



DEPARTMENT OF PURCHASING & CONTRACT COMPLIANCE

**Winner 2000-2008 Achievement of Excellence in Procurement Award
National Purchasing Institute**



Felicia Strong-Whitaker, Director

June 25, 2015

Re: 15RFP52115B-TR ORGANIZATIONAL STRATEGIC PARTNER

Dear Proposers:

Attached is one (1) copy of Addendum 3, hereby made a part of the above referenced Proposal (RFP).

Except as provided herein, all terms and conditions in the RFP referenced above remain unchanged and in full force and effect.

Sincerely,

Terrence Reese

Terrence Reese
Assistant Purchasing Agent

**15RFP52115B-TR ORGANIZATIONAL STRATEGIC PARTNER
Addendum No. 3
Page Two**

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

The following questions were posed of the aforementioned RFP document:

QUESTION 1: What are you planning to be the term of the contract awarded as a result of this RFP?

ANSWER 1: We anticipate this will be a one year contract with two renewal options.

QUESTION 2: With regards to the selection and implementation of an organizational performance management system, is the intent that the selected vendor would complete both selection and implementation of a technology system by October of 2015?

ANSWER 2: No. Ideally, the vendor would be selected by September-Early October, and implementation would proceed thereafter. The first order of business would be an aggressive schedule to develop program specific KPIs to drive budget determinations to be made December-January for the 2016 budget year.

QUESTION 3: Is the County open to alternative timelines for particular deliverables, if the proposer believes in their professional judgement that a different timeline is more realistic?

ANSWER 3: Yes.

QUESTION 4: We were unable to locate Exhibit H - First Source Jobs Program Information, Form 1 – will that be included in an addendum?

ANSWER 4: The County no longer participates in the First Source Jobs Program. Please disregard.

QUESTION 5: How were the deliverable dates determined?

ANSWER 5: The deliverable dates are proposed based on desired outcomes for the County. Responder should feel free to propose a schedule they can meet or that is consistent with their understanding of what is feasible based on what has been requested.

QUESTION 6: The Scope of Work references the development of strategic frameworks, strategic initiatives, and change management framework and implementation. Based upon prior work, is there a required/preferred format which can be made available at this time?

ANSWER 6: No there is not.

QUESTION 7: What approach/tool is Fulton County currently using to measure performance?

ANSWER 7: The County does not currently measure performance in any meaningful way. The selected strategic partner would be required to assist the County in selecting and implementing an organizational performance management system.

QUESTION 8: What is the expectation regarding “the implementation of an organizational performance management system” and has there been any business and/or technical requirements gathering and documentation?

ANSWER 8: The expectation is that the selected strategic partner would be required to assist the County in selecting and implementing an organizational performance management system. NO technical requirements have been gathered or documented.

QUESTION 9: Will internal Fulton County procurement resources be available to development of an RFP should there be a recommendation for the implementation of an automated performance management tool, and has funding already been secured for the purchase and associated implementation of the system.

ANSWER 9: Yes procurement resources will be available. The County has the means to identify funds to implement whatever the Board approves as necessary and consistent with its strategic objectives/goals.

QUESTION 10: If looking for an automated solution, what are the technology integration requirements for a performance management system?

ANSWER 10: Integration requirements will be determined when a system is identified.

QUESTION 11: What is the typical timeframe associated with internal acceptance, approval, and funding for systems similar in size and scope?

ANSWER 11: This differs from project to project or initiative to initiative.

QUESTION 12: From an organizational culture perspective, what is the level of “change awareness, initiation, and adaptability”, and are there examples of recent successful organizational changes and what made them successful and why? If there has been struggle with organizational change, why is that and what has or is being done to mitigate it in the future?

