



Fulton County, GA

Department of Purchasing & Contract Compliance

Cecil S. Moore, CPPO, CPPB, CPSM, C.P.M., A.P.P
Director

September 15, 2010

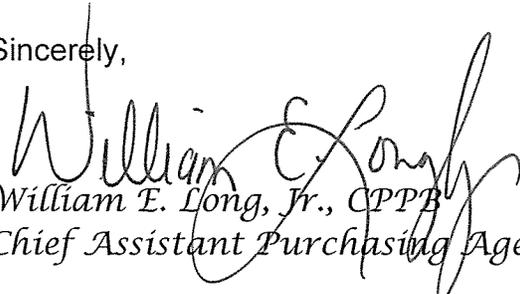
Re: **10RFP08032010C-BL, Operational Review and Assessment of the General Services Department**

Dear Proposer:

Attached is one (1) copy of Addendum 4, hereby made a part of the above referenced **10RFP08032010C-BL, Operational Review and Assessment of the General Services Department.**

Except as provided herein, all terms and conditions in the **10RFP08032010C-BL, Operational Review and Assessment of the General Services Department** referenced above remain unchanged and in full force and effect.

Sincerely,


William E. Long, Jr., CPPB
Chief Assistant Purchasing Agent

Winner 2000 - 2009 Achievement of Excellence in Procurement Award • National Purchasing Institute



This Addendum forms a part of the contract documents and modifies the original RFP documents as noted below:

The Department of Purchasing & Contract Compliance hereby makes the following changes to Request for Proposal.

Section 2.0 Instructions to Proposers, Item #2.5, Term of Contract, is amended to read, "The contract term shall be six (6) months. The final report is due one-hundred twenty (120) days from the issuance of the Notice to Proceed."

Section 3.0 Proposal Requirements, Item #3.5, Technical Proposal Format and Content, Section 3 – Project Team Qualifications/Qualifications of Key Personnel, the following bullet items are removed:

- Provide at least five (5) professional references from work that was performed similar to that requested in this RFP.
- All proposed key personnel must have at least a minimum of three (3) years related work experience.

QUESTIONS & RESPONSES

1. QUESTION: How are proposal submittal components to be submitted and how many copies of each?

Envelope 1:

Technical Proposal – one (1) originally signed and executed document and five (5) CD media in PDF format on diskettes

Contract Compliance Exhibits – one originally signed and executed of each Compliance Exhibit (A-F)

Financials – one original

Envelope 2:

Contract Compliance Exhibits – one (1) copy of the original Contract Compliance Exhibits

Envelope 3:

Financials – one copy of the Financials submittals

Envelope 4:

Cost Proposal – one (1) original and one (1) copy of the cost proposal

2. QUESTION; Will proposal cost be read aloud at the proposal opening on September 27, 2010 @ 11:00 A.M.? ***No, only the names of those submitting proposals will be read aloud.***

3. QUESTION: Given the 90-day timeline and the number of processes within General Services, do you want the project to provide a high-level assessment for as many processes as possible or to provide in-depth analysis/improvement for a critical few? ***A preliminary draft report is due sixty (60) calendar days after issuance of the Notice to Proceed has been issued. In no event will the final report submission shall exceed one hundred (120) calendar days after issuance of the Notice to Proceed has been issued.***
4. QUESTION: Do you anticipate an internal team continuing process improvement efforts independently of the consultant after this project is complete? **Yes**
5. QUESTION: Please provide the number of staffing for each of the core functions mentioned in Section 1.3 to include Land Management division along with organizational charts. **See Organizational Chart**
6. QUESTION: Section 3. Project Team Qualifications/Qualifications of Key Personnel. Please clarify if the key personnel and the company combined as the project team have (5) professional work experience, will that meet the qualifications? If not, are you looking for (5) company references plus (3) years key personnel work experience? ***The project team must submit at least three references from projects of similar size and scope.***
7. QUESTION: The Project Manager must have a minimum of (5) years related experience, (2) managing similar scope and size project. If the Project Manager has (5) years related experience, does this meet the requirements of (5) professional references as stated above? ***See Response to QUESTION 6.***
8. QUESTION: Will General Services provide a dedicated Project Manager upon award to oversee the project with the authority to make decisions in order to meet the 90-day period of performance? **Yes**
9. QUESTION: I noticed that Section 2.21 indicates the proposer will report to the Fulton County Sheriff, or designated representative; this appears to be a statement from a prior proposal. Would you kindly confirm that this is correct? ***That is not correct. Reporting will be to the Deputy County Manager.***
10. QUESTION: How much has been budgeted for the study? If there is no budgeted amount that can be shared, what is the anticipated cost range for conducting the study? ***To be determined***

11. QUESTION: What factors are driving the need to have final recommendations within 90 days of the Notice to Proceed? **The contract will be extended to 120 days.**
12. QUESTION: Are the data and information Proposers may need access to, in order to assess core functions of the Department, centralized and available electronically? **Depending on the type of data, some are centralized and could be made available electronically.**
13. QUESTION: Insurance and Risk Management Forms: Under “Certificates of Insurance” it states the certificate must identify the Certificate Holder as Fulton County Government. Our insurance certificate shows the Certificate Holder as “Proposal Purposed Only,” but upon award of contract, we will provide a certificate showing Fulton County Government as the Certificate Holder. Is this acceptable?
Yes
14. QUESTION: Section 3.5, Technical Proposal Format and Content, page 3-5. This section states the technical proposal shall be arranged and include content as described below:

- Section 1 Executive Summary
- Section 2 Project Approach and Work Plan
- Section 3 Project Team Qualifications/Qualifications of Key Personnel
- Section 4 Project Schedule
- Section 5 Relevant Project Experience
- Section 6 Proposer Financial Information
- Section 7 Availability of Key Personnel
- Section 8 Location of Firm
- Section 9 Disclosure Form and Questionnaire
- Section 10 Cost

In later sections of the RFP it states the Financial Information and Cost Proposal must be submitted in separate sealed envelopes.

Is the arrangement below acceptable, each in a separate, sealed envelope? **Yes**

Technical Proposal, 1 original, 5 CDs:

- Section 1 Executive Summary
- Section 2 Project Approach and Work Plan
- Section 3 Project Team Qualifications/Qualifications of Key Personnel
- Section 4 Project Schedule
- Section 5 Relevant Project Experience
- Section 6 Availability of Key Personnel
- Section 7 Location of Firm

Section 8 Required Forms and Documentation: *Forms A, B, C, D, E, F, G; Evidence of Insurability; Acknowledgement of Addenda*

- Financial Information, 1 original, 1 copy
 - Contract Compliance, 1 original, 1 copy: *Exhibits A, B, D, D, E, F, G; EBO Plan*
 - Cost Proposal, 1 original, 1 copy
- Yes, also see response to QUESTION 1.**

15. QUESTION: Re: core functions. Is there a sub-department or team assigned to each core functions? **Yes**
16. QUESTION: Re: staff reductions. In addition to employee downsizing, were there also budget cuts between 2009 and 2010? **Yes**
17. QUESTION: Re: departmental and agency interrelationships. What are departmental and agency interrelationships? ***The interrelated departments will be Public Works and Parks & Recreation.***
18. QUESTION: Can we have access to the existing organization chart? **Yes**
19. QUESTION: **Addendum No. 2**, Re: contract term. Can the contract term be extended, beyond 120 days, based on the additional requirements listed in the Addendum No. 2? **See Response to QUESTION 11.**
20. QUESTION: Will key staff/management be assigned to the project? **Yes**
21. QUESTION: Re: organizational priorities. What are the organizational priorities? **See Response to QUESTION 11**
22. QUESTION: Will a break-down of the Budget for each department/division be made available to the Contract Awardee? **Yes**
23. QUESTION: Re: team concept. What is the team concept? ***This was included in the specifications in error. Please disregard***
24. QUESTION: Re: workflow processes. Will the existing workflow process map or diagrams be made available to the Contract Awardee? ***None currently exist beyond one in Maintenance Division.***
25. QUESTION: Will the Contract Awardee be responsible for creating workflow processes for both existing and future environments? **No**
26. QUESTION: Re: industry benchmarks. Are there existing goals and industry benchmarks which the department follows?

