



REQUEST FOR PROPOSAL #17RFP215512B-WL

**Performance Management, Pay for Performance and Compensation
Consulting Services and Systems RFPA**

For The

FULTON COUNTY PERSONNEL DEPARTMENT

RFP DUE DATE AND TIME: Tuesday, October 4 , 2016 at 11:00 A.M.

RFP ISSUE DATE: Tuesday, August 23, 2016

PRE-PROPOSAL CONFERENCE DATE: Thursday, September 8, 2016 at 11:00 A.M.

LAST DAY TO SUBMIT WRITTEN QUESTIONS: Thursday, September 15, 2016 at 5:00 P.M.

PURCHASING CONTACT: William E. Long, Jr., Chief Assistant Purchasing Agent

E-MAIL: william.long@fultoncountyga.gov

**LOCATION: FULTON COUNTY DEPARTMENT OF PURCHASING &
CONTRACT COMPLIANCE**

130 PEACHTREE STREET, S.W., SUITE 1168

ATLANTA, GA 30303

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SECTION 1 INTRODUCTION

1.1 PURPOSE

Fulton County, Georgia ('County') is seeking qualified firms with the expertise and capability necessary to provide consulting services to design, develop, implement and assist with the administration of a comprehensive performance management system and pay for performance compensation system. These systems shall reflect best practices in performance management, including a new performance appraisal plan, and pay for performance compensation. The Performance Management System shall support the alignment of organizational, departmental and individual goals and objectives with the strategic priorities of the County, provide a complete methodology for the objective assessment of employee performance, include appropriate outcome based metrics/KPIs, provide recommendations for employee development/improvement needs, training, coaching and feedback, and support succession planning. The performance appraisal plan shall be customizable for the departments, job classifications and employee job descriptions for which it will be used.

The Compensation System and pay for performance consulting services shall address all compensation factors required to enhance the County's ability to attract, retain, and motivate its employees. Requirements include but are not limited to:

- Compensation Planning/Salary Budget(s)/Merit Matrices
- Compensation Modeling Tools for salaries, trends and analytics
- Variable Pay Options (Base Pay, Incentives, Bonuses, Rewards and Recognition)
- Salary Structure (grades and ranges)
- Compensation Analysis (i.e. compa-ratio, position in range, range penetration, range spread percentiles, quartiles and other compensation metrics)
- Market Analysis Tool (survey library, benchmarking and pricing) or survey data import/export capability

Development of a compensation philosophy to meet the organization's unique needs and provide a framework for compensation decisions shall be included. The proposal shall address the organization's need to balance internal equity with external competitiveness, system affordability, efficiency in administration and flexibility.

1.2 COUNTY OBJECTIVES

The County's objectives for implementing new performance management and pay for performance compensation systems are:

- To enhance the County's ability to recruit skilled employees who are capable of meeting the current and future talent management requirements of the organization
- To retain valued employees
- To increase employee motivation and engagement and achieve the resulting improvements in individual and organizational performance
- To implement pay practices which provide greater compensation to the highest performers
- To better align individual, team and department goals and objectives with the County's strategic priorities in order to improve efficiency, produce greater impact and create outstanding customer service experiences.

BACKGROUND

Fulton County is the state's most populous county with nearly 1 million residents. It is located in the center of the Atlanta Metropolitan area. The County is governed by a seven-member Board of Commissioners which operates under the Commissioner-County Manager form of government. This system combines the policy leadership of elected officials with the administrative abilities of a County Manager.

The County Manager implements Board policy, administers the County government, and is responsible for the overall administration of all County departments. The County encompasses 528.7 square miles and stretches more than 70 miles from one end to the other. It is geographically a dynamic and diverse County comprising 14 municipalities. They include: Alpharetta, Atlanta, Chattahoochee Hills, College Park, East Point, Fairburn, Hapeville, Johns Creek, Milton, Mountain Park, Palmetto, Roswell, Sandy Springs and Union City.

The ratio of full time employees to the population of the County has decreased each year over the last seven years. As the County has consolidated services and implemented cost saving measures and efficiencies, the number of employees per 1,000 residents has steadily declined. Currently, the County

employs approximately 5000 full time employees to serve approximately one million residents.

The current performance appraisal plan needs to be automated and updated to reflect industry best practices, changes resulting from implementation of the Archer Classification and Compensation Study in 2015 and to include classification specific metrics/KPIs. Additionally, a comprehensive compensation system is required to support Pay for Performance as well as other potential incentive based compensation alternatives as part of a Total Rewards philosophy to encourage employee engagement and elevate organizational and individual performance.

In compliance with the Fulton County Civil Service Act of 1982, the Personnel Department is responsible for the oversight and direction of the county-wide Merit System. The Personnel Department serves the Personnel Board and manages the day-to-day human resources activities including HR operations, payroll and leave management, classification and compensation, employee development, performance management and policy management for all county employees. In addition, the Personnel Department provides recruitment and referral services for vacancies in county departments as well as career advisement services.

A summary of existing/impacting data, systems and/or components, is provided below:

CGI-AMS Advantage HR 3.8.0.1 – Payroll and Human Resources Management System (CGI Technologies) and interfaces from/to CGI-AMS Advantage HR:

1. Initial employee census data to the vendor system.
2. Evaluation score data back from the vendor system. Evaluation score must be rounded numeric number in order for us to automate pay increase process in CGI-AMS Advantage HR.
3. Once proper data is imported, ESMTs for employees will be updated to