ANSWER 12: The selected strategic partner will be responsible for assessing, then designing and implementing a proven change management framework. The successful implementation will hopefully address apprehension or barriers to implementation of strategic initiatives. The County inaugurated a new Board of Commissioners January 2015 and hired a new County Manager March 2015 the combination of which creates a new environment open to change beneficial to the County and open to the implementation of initiatives tied to a strategic direction.

QUESTION 13: What is the funding for this project and has it been approved?

ANSWER 13: The County has the means to identify funds to implement whatever the Board approves as necessary and consistent with its strategic objectives/goals. Proposers were requested to submit innovative cost proposals.

QUESTION 14: What is the Vendor selection date?

ANSWER 14: This will be determined based on how many submittals the Evaluation Committee will have to examine through the vetting process.

QUESTION 15: What is the project commencement date?

ANSWER 15: TBD

QUESTION 16: Is there an expectation that the vendor will develop, and implement the change management framework, meaning that the vendor will be responsible for the execution of the change management plan and all associated activities to include performance of training of Fulton County employees?

ANSWER 16: Yes.

QUESTION 17: With respect to the strategic framework, under section 1.4 County Objectives it mentions “develop strategic framework and identify and implement initiatives and reforms” and under section 3.3 Scope of Work is mentions “development and implementation of strategic initiatives, innovations and reforms ...” but under section 3.4 Project Deliverables it only mentions the “development of a strategic plan/framework” and “identification of a minimum of 3 county-specific transformational innovations”. So for responding to this RFP are we to assume that the scope is to only identify 3 initiatives by the date of December 2015?

ANSWER 17: This is anticipated to be an ongoing strategic partnership relationship where, in general, the firm will develop strategic framework and identify and implement initiatives and reforms, on an ongoing, multi-year basis. We do expect, however, that within the first year, the firm will be able to identify 3 initiatives by the date of December 2015. Feel free to propose a schedule for the scope of work which is consistent with what you think can be achieved.

QUESTION 18: For the purpose of responding to this RFP, is the implementation of the performance management system isolated to metrics around the strategic initiatives or all aspects of performance management (i.e. annual and mid-year reviews, improvement plans)?

ANSWER 18: The implementation of a County-wide performance management system is not limited to strategic initiatives.

QUESTION 19: In the “Project Deliverables” section on page 3-3, it states that the Development of the Strategic Plan/Framework deliverable shall be submitted to Fulton County by September 2015. Is the County requesting that the deliverable be submitted no later than August 31st or can the deliverable be submitted at any point during the month of September – up to September 30th?

ANSWER 19: At any point in the month of September. Feel free also to propose a schedule you believe is consistent with what is realistic within your capabilities.

QUESTION 20: Can you please specify the preferred approach for the remaining deliverables as well? Given the depth and breadth of this project, the respondent would like to ensure all requested requirements and needs are addressed.

ANSWER 20: The County relies on the firm as the expert to outline the “approach” for the deliverables.

QUESTION 21: Would Fulton County consider extending the deadline to July 14th, 2015?

ANSWER 21: No, the County will not consider extending the RFP Due Date for this project.

QUESTION 22: The RFP issued on May 26 included on pages 9-2 and 9-3 a RFP check list, however the RFP that is now available on your website does not include the checklist. Is there an updated checklist for the current RFP?

ANSWER 22: The updated RFP checklist should be included as a part of your RFP submittal. The new checklist starts on (page 6-8).

QUESTION 23: Can a prime contractor who otherwise would not meet the local preference credit requirements meet them if the prime has a strategic partner subcontractor that meets the requirements?

ANSWER 23: No, in order for the prime contractor to receive 5 points for local Preference, that company has to be based in Fulton County. Prime Contract can't receive local preference points through its subcontractors.

QUESTION 24: In Section 2.6 of the RFP you state: "See Exhibit 1 for the RFP Submittal Checklist. This checklist will assist you to ensure that all submittals are included in your proposal. Failure to submit all submittals may deem your proposal non-responsive. "However, we could not find Exhibit 1. Are you referring to proposal forms listed in Section 5.1? If not, where might we find the RFP Submittal Checklist?