RESPONSE: *The department has established goals but does not currently use industry benchmarks.*

27. QUESTION: Re: process improvement studies. Does the client have specific studies in mind or will these be studies as defined by the Contract Awardee? *We were thinking in terms of process improvement sessions that included managers and front line employees. The sessions would be lead by the contract awardees. Processes that were deemed to have the most impact if "corrected" would be mapped. The cycle time and task time would be determined. Possible corrective actions would be requested from meeting attendees. Unnecessary touch points that did not add value would be removed. Other improvements would be made to the suggested process and than a proposed new process would be suggested along with the improved task and cycle times that would result if implemented.*
28. QUESTION: Re: ROI. Please provide more information on the scope of ROI calculations? *This is outside the scope of this RFP and will be removed.*
29. QUESTION: Will the Contract Awardee calculate ROI on specific components of the project or will there be a specific focus? *This is outside the scope of this RFP and will be removed.*
30. QUESTION: For the Proposal Forms, the RFP states for Form D to be included in Section 9 of the Technical Proposal, it does not mention where to place the other forms. Where and how should the remainder forms be turned in? *Form D: Disclosure Form & Questionnaire is to be included with the Technical Proposal along with Forms A (Certificate Regarding Debarment), B (Non-Collusion Affidavit of Bidder/Offer), and C (Certificate of Acceptance of Request for Proposal Requirements). These forms should be submitted together in a section of the submittal titled, "Purchasing Forms." Also, see response to QUESTION 1.*
31. QUESTION: Section 10 of the Technical Proposal is labeled Cost. Does this mean we are to include the cost in the technical proposal as well as in a separate Cost Proposal? *Cost is not to be submitted in the Technical Envelope, but must be submitted in a separately sealed identifiable envelope.*

32. QUESTION: What type of contract will be issued? ***Please refer to the sample contract included with the bid proposal.***
33. QUESTION: Section 3.3, A.6. – How many is “all”? ***The interrelated departments for this analysis are Public Works and Parks & Recreation; it is not necessary to examine General Services’ relationship to all County departments.***
34. QUESTION: Section 3.3, A.7. – How is “substantial compliance” defined? ***The Section you identified, Section 3.3, A.7 refers to Scope of Work. A.7 states, “Assess current perceived efficacy of the Department (as a service provider) by other departments (as customers) and gather information on how the perceived efficacy can be improved.***
35. QUESTION: What documentation currently exists? ***Standard Operating Procedures and the departmental business plan.***
36. QUESTION: What metrics are currently used? And can a recent “report card” on these metrics be provided for our review during proposal preparation? ***General Services’ develops and issues Quarterly Performance Reports to the County Manager’s office. Yes, these reports are available.***
37. QUESTION: Based on the contents of the subject RFP and the presentations and resultant discussions during the Pre-Proposal Conference held on 19 August 2010, the following questions / requests for clarification are submitted. Reference: Proposal Paragraph 3.5 Technical Proposal Format and Content, Section 6 – Proposer Financial Information.

During the Pre-Proposal Conference, government representatives mentioned that Fulton County understood that many small businesses do not normally possess some of the required documentation that is listed for evaluation and review, and that the County could accept additional items or documents that could be used in lieu of the RFP stated financial documentation. What alternative documents or information can be used by a small business, which could be deemed as responsive to the requirements of the RFP for evaluation purposes? ***Section 6 – Proposer Financial Information***

It is the policy of the County to conduct a review of a firm’s financial responsibility in order to determine the firm’s capability to successfully perform the work.

If submitting as a Joint Venture, Partnership, Limited Liability Corporation or Limited Liability Partnership, the financials must be submitted for each entity that comprises the prime contractor.

The following documentation is required in order for the County to evaluate financial responsibility:

- (1) Provide audited financial statements for the last three (3) years, including income statements, balance sheets, and any changes in financial position.***
- (2) The latest quarterly financial report and a description of any material changes in financial position since the last audited financial statement.***
- (3) Proposer's most recent Dun & Bradstreet, Value Line Reports or other credit ratings/report.***
- (4) Identify any evidence of access to a line or letter of credit.***

38. QUESTION: Reference: Proposal Paragraph 3.3 Scope of Work. In developing the planning for the technical requirements for the Operational Review and Assessment it would be advantageous to prospective bidders and the County, if additional Department demographic data was available, rather than the department level aggregate statements and values included in the RFP. During the August 19th Pre-Bid Meeting, it was indicated by the County that such additional information would be available in response to a request. Can additional or detailed General Services Department demographic information be provided such as: Organizational Charts, Internal Department Staffing, Internal Department Budget, and existing Roles / Responsibilities? ***Please see attached organizational chart.***

39. QUESTION: Reference: Proposal Paragraph 3.3 Scope of Work. The General Services Department supports all or most Fulton County departments and agencies, the technical requirements of this RFP are related in a significant way to these inter-department relationships and services. Are there existing inter-agency / department agreements in place to include such items as: content of support, service level agreements, interfaces, and established corrective action(s) which will be made available to the selected vendor to support the assessment? ***Yes. General Services has Memorandums of Understandings established with approximately 70% of county departments.***

40. QUESTION: Reference: Proposal Paragraph 3.3 Scope of Work. During the Pre-Proposal Conference, government representatives stated that during the conduct of the Operational Review and Assessment that the selected vendor would have access to the General Services Department staff down to the mid-management level for conduct of the required reviews and assessments. Is it the intent of Fulton County to limit vendor interviews and interface to “no lower” than the mid- management level, therefore precluding the vendor from gathering review and assessment information from personnel staffing below that level? **No, the selected vendor will have access to staff at whatever level they deem necessary.**
41. QUESTION: What was the reason for the approximately 17.6% workforce reduction in the General Services Department since FY2009? **Budget cuts.**
42. QUESTION: With this percentage reduction, what happened to the jobs previously held by these employees? **Contracted out or shifted to staff.**
43. QUESTION: Is a strategic plan available for both Fulton County as well as the General Services Department? **No**
44. QUESTION: What documentation is available with regard to the County and Department initiatives, goals and objectives? **The General Services Business Plan.**
45. QUESTION: What is the current organizational structure for the General Services Department? **See Organizational Chart**
46. QUESTION: Section 3.3 SOW A.9 references the assessment of the characteristics and effectiveness of the leadership team. What is the composition of the General Services Leadership team? **See Organizational Chart**
47. QUESTION: What is the current ratio of management to staff for the 257 employees of the General Services Department? **See Organizational Chart**

