
How to be a Coach	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Conducting Effective Meetings	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
From Ties to Tattoos: Leading Different Generations in a Common Workplace	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Presence	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Presenting for Impact	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Leading Like a BOSS: Supervising and Empowering	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Strategic Thinking	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Adaptive Leadership	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Climate & Culture	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Servant Leadership	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Approachability	Instructor fee: $1,600

	Material cost: $250 Equipment cost and travel: $0
Creating a Leadership Profile	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
S.W.O.T. (Strengths, Weaknesses, Opportunities, And Threats) Exercise	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Creating Vision, Mission & Values	Instructor fee: $1,600 Material cost: $250 Equipment cost and travel: $0
Courses Involving Assessments	
Not Right or Wrong, Just Different Understanding Behavior & Personality Through DISC	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: $78 Equipment cost and travel: $0
Myers-Briggs Type Indicator (MBTI)	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: $35 Equipment cost and travel: $0
Working with You is Killing Me: Conflict Resolution	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: $25 Equipment cost and travel: $0
Emotional Intelligence 2.0 (Emotional Fitness)	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: Self-assessment only $117; 360 assessment $384 Equipment cost and travel: $0
Emergenetics: A Meeting of the Minds	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: $175 Equipment cost and travel: $0
What Got You Here Won't Get You There: Developing the Leader Within (RightPath 360)	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: $260 Equipment cost and travel: $0
Employee Satisfaction Survey	$3,200 survey development fee; $1,600 reporting fee
Emotional and Social Competency Inventory (ESCI)	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: $400 Equipment cost and travel: $0
The Path to Understanding & Managing Your Dark Side	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: $145 Equipment cost and travel: $0

StrengthsFinder	Instructor fee: $1,600 Material cost: $250 Per person assessment fee: Top 5 themes $20; List of 34 themes $89 Equipment cost and travel: $0
Individual Coaching Opportunities	
Coaching per hour	Instructor fee: $250 per hour Material cost: $0 Per person assessment fee: Depends on assessment chosen, if one is chosen to as a part of the coaching process Equipment cost and travel: $0
Teambuilding Opportunities	
Bike Builders for a Cause	Instructor fee: $1,600 Material cost: $50 per person Equipment cost and travel: $0
Camp NIM Basic Training	Instructor fee: $1,600 Material cost: $25 per person Equipment cost and travel: $0
Comedy U Presented by Springer Institute	Instructor fee: $3,000 flat fee Material cost: $0 Equipment cost and travel: $0
Conducting Unplugged: Working in Harmony	Instructor fee: $1,800 Material cost: $15 per person Equipment cost and travel: $0
Conquer the Rock	Instructor fee: $1,600 Material cost: $50 per person Equipment cost and travel: $0
Hands Up, Hearts Out	Instructor fee: $4,950 Material cost: $250 per hand to be constructed Equipment cost and travel: $0
Laser Leaders	Instructor fee: $1,600 Material cost: $15 per person Equipment cost and travel: $0
Lead Like a Soldier	Instructor fee: $1,600 Material cost: $15 per person Equipment cost and travel: $0
Leadership on the (Zip)Line	Instructor fee: $1,600 Material cost: $50 per person Equipment cost and travel: $0
Mission: Space Odyssey	Instructor fee: $2,100 Material cost: $15 per person Equipment cost and travel: $0
Mystery Masters	Instructor fee: $1,600 Material cost: $15 per person Equipment cost and travel: $0
Oxbow Adventures	Instructor fee: $1,600

	Material cost: $15 per person Equipment cost and travel: $0
Picture Your Team	Instructor fee: $1,600 Material cost: $50 per person Equipment cost and travel: $0
Players Club Presented by Stars and Strikes	Instructor fee: $1,600 Material cost: $40 per person Equipment cost and travel: $0
Project: Build Leadership	Instructor fee: $1,600 Material cost: $30 per person Equipment cost and travel: $0
Recipe for Success	Instructor fee: $1,600 Material cost: $40 per person Equipment cost and travel: $0
The Amazing Race Challenge	Instructor fee: $1,600 Material cost: $15 per person Equipment cost and travel: $0
The Great Escape!	Instructor fee: $1,600 Material cost: $30 per person Equipment cost and travel: $0
Whitewater RUSH	Instructor fee: $1,600 Material cost: $50 per person Equipment cost and travel: $0
Conference – The Leadership Forum	
Single ticket	$499
Table of 8	$3,900