ANSWER 24: Please see addendum 3.

QUESTION 25: Section 6.4 States: "All Contract Compliance documents (Exhibits A - Hand EBO Plan) are to be placed in a separate sealed envelope clearly marked "**Contract Compliance**". The EBO Plan must be submitted on company letterhead. These documents are considered part of and should be submitted with the Technical Proposal. We assume this means the contract compliance documents are to be submitted with the Technical Proposal but in a separate sealed envelope. Is this correct?

ANSWER 25: Yes, that is correct.

QUESTION 26: The table of contents of the RFP lists the following exhibits in section 9.0

- Exhibit 1: Fulton County Network Infrastructure
- Exhibit 2: Department of Information Technology Organization Chart
- Exhibit 3: Information Technology Acceptable Use Policy
- Exhibit 4: Information Technology Network Infrastructure Administration

We could not find the Section or the Exhibits. Are these exhibits integral to the RFP? If so, where might we find them?

ANSWER 26: These exhibits are not integral to the RFP; please disregard.

QUESTION 27: Is a written summary of the questions and answers from the pre-proposal meeting available?

ANSWER 27: No.

QUESTION 28: We did not find Exhibit H – First Source Jobs Program Form 1 or Form 2 in the RFP. Can you provide these forms?

ANSWER 28: No, please disregard any reference to the “First Source Jobs Program”; the County won’t be using this program for this project.

QUESTION 29: Please clarify the submittal requirements detailed under Section 3.1.2. Do you want copies of the following items detailed in the proposal submittal checklist: #5 (cost proposal), #6 (financial information), and #10 (Office of Contract Compliance Requirements) in three separate envelopes?

ANSWER 29: Yes, please follow the following instructions listed below from Section 3 Submission Requirements from page 3-2:
Technical Proposal, one (1) original and five (5) copies on CD or media in PDF format.

Contract Compliance Exhibits, one (1) original with the Technical Proposal marked “Original” and one (1) copy in a separate sealed envelope.

Financial Information, one (1) original with the Technical Proposal marked “Original” and one (1) copy in a separate sealed envelope.

Cost Proposal, one (1) original and one (1) copy in a separate sealed envelope.

All Proposals must be complete with all requested information.

QUESTION 30: The RFP asks respondents to identify at least 3 projects where the Proposer has performed Organizational Strategic Partner Services for governmental entities similar in size and scope to Fulton County. Does the project need to have been completed by the Proposer Company; or is it acceptable to submit a project that was led by a project manager who is currently an employee of the Proposer Company, but managed the project while employed by another company?

ANSWER 30: Experience involving currently ongoing projects is permitted.

QUESTION 31: Is Fulton County able to provide a budget range for the scope of work?

ANSWER 31: As stated in the RFP, the county is looking for proposals with creative cost solutions. That said the County has the resources to fund costs as proposed by the selected vendor.

QUESTION 32: What system/technology does Fulton County currently use to monitor organizational performance?

ANSWER 32: Currently, we do not have one. It is anticipated that the strategic partner will assist with the selection and implementation on one as one of their first tasks.

QUESTION 33: The Background section mentions that on April 16, 2015, the Fulton County Board of Commissioners participated in a facilitated strategic planning session. Did a consultant facilitate this session?

ANSWER 33: Accenture

QUESTION 34: On page 1-2, the RFP contains the following sentence: "Through the adoption of a Performance Plan, the Board charged the County Manager with developing and implementing the County's 2016 through 2018 strategic framework..." We could not locate this document on the Fulton County website. Is it possible to obtain a copy?