48. QUESTION: What are the job titles in the General Services Department? **See *Organizational Chart***
49. QUESTION: What level of personnel will be available to the consultants to develop the plan for General Services? ***All levels***
50. QUESTION: Several references have been made in the RFP regarding the assessment of interdepartmental collaboration, redundancies with other departments, etc. However, the RFP is specifically regarding the reengineering of the General Services department. To what degree is the County's expectation that the scope of this project will bleed over into other county departments? ***The interrelated departments for this analysis are Public Works and Parks & Recreation only.***
51. QUESTION: During our due diligence research in preparation to respond to this RFP, we found documentation which would indicate that consideration has been given to the combining of the Public Works and General Services departments. However, this RFP only references the assessment of the General Services Department. What is the correct scope of this project with regard to General Services—i.e. standalone or combined with Public Works? ***Please see responses to questions 17, 35, and 50.***
52. QUESTION: Section 3.3 SOW B.8 references the negotiation and management of contracts and vendor relationships. To what degree is the Procurement Department involved in the negotiation of these contracts? Does the General Services Department have the autonomy to negotiate their own contracts without the involvement of the Procurement Department? ***Purchasing will serve in a capacity to ensure that contract negotiations follow the purchasing procedures. No, General Services alone can not negotiate their own contract with purchasing involvement.***
53. QUESTION: Are SOPs and Policies available for the General Services Department? ***Yes, but they are too voluminous to provide.***
54. QUESTION: Are reports or data available from recent audits of the General Services Department? ***Yes. They will be made available to the selected vendor.***

55. QUESTION: What is the County and Departments expectation with regard to the assessment of the Aviation Department? ***Aviation is a division of the General Services Department and the expectation is that this work unit will be treated like all other work units.***
56. QUESTION: In the SOW Section 6, vendors are required to provide audited financial statements. If audited financial statements are not available, what other documentation would the County accept to determine the firm's capability to successfully perform the work? ***Please refer to our response on page 7 & 8 for this question.***
57. QUESTION: As a small business located in Fulton County, if I subcontract to an entity without a Fulton county presence, will we still qualify for the 10% Local Preference? ***No***

ACKNOWLEDGEMENT OF ADDENDUM NO. 4

The undersigned proposer acknowledges receipt of this addendum by returning one (1) copy of this form with the proposal package to the Purchasing Department, Fulton County Public Safety Building, 130 Peachtree Street, Suite 1168, Atlanta, Georgia 30303 by the RFP due date and time **September 27, 2010, 11:00 A.M.**

This is to acknowledge receipt of Addendum No. 4, _____ day of _____, 2010.

Legal Name of Bidder

Signature of Authorized Representative

Title

GENERAL SERVICES DEPARTMENT
FY2010 BUDGET BY UNIT

General Fund

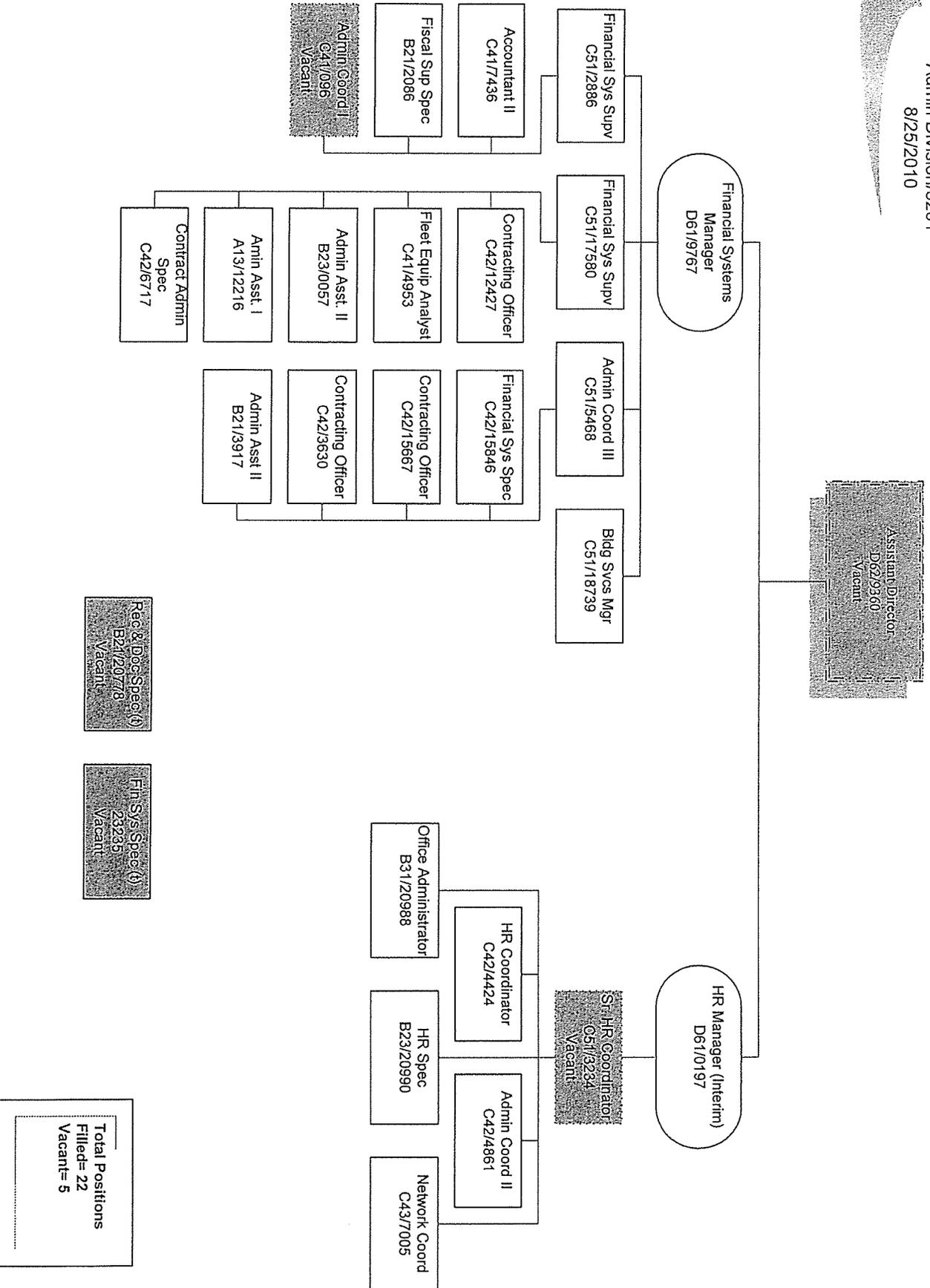
<u>Name</u>	<u>FY2010 Budget</u>	<u>## of Positions</u>
Administration	\$ 5,989,759	31
Building Construction	1,998,830	19
Atrium Events	11,671	-
Greater Fulton	7,144,057	93
Central Fulton	4,506,969	32
Operations Support	3,128,713	37
Transportation & Logistics	2,994,665	35
Building Maintenance	4,830,603	-
Land	557,545	5
TOTAL BUDGET	\$ 31,162,811	252