Section 8: FORM 5 Contract Signature Page

EXHIBIT D

Course Instructors for the Department of Human Resources/
The Learning Center (Annual Contract)

The Leadership Institute at Columbus State University

Clarification Documents

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-225-4087, Fax 706-225-3033
BidLine 706-225-4536

June 18, 2019

Ms. Shana Young
The Leadership Institute at Columbus State University
3100 Gentian Boulevard
Columbus, GA 31907

Reference: RFP No. 19-0003 Course Instructors for the Department of HR/The Learning Center (Annual Contract)

Dear Ms. Young:

Congratulations! On June 18, 2019, Columbus Council approved and authorized the execution of a contract with The Leadership Institute at Columbus State University. The Human Resources Department representative, Corey Jones, will be in contact with you to start scheduling classes.

Per page 17 of the RFP, Section XIII Proposal Submission Requirements, Part B Business Documents, you were required to provide a Certificate of Insurance (COI), Form W-9, and a copy of your current business license. Please provide a new COI as the one you provided expires on June 30, 2019. The Form W-9 provided is not the most recent issued by the IRS; please complete and return the attached. In addition, we need your current business license.

Once all the documents are received, the full contract will be routed for appropriate signatures.

The City looks forward to working with The Leadership Institute at Columbus State University.

Sincerely,

Andrea J. McCorvey
Purchasing Division Manager

C: Corey Jones

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COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-225-4087, Fax 706-225-3033
BidLine 706-225-4536

June 12, 2019

Ms. Shana Young
The Leadership Institute at Columbus State University
3100 Gentian Boulevard
Columbus, GA 31907

Reference: RFP No. 19-0003 Course Instructors for the Department of HR/The Learning Center (Annual Contract)

Dear Ms. Young:

Thank you for your patience during the evaluation phase of this RFP. The Evaluation Committee has performed a preliminary evaluation and ranking. Congratulations, The Leadership Institute at Columbus State University has received the highest ranking from the Evaluation Committee for the Course Instructors for the Department of HR/The Learning Center.

When a request for proposal is used, the City can exercise its option to negotiate the price. Consequently, the Evaluation Committee is requesting The Leadership Institute at Columbus State University provide a "best and final offer."

Please respond below:

_____ The Leadership Institute at Columbus State University is willing to reduce the cost proposal for the project. Attached is the revised cost proposal for the project.

✓ The Leadership Institute at Columbus State University *cannot* negotiate the cost for the project. Our original cost proposal stands.

Shana D. Young 6/12/19 — Authorized Signature, Date

Shana D. Young, Executive Director — Print Name & Title of Signatory

Columbus Georgia
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LEADERSHIP INSTITUTE
COLUMBUS STATE UNIVERSITY

June 12, 2019

Sandra Chandler, Buyer
Columbus Consolidated Government
Finance Department | Purchasing Division
100 10th Street, 5th Floor | Columbus GA 31901

Ms. Chandler,

The Leadership Institute is capable and willing to provide "Lunch and Learn" (LNL) 40-50 minute sessions for 25 attendees on all topics requested below:

- Personal Development
- #METOO
- Professional Writing
- LGBTQ Awareness
- Team Building
- Dealing with Difficult People
- Become a Better Listener
- Diversity Training
- Communication
- Supervisor Management
- Bullying/Workplace
- Unbiased Leadership
- Time Management Principles

Cost proposal for the above LNL sessions is:
Instructor Fee: $250 per 40-50 minute session
Material Cost: $50 per session
Equipment cost and travel: $0

Thank you for your consideration,

Shana D. Young

Shana D. Young
Executive Director, The Leadership Institute at Columbus State University

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 Tenth Street, P. O. Box 1340
Columbus, Georgia 31902-1340
706-225-4087, Fax 706-225-3033
BidLine 706-225-4536

June 12, 2019

Ms. Shana Young
The Leadership Institute at Columbus State University
3100 Gentian Boulevard
Columbus, GA 31907

Reference: RFP No. 19-0003 Course Instructors for the Department of HR/The Learning Center (Annual Contract)

Dear Ms. Young:

Thank you for your patience during the evaluation phase of this RFP. The Evaluation Committee has performed a preliminary evaluation and ranking. Congratulations, The Leadership Institute at Columbus State University has received the highest ranking from the Evaluation Committee for the Course Instructors for the Department of HR/The Learning Center.