ANSWER 34: Unexecuted draft attached. (Please see the next page)

FULTON COUNTY MANAGER'S PERFORMANCE AGREEMENT

June 1, 2015 – December 31, 2016

Part I: Modeling Fulton County Organizational Values and Desired Culture

The County Manager shall carry out his duties in a way that exhibits the core values of:

- Service Excellence
- Focus on Impacts
- Fiscal Responsibility – Cost Effectiveness
- Equity
- Prevention & Proactivity
- Ethics

In addition, the County Manager shall strive to create an organizational culture that:

- *Creates alignment on the impacts that directly benefit the people of Fulton County* - so that all departments and employees are working from an integrated strategic plan with clear goals and departmental metrics
- *Drives accountability to those we serve* - so that each employee takes responsibility for delivering exceptional results in his/her area of influence
- *Rewards achieving impacts* – creating accountability
- *Delegates authority along with responsibility* – engaging all employees in making a difference
- *Creates a performance orientation throughout the county* – emphasizing innovation, learning and continuous improvement
- *Improves customer service* so that all customers – including fellow employees – can see a distinct difference in Fulton County's service levels
- The County Manager will have a full executive team in place by July 1st, selecting a diverse talented leadership team committed to a transformational agenda

Part II: Achieving the Desired Impacts

The County Manager is responsible for implementing the County's key strategies, programs and policies such that the County's financial resources, employees, processes and systems are aligned to achieve the following key strategic goals:

- All people are healthy.
- All people are safe.
- All people are self-sufficient.
- All people have economic opportunities.
- All people's lives are culturally and recreationally enriched.
- All people trust government is efficient, effective and fiscally sound.

For each of these impacts, the County Manager will propose by December 31st strategies, metrics, and performance targets that the Board (and the public) may use to assess whether the County is achieving the intended results. In addition, investment business cases will be proposed and linked to the 2016 budget.

Part III: Special Initiatives/Projects

In addition to achieving measurable progress on the desired impacts above, the County Manager is responsible for completing the following projects/initiatives identified by the Board during the performance period:

- A comprehensive review of policies with revision/elimination of those that prevent the County from delivering impacts cost effectively
- Comprehensive review of IT and Facilities infrastructure
- Launch customer service initiative across all County services
- Implement customer satisfaction and employee satisfaction tracking and publish results
- Creation of an employee development and performance management strategy that ensures that the County has the talent and accountability that it needs to deliver the desired impacts
- Rebranding of Fulton County government as an impact-driven organization

For each of these initiatives the County Manager will develop by December 31st a set of metrics and performance targets that can be used to assess performance

Part IV: Flexibilities & Support

In order to enhance the County Manager's capability to deliver the expected performance, the Board agrees to provide the following flexibilities and support:

- The Board will move to a more strategic approach to governance and limit department-level information requests.
- The Board will use the consent agenda process to act on routine proposals when the County Manager specifies the impact and cost effectiveness of the proposal as well as its conformance with County policy.
- The Board will adjust its meeting schedule to allow for the creation of non-decision making "work sessions" at which the County Manager and his staff may discuss strategy and progress on the County-wide impacts as well as key initiatives to deliver those impacts.
- The Board will support the County Manager in his efforts to procure outside assistance in the following areas:
 - Policy Review
 - Customer Service
 - Technology Infrastructure
 - Facilities
 - Transformation/Change Management

Part V: Performance Review and Corrective Action

The Board Chair will hold quarterly performance review meetings with the County Manager at which they will discuss progress on the agreed-upon goals and initiatives as well as feedback from the other Commissioners.

In the event that the County Manager's performance on the agreed-upon goals and initiatives is not meeting the Board's expectations, the Board Chair and County Manager will agree on any corrective action that shall be taken, including but not limited to the removal of flexibilities granted above.

Signatures

John Eaves
Chairman, Fulton County Board of Commissioners

Dick Anderson
Fulton County Manager

QUESTION 35: Section 3.5 of the RFP calls for a project timeline that includes all major tasks and milestones. Section 3.6, under “Project Schedule”, also requires tasks and milestones plus time durations. Will a response to the requirement of section 3.6, “Project Schedule”, that provides tasks and milestones plus durations satisfy both requirements?