Enterprise Fund

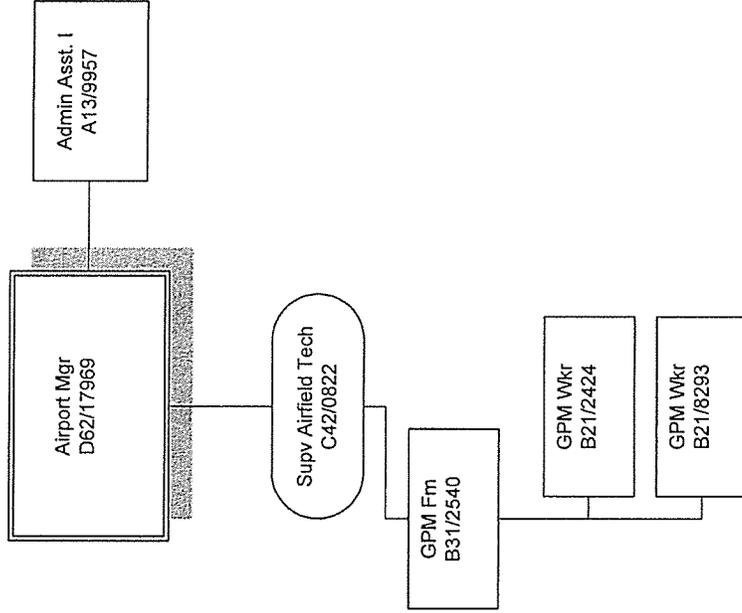
of Positions

Charlie Brown Airport	\$ 918,213	<u>5</u>
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General Services
Admin Division/5201
8/25/2010