When a request for proposal is used, the City can exercise its option to negotiate the price. Consequently, the Evaluation Committee is requesting The Leadership Institute at Columbus State University provide a "best and final offer."

Please respond below:

_____ The Leadership Institute at Columbus State University is willing to reduce the cost proposal for the project. Attached is the revised cost proposal for the project.

_____ The Leadership Institute at Columbus State University *cannot* negotiate the cost for the project. Our original cost proposal stands.

_______________________________________ _______________________________

Authorized Signature Date Print Name & Title of Signatory

Columbus Georgia
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Additionally, the Evaluation Committee is interested in adding "Lunch and Learn" (LNL) topics to the menu of classes offered to employees. LNL's should last between 40-50 minutes and should be limited to the standard 25 attendees. Subjects or topics for LNL's can be, but not limited to:

- Personal Development
- #METOO
- Professional Writing
- LGBTQ Awareness
- Team Building
- DealingWith Difficult People
- Become A Better Listener
- Diversity Training
- Communication
- Supervisor Management
- Bullying/Workplace
- Unbiased Leadership
- Time Management Principles

LNL's will be conducted at the CCG Learning Center and the City Service Center Conference Room. All media equipment will be provided. Individuals will be allowed to use their own laptops. In most cases, there will be WIFI access.

Please provide a cost proposal for this additional item, if The Leadership Institute at Columbus State University is able to provide this type of forum.

Send your written response to the attention of Sandra Chandler at email schandler@columbusga.org or fax number (706) 225-3033. Your response is requested no later than 3:00 P.M. (EST) on Friday, June 14, 2019.

This correspondence does not constitute a purchase order. City officials must approve the department's recommendation before a purchase order is issued.

Sincerely,

Andrea J. McCorvey
Purchasing Division Manager

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-225-4087, Fax 706-225-3033
BidLine 706-225-4536

June 6, 2019

Ms. Shana Young
The Leadership Institute at Columbus State University
3100 Gentian Boulevard
Columbus, GA 31907

Reference: RFP No. 19-0003 Course Instructors for the Department of HR/The Learning Center (Annual Contract)

Dear Ms. Young:

Thank you for your patience during the evaluation phase of this RFP. The Evaluation Committee is nearing a decision, but regretfully, need additional time to process their recommendation for award and allow for Council Approval. The City respectfully requests that you allow your proposal to remain in effect until June 30, 2019. Please indicate your response below:

__✓__ The Leadership Institute at Columbus State University is willing to allow their proposal for the project to remain in effect until June 30, 2019.

_____ The Leadership Institute at Columbus State University is *not* willing to allow their proposal for the project to remain in effect until June 30, 2019, and no longer wish to be considered in this RFP process.

Shana D Young 6/6/19 Shana D. Young, Executive Director
Authorized Signature Date Print Name & Title of Signatory

Send your written response to the attention of Sandra Chandler at email schandler@columbusga.org or fax number (706) 225-3033. Your response is requested no later than 3:00 P.M. (EST) on Friday, June 7, 2019.

Sincerely,

Andrea J. McCorvey
Purchasing Division Manager

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Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

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COLUMBUS, GEORGIA 31902-1340
706-225-4087, Fax 706-225-3033
BidLine 706-225-4536

June 6, 2019

Ms. Shana Young
The Leadership Institute at Columbus State University
3100 Gentian Boulevard
Columbus, GA 31907

Reference: RFP No. 19-0003 Course Instructors for the Department of HR/The Learning Center (Annual Contract)

Dear Ms. Young:

Thank you for your patience during the evaluation phase of this RFP. The Evaluation Committee is nearing a decision, but regretfully, need additional time to process their recommendation for award and allow for Council Approval. The City respectfully requests that you allow your proposal to remain in effect until June 30, 2019. Please indicate your response below:

_____ The Leadership Institute at Columbus State University is willing to allow their proposal for the project to remain in effect until June 30, 2019.

_____ The Leadership Institute at Columbus State University is *not* willing to allow their proposal for the project to remain in effect until June 30, 2019, and no longer wish to be considered in this RFP process.

Authorized Signature Date Print Name & Title of Signatory

Send your written response to the attention of Sandra Chandler at email schandler@columbusga.org or fax number (706) 225-3033. Your response is requested no later than 3:00 P.M. (EST) on Friday, June 7, 2019.