ANSWER 35: Yes. As long as all aspects itemized under the two sections are addressed.

QUESTION 36: In Section 3.6 under “Qualifications of Personnel” you require that resumes are organized to include, among other things, the following sections:

- Professional Background
- Professional Qualifications and Certifications, and
- Current and Past Relevant Work Experience

To make sure we provide the desired information in the right category, can you clarify the difference among these three headings, and in particular the difference between “Professional Background” and “Current and Past Relevant Work Experience”?

ANSWER 36: The latter refers to work/experience directly related/similar to what is reflected in the RFP. The former includes that and the remainder of your experience.

QUESTION 37: We did not find Exhibit H – First Source Jobs Program Form 1 or Form 2 in the RFP. Can you provide these forms?

ANSWER 37: The County no longer participates in this program. Please disregard.

EXHIBIT 1

Request to Proposal (RFP) Submittal Check List for

The following submittals shall be completed and submitted with each proposal (see table below “Required Proposal Submittal Check List.”). Please check to make sure that the required submittals are in the envelope before it is sealed. Failure to submit all required submittals may deem your proposal non-responsive.

Submit one (1) Original proposal and five (5) CD’s as required in Section 3.1.2 of the RFP.

Item #	Required Proposal Submittal Check List	Check (✓)
1	One (1) Proposal marked “ Original ”, five (5) CD’s	
2	*Form E: Georgia Security and Immigration Contractor Affidavit(s) and Agreements <i>Note: If prime contractor is a joint venture, partnership, LLC, each member of the entity must submit an affidavit</i>	
3	*Form F: Georgia Security and Immigration Subcontractor Affidavit (s)	
4	Technical Proposal	
5	Cost Proposal (submitted in a separate sealed envelope)	
6	Financial Information (submitted in a separate sealed envelope)	
7	Acknowledgement of each Addendum	
8	Executive Summary Technical Approach/Detailed Work Plan Project Team Qualifications/Qualifications of Key Personnel Relevant Project Experience Proposer Financial Information Availability of Key Personnel Local Preference Disclosure Form and Questionnaire	
9	Purchasing Forms Form A: Certificate Regarding Debarment Form B: Non-Collusion Affidavit of Bidder/Offer or Form C: Certificate of Acceptance of Request Proposal requirements Form D: Disclosure Form & Questionnaire Form G: Professional License Form H: Local Preference Affidavit of Bidder/Offeror	
10	Office of Contract Compliance Requirements (separate envelope) Exhibit A: Promise of Non-Discrimination Exhibit B: Employment Record Exhibit C: Schedule of Intended Subcontractor Utilization Exhibit D: Letter of Intent to Perform as Subcontractor Exhibit E: Declaration Regarding Subcontractor Practices Exhibit F: Joint Venture Disclosure Affidavit Exhibit G: Prime Contractor/Subcontractor Utilization Report Equal Business Opportunity Plan (EBO Plan)	
	Evidence of Insurability, proposer must submit one (1) of the following: Letter from insurance carrier Certificate of Insurance	

Request to Proposal (RFP) Submittal Check List for

	An umbrella policy in excess of required limits for this project	
	Verify that Bidder/Proposer is registered w/Georgia Secretary of State and attach a copy of print out for each	
	Verify Georgia Utility License Number and attach a copy of print out for each Bidder/Proposer (If applicable)	
	Verify Professional License and attach a copy of the print out for each Bidder/Proposer (If applicable)	

EXHIBIT 1

Request to Proposal (RFP) Submittal Check List for

ACKNOWLEDGEMENT OF ADDENDUM No. 3

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 **Tuesday, July 7, 2015 at 11:00 A.M.**

This is to acknowledge receipt of Addendum No. 3, _____ day of _____, 2015.

Legal Name of Bidder

Signature of Authorized Representative

Title