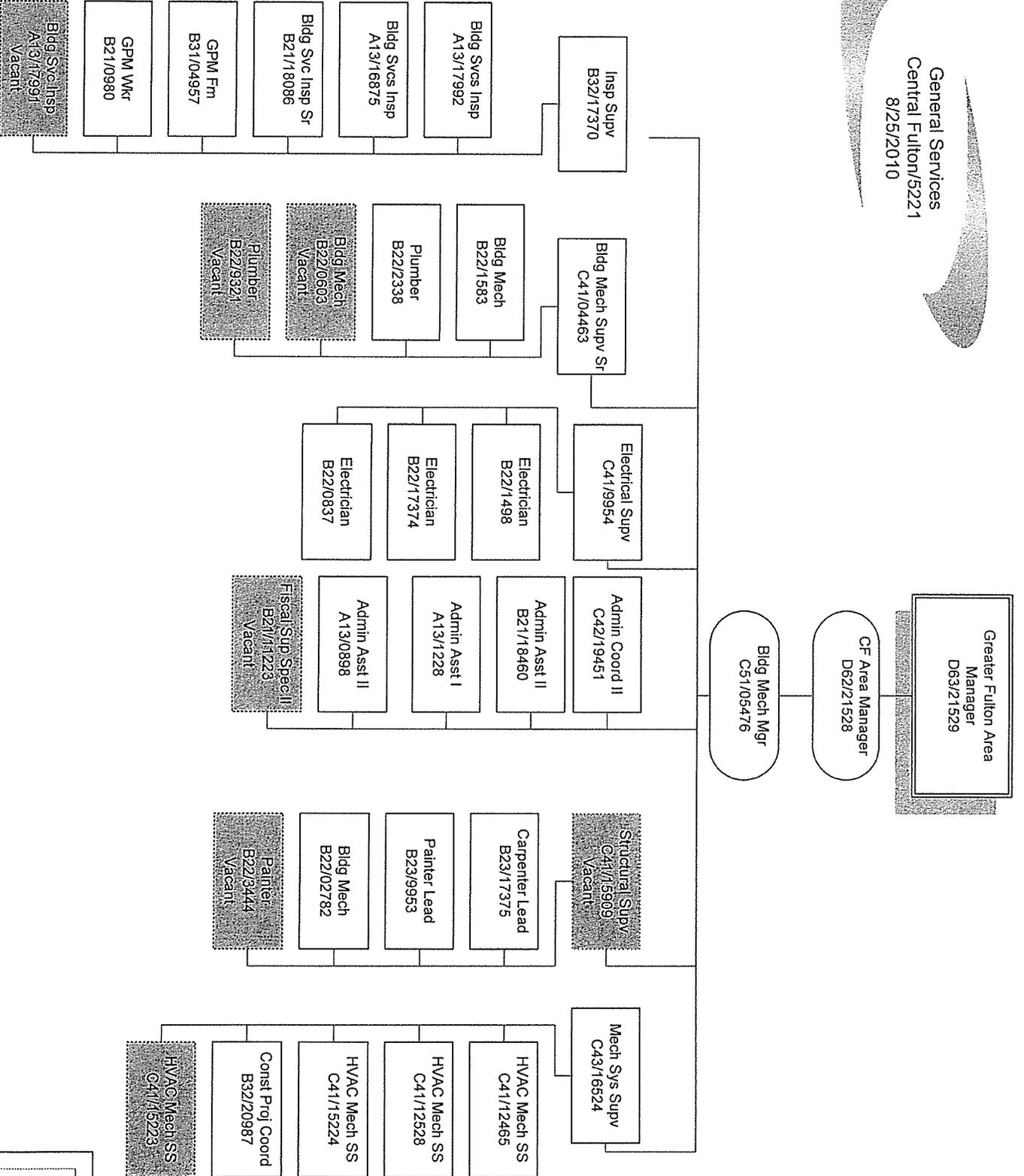


General Services
Aviation Mgmt Division/5601
8/25/2010



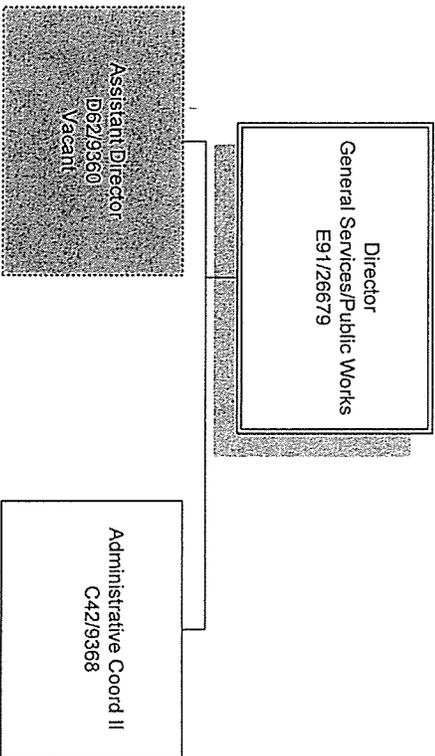
Total Positions
Filled= 6
Vacant= 0

General Services
Central Fulton/5221
8/25/2010



Total Positions
Filled= 27
Vacant= 7

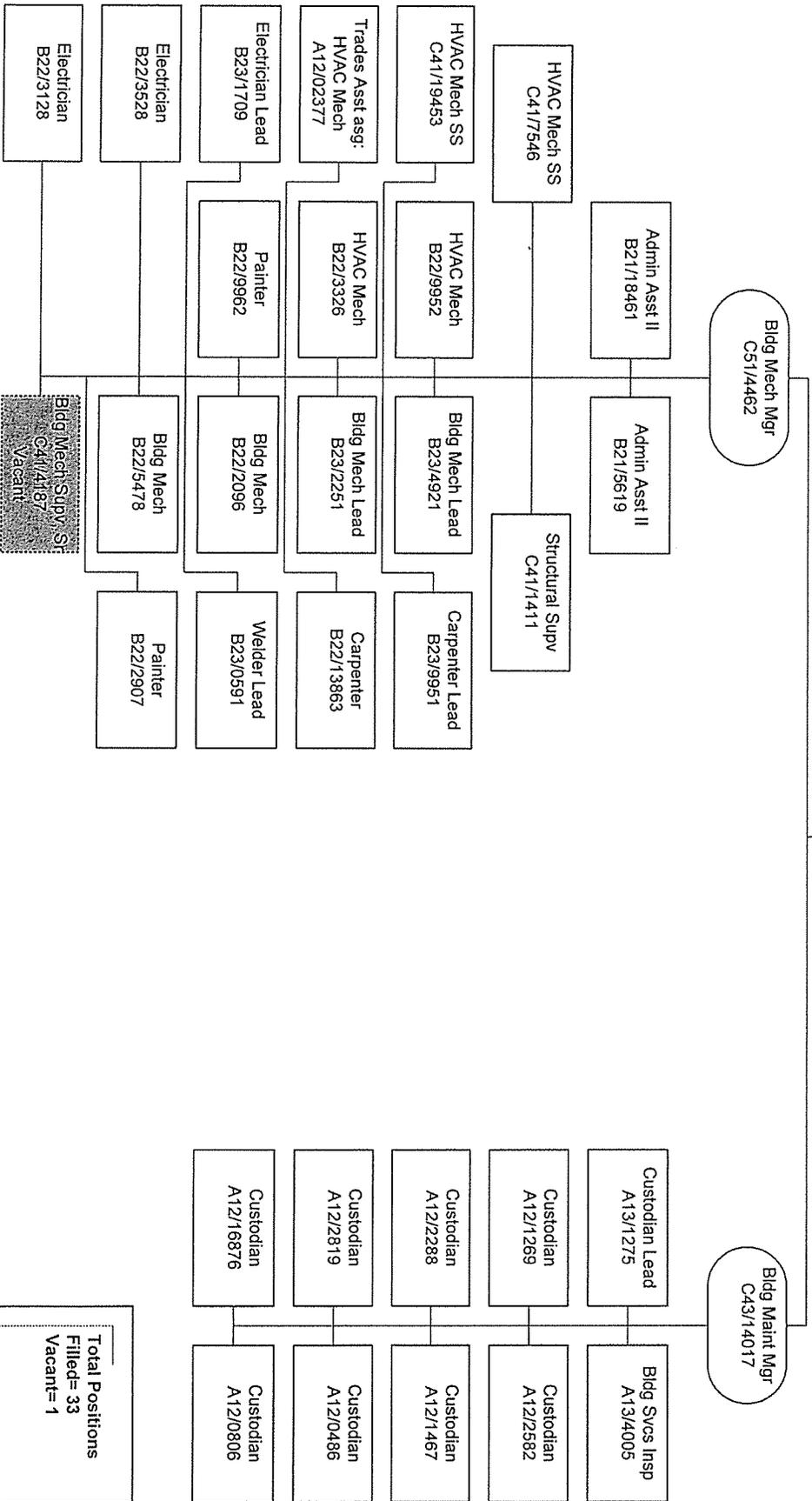
General Services
Dir Office
8/26/2010



Total Positions
Filled= 2
Vacant= 1

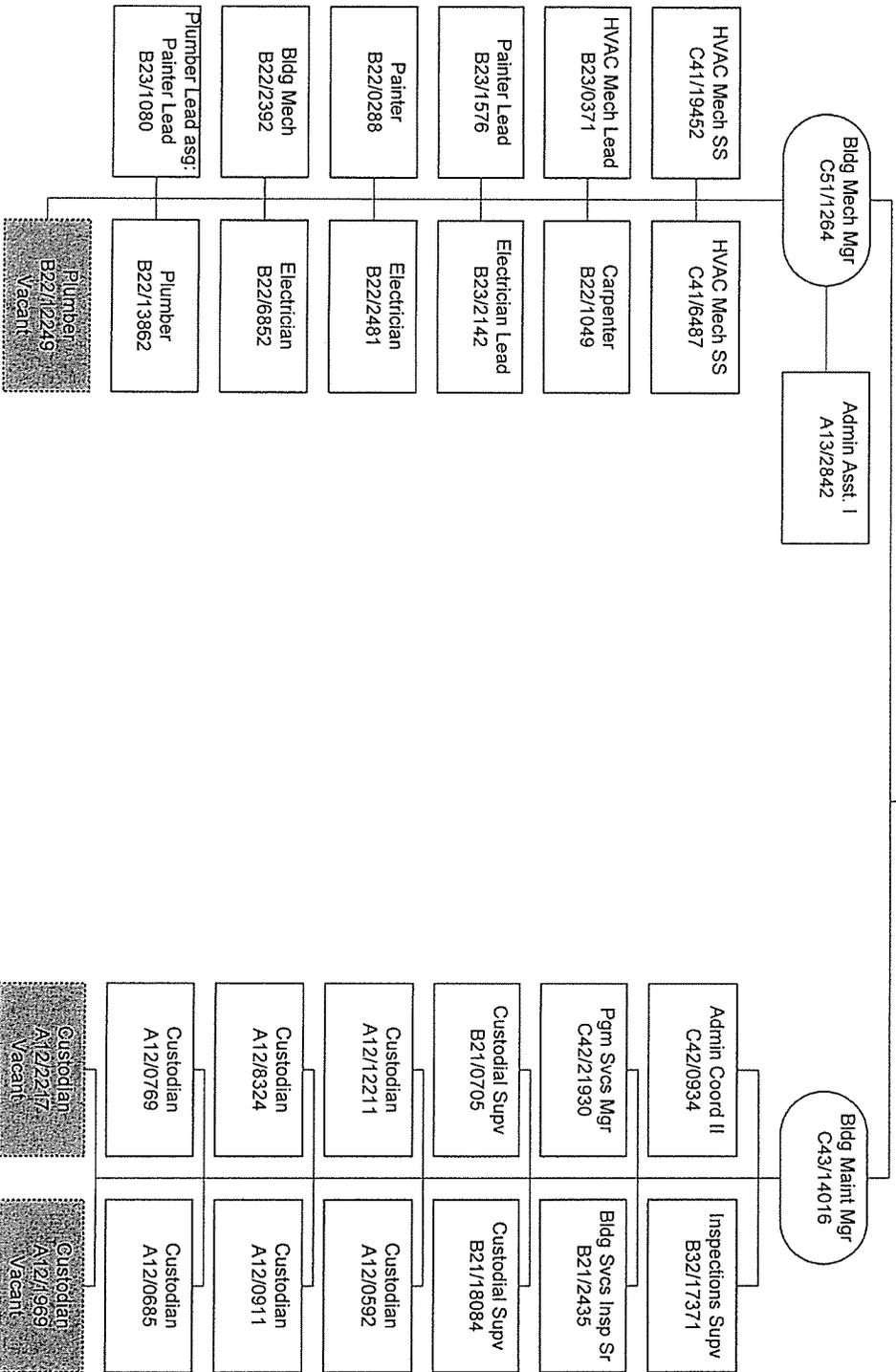
General Services
 GF North/5220
 8/25/2010