Sincerely,

Andrea J. McCorvey
Purchasing Division Manager

Columbus Georgia
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COMMUNICATION CONCERNING THIS SOLICITATION

THIS PAGE MUST BE SIGNED AND RETURNED WITH THE VENDOR'S BID/PROPOSAL. FAILURE TO INCLUDE THIS FORM WILL AUTOMATICALLY RENDER VENDOR'S RESPONSE NON-RESPONSIVE.

ALL QUESTIONS OR CLARIFICATIONS CONCERNING THIS SOLICITATION SHALL BE SUBMITTED IN WRITING. THE CITY WILL NOT ORALLY OR TELEPHONICALLY ADDRESS ANY QUESTION OR CLARIFICATION REGARDING BID/PROPOSAL SPECIFICATIONS. IF A VENDOR VISITS OR CALLS THE PURCHASING DIVISION WITH SUCH QUESTIONS, HE OR SHE WILL BE INSTRUCTED TO SUBMIT THE QUESTIONS IN WRITING.

ALL CONTACT CONCERNING THIS SOLICITATION SHALL BE MADE THROUGH THE PURCHASING DIVISION. BIDDERS SHALL NOT CONTACT CITY EMPLOYEES, DEPARTMENT HEADS, USING AGENCIES, EVALUATION COMMITTEE MEMBERS, INCLUDING NON-CCG EMPLOYEES, CONTRACTED PERSONNEL ASSOCIATED WITH THIS PARTICULAR PROJECT (I.E. ARCHITECTS, ENGINEERS, CONSULTANTS), OR ELECTED OFFICIALS WITH QUESTIONS OR ANY OTHER CONCERNS ABOUT THE SOLICITATION. QUESTIONS, CLARIFICATIONS, OR CONCERNS SHALL BE SUBMITTED TO THE PURCHASING DIVISION IN WRITING. IF IT IS NECESSARY THAT A TECHNICAL QUESTION NEEDS ADDRESSING, THE PURCHASING DIVISION WILL FORWARD SUCH TO THE USING AGENCY, WHO WILL SUBMIT A WRITTEN RESPONSE.

THE PURCHASING DIVISION WILL FORWARD WRITTEN RESPONSES TO THE RESPECTIVE BIDDER. IF IT BECOMES NECESSARY TO REVISE ANY PART OF THIS SOLICITATION, A WRITTEN ADDENDUM WILL BE ISSUED TO ALL BIDDERS.

THE CITY IS NOT BOUND BY ANY ORAL REPRESENTATIONS, CLARIFICATIONS, OR CHANGES MADE TO THE WRITTEN SPECIFICATIONS BY CITY EMPLOYEES, UNLESS SUCH CLARIFICATION OR CHANGE IS PROVIDED TO THE BIDDERS IN A WRITTEN ADDENDUM FROM THE PURCHASING MANAGER.

BIDDERS ARE INSTRUCTED TO USE THE ENCLOSED "QUESTION/CLARIFICATION FORM" TO FAX OR EMAIL QUESTION. **QUESTIONS AND REQUESTS FOR CLARIFICATION MUST BE SUBMITTED AT LEAST FIVE (5) *BUSINESS* DAYS BEFORE THE DUE DATE.**

ANY REQUEST/CONCERN/PROTEST, AFTER A SOLICITATION HAS CLOSED AND PENDING AWARD, MUST ALSO BE SUBMITTED IN WRITING TO THE PURCHASING DIVISION.

I agree to forward all communication about this solicitation, in writing, to the Purchasing Division. I understand that communication with other persons, other than the Purchasing Division, will render my Bid/Proposal response non-responsive and I will no longer be considered in the solicitation process.

Vendor Name: The Leadership Institute @ Columbus State University

Print Name of Authorized Agent: Shana D Young

Signature of Authorized Agent: Shana D. Young

COLUMBUS CONSOLIDATED GOVERNMENT
Georgia's First Consolidated Government

FINANCE DEPARTMENT
PURCHASING DIVISION

100 TENTH STREET, P. O. BOX 1340
COLUMBUS, GEORGIA 31902-1340
706-225-4087, Fax 706-225-3033
BidLine 706-225-4536

April 19, 2019

Ms. Shana Young
The Leadership Institute at Columbus State University
3100 Gentian Boulevard
Columbus, GA 31907

Reference: RFP No. 19-0003 Course Instructors for the Department of HR/The Learning Center (Annual Contract)

Dear Ms. Young:

The information regarding "Communication Concerning This Solicitation" was included on page 6 of the RFP specifications. However, to acknowledge understanding of the information, it is now required that vendors sign the attached form, to be included with their proposal.