Greater Fulton Area
 Manager
 D63/21529

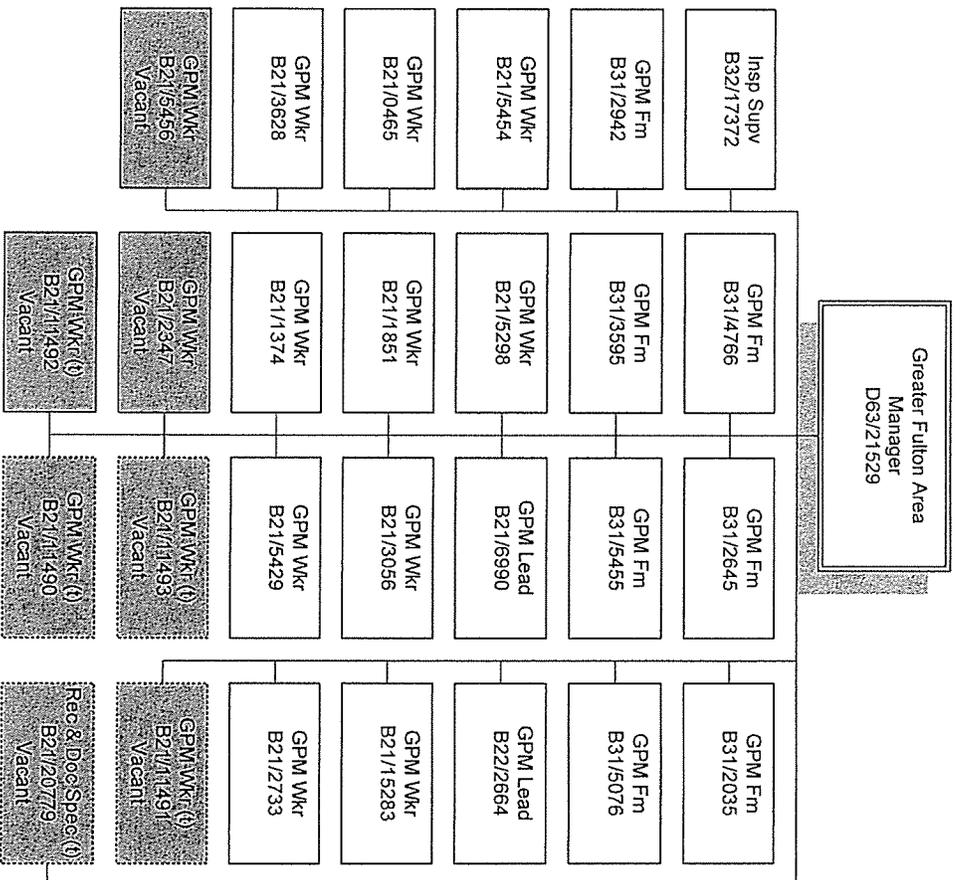


General Services
 GF North/5220
 8/25/2010

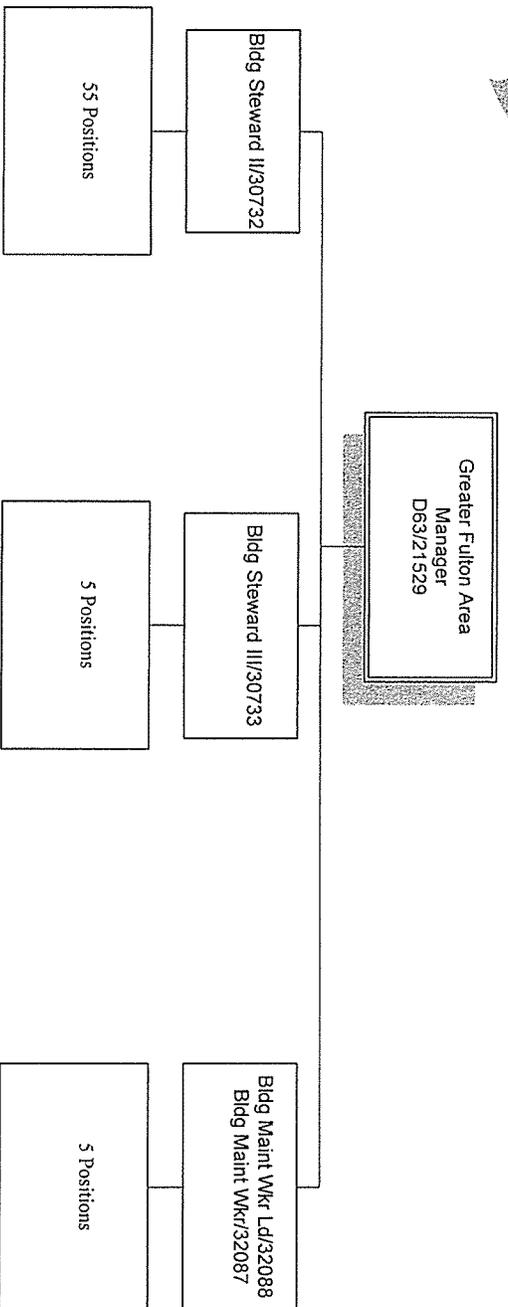
Greater Fulton Area
 Manager
 D63/21529



Total Positions
 Filled= 27
 Vacant= 3



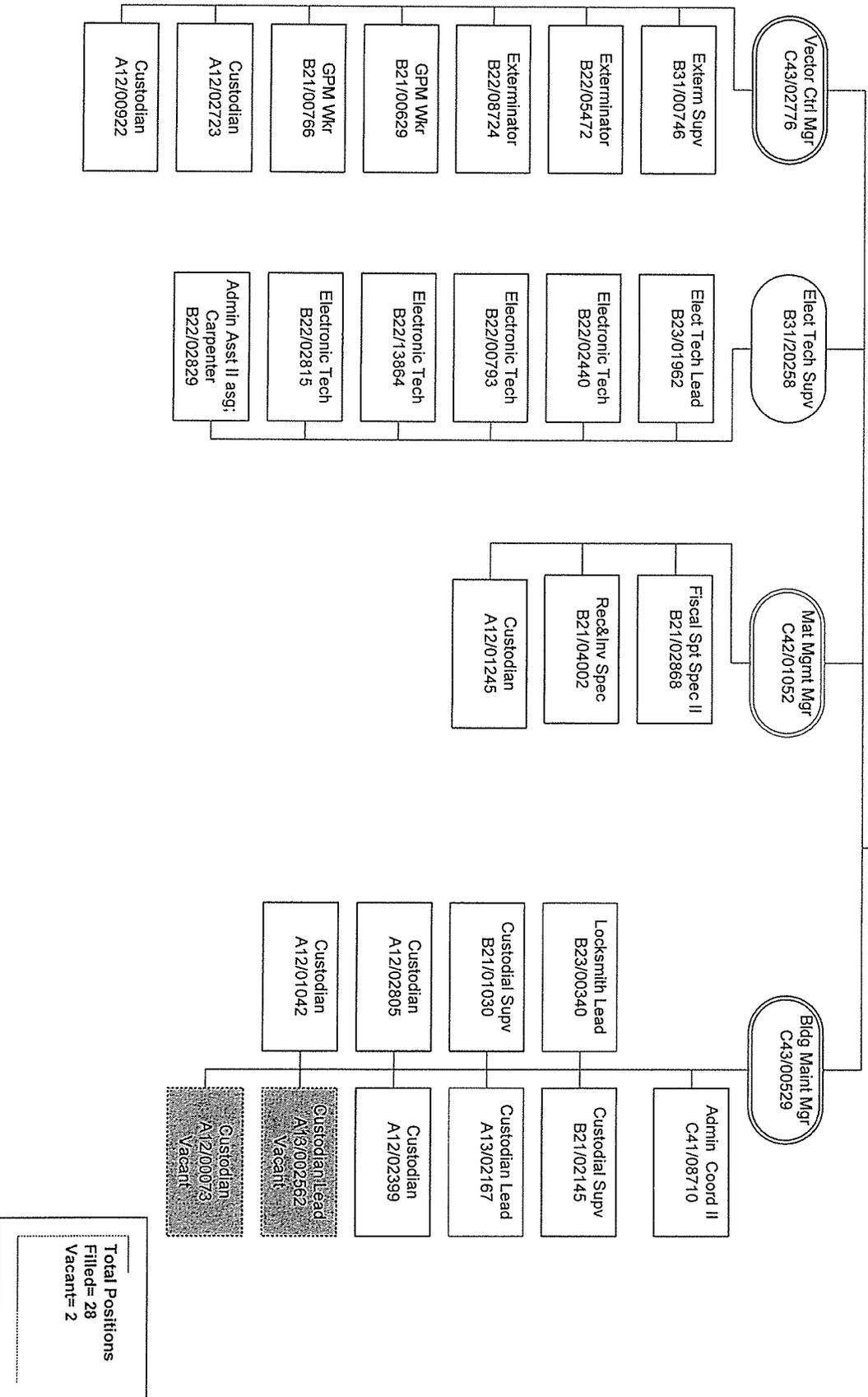
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 Vacant= 7



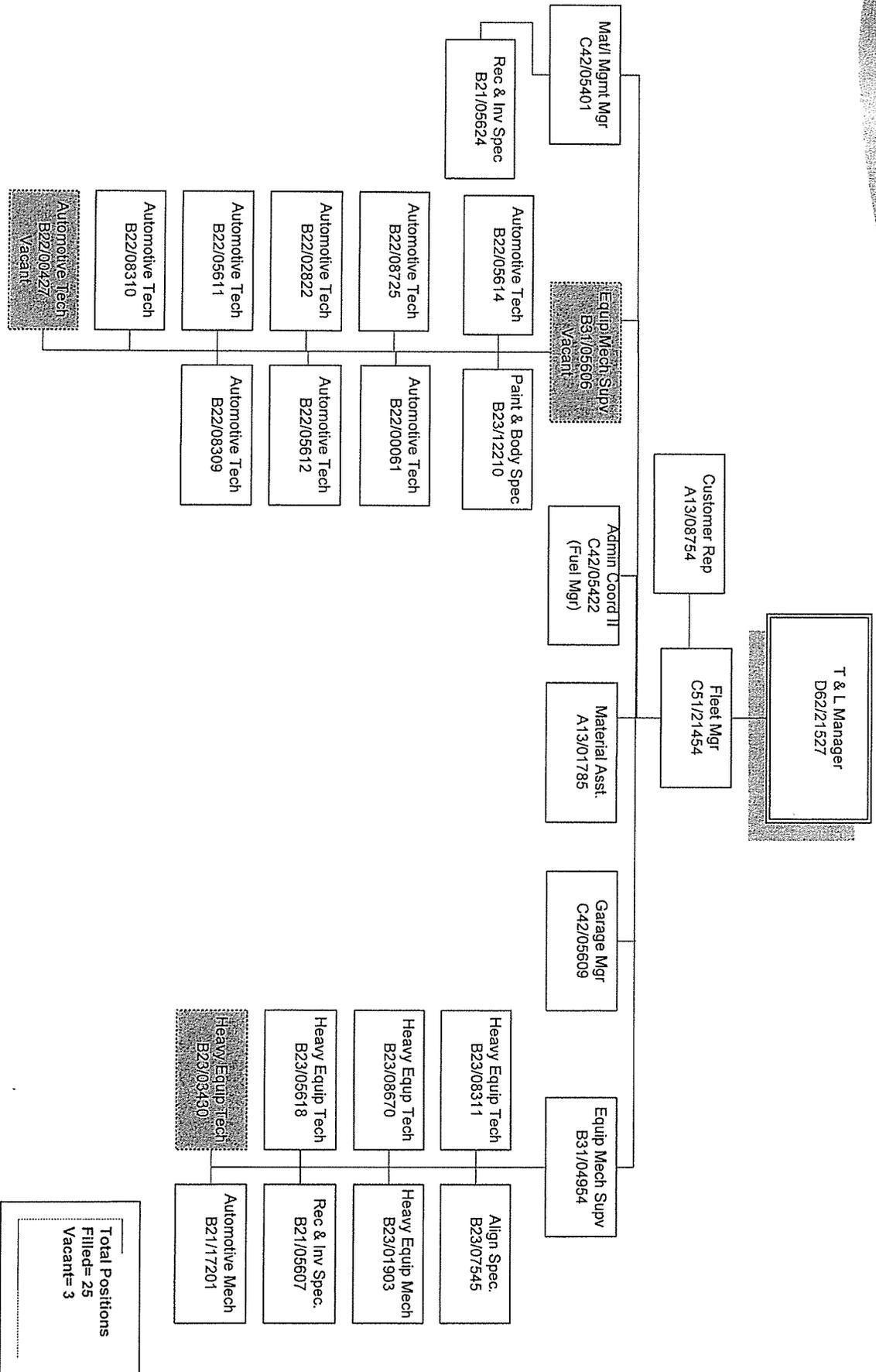
Total Positions
Filled= 65
Vacant= 0

General Services
 Operation Supports/5222
 8/25/2010

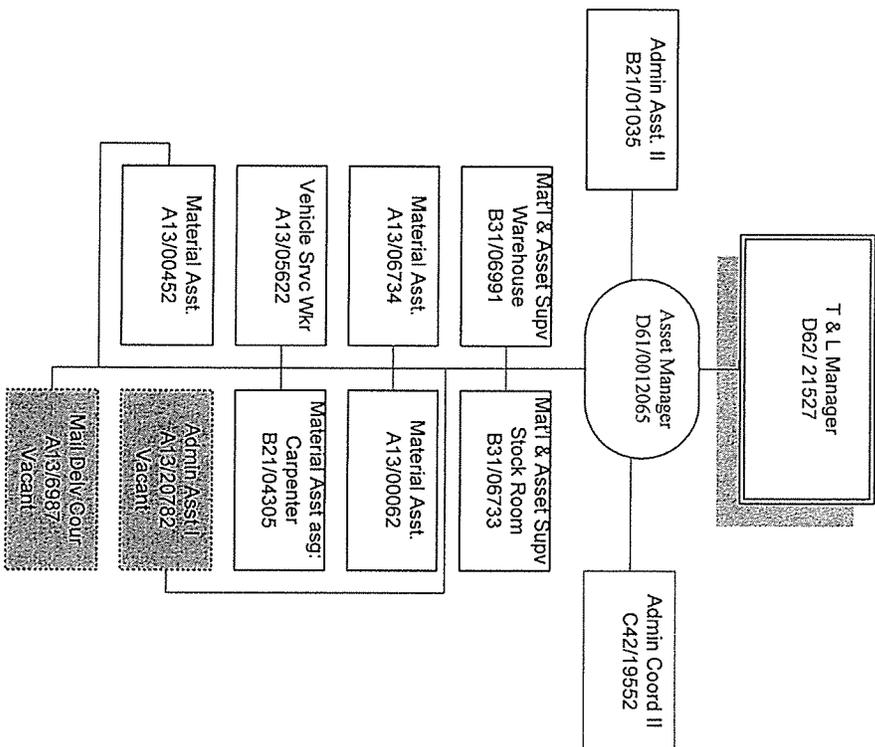
Greater Fulton Area
 Manager
 D63/21529



General Services
 Transportation & Logistics-CMF/5223
 8/25/2010

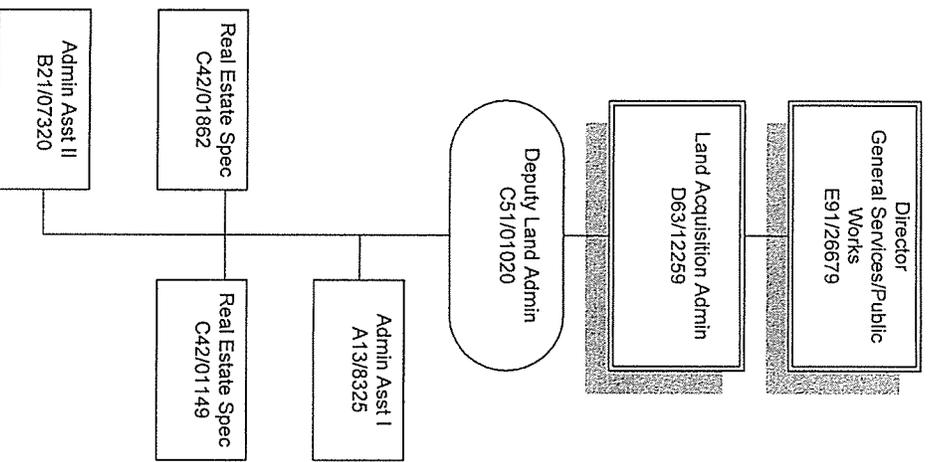


General Services
 Transportation & Logistics/5223
 8/25/2010



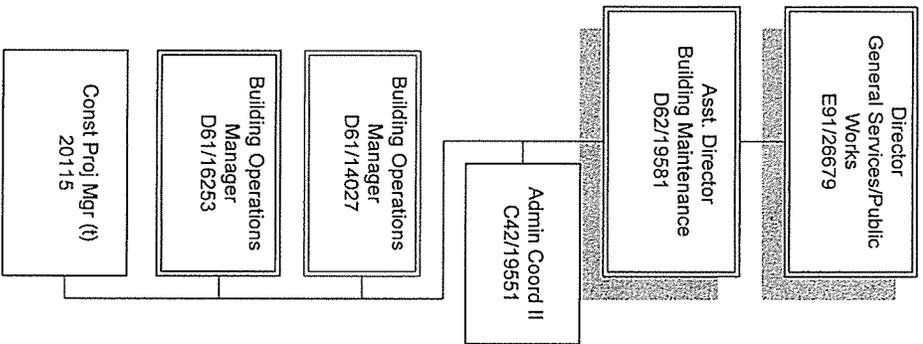
Total Positions
 Filled= 10
 Vacant= 2

General Services
Land/5601
8/25/2010



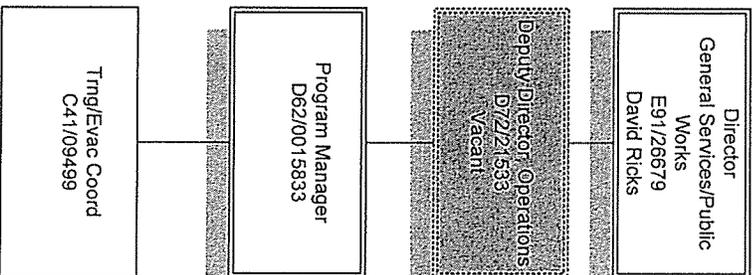
Total Positions
Filled= 6
Vacant= 0

General Services
Jail Svcs/5201
8/25/2010



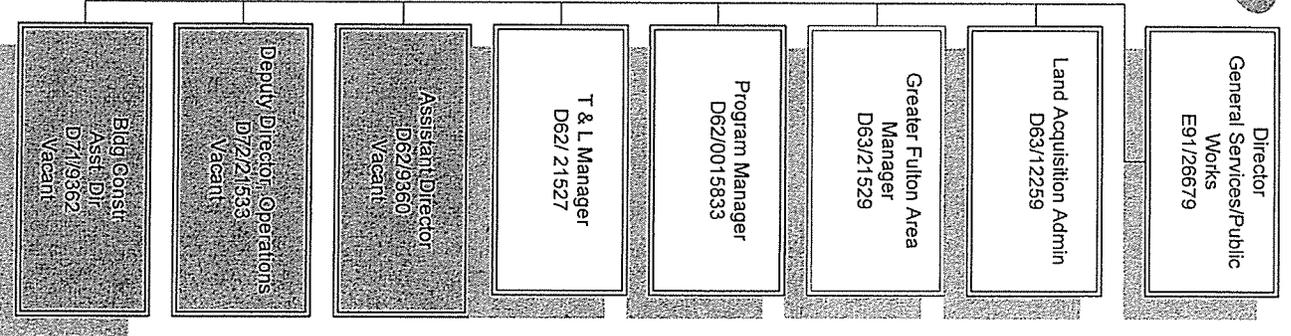
Total Positions Filled= 4 Vacant= 0
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General Services
Program Group/5201
8/26/2010



Total Positions
Filled= 2
Vacant= 0

General Services
Leadership
8/26/2010



Total Positions
Filled= 296
Vacant= 34

GSD Total Positions = 330

**General Services Department
CY2010 Business Plan Update
July 14, 2010** (revised 7/15/2010)

Below is a summary of the General Services Department's CY2010 Business Plan mid-year Performance. As the chart reflects, the department is on target with 6 of its 8 goals. Of the remaining two goals, one is off-target awaiting identified funding and the other is pending staff's determination of the personnel resources required for this work area.

Priority	Status	Comments
General Services-Public Works Merger	On-Target In- Progress	On-going discussions between departments and the Office of the County Manager
Manage the Grounds to Janitorial Implementation	On Target - Launched 5/2010	Plan is up and operational with staff working thru startup glitches
Manage the acquisition and launch of Cityworks (maintenance work order system upgrade)	On-Target In-Planning Stage	Staff continues to work this process with a Spring 2011 launch planned
Manage the acquisition and installation Chiller Maintenance/Upgrade	On Target	Procurement solicitation has been forwarded to Purchasing and GSD staff is working to finalize issues before placing the RFP on the street.
Manage Gov't Center Waterproofing	On Target	Procurement solicitation forwarded to Purchasing
Manage Space Planning	Off-Target	Staff is assessing the personnel capacity required for this work area
Manage Milton Avenue Warehouse Renovation/Upgrade	Not on target	Lack indentified funding
Manage the acquisition and launch of the Land Database System	On Target	Staff and IT are in discussions with State of Georgia working to finalize this partnership.