Please complete the form and forward to the attention of Sandra Chandler at email schandler@columbusga.org or fax number (706) 225-3033. Your response is requested no later than 3:00 P.M. (EST) on Tuesday, April 23, 2019.

Sincerely,

Andrea J. McCorvey
Purchasing Division Manager

Columbus
GEORGIA
We do amazing.

COMMUNICATION CONCERNING THIS SOLICITATION

THIS PAGE MUST BE SIGNED AND RETURNED WITH THE VENDOR'S BID/PROPOSAL. FAILURE TO INCLUDE THIS FORM WILL AUTOMATICALLY RENDER VENDOR'S RESPONSE NON-RESPONSIVE.

ALL QUESTIONS OR CLARIFICATIONS CONCERNING THIS SOLICITATION SHALL BE SUBMITTED IN WRITING. THE CITY WILL NOT ORALLY OR TELEPHONICALLY ADDRESS ANY QUESTION OR CLARIFICATION REGARDING BID/PROPOSAL SPECIFICATIONS. IF A VENDOR VISITS OR CALLS THE PURCHASING DIVISION WITH SUCH QUESTIONS, HE OR SHE WILL BE INSTRUCTED TO SUBMIT THE QUESTIONS IN WRITING.

ALL CONTACT CONCERNING THIS SOLICITATION SHALL BE MADE THROUGH THE PURCHASING DIVISION. BIDDERS SHALL NOT CONTACT CITY EMPLOYEES, DEPARTMENT HEADS, USING AGENCIES, EVALUATION COMMITTEE MEMBERS, INCLUDING NON-CCG EMPLOYEES, CONTRACTED PERSONNEL ASSOCIATED WITH THIS PARTICULAR PROJECT (I.E. ARCHITECTS, ENGINEERS, CONSULTANTS), OR ELECTED OFFICIALS WITH QUESTIONS OR ANY OTHER CONCERNS ABOUT THE SOLICITATION. QUESTIONS, CLARIFICATIONS, OR CONCERNS SHALL BE SUBMITTED TO THE PURCHASING DIVISION IN WRITING. IF IT IS NECESSARY THAT A TECHNICAL QUESTION NEEDS ADDRESSING, THE PURCHASING DIVISION WILL FORWARD SUCH TO THE USING AGENCY, WHO WILL SUBMIT A WRITTEN RESPONSE.

THE PURCHASING DIVISION WILL FORWARD WRITTEN RESPONSES TO THE RESPECTIVE BIDDER. IF IT BECOMES NECESSARY TO REVISE ANY PART OF THIS SOLICITATION, A WRITTEN ADDENDUM WILL BE ISSUED TO ALL BIDDERS.

THE CITY IS NOT BOUND BY ANY ORAL REPRESENTATIONS, CLARIFICATIONS, OR CHANGES MADE TO THE WRITTEN SPECIFICATIONS BY CITY EMPLOYEES, UNLESS SUCH CLARIFICATION OR CHANGE IS PROVIDED TO THE BIDDERS IN A WRITTEN ADDENDUM FROM THE PURCHASING MANAGER.

BIDDERS ARE INSTRUCTED TO USE THE ENCLOSED "QUESTION/CLARIFICATION FORM" TO FAX OR EMAIL QUESTION. **QUESTIONS AND REQUESTS FOR CLARIFICATION MUST BE SUBMITTED AT LEAST FIVE (5) *BUSINESS* DAYS BEFORE THE DUE DATE.**

ANY REQUEST/CONCERN/PROTEST, AFTER A SOLICITATION HAS CLOSED AND PENDING AWARD, MUST ALSO BE SUBMITTED IN WRITING TO THE PURCHASING DIVISION.

I agree to forward all communication about this solicitation, in writing, to the Purchasing Division. I understand that communication with other persons, other than the Purchasing Division, will render my Bid/Proposal response non-responsive and I will no longer be considered in the solicitation process.

Vendor Name:____

Print Name of Authorized Agent:______________________________

Signature of Authorized Agent:______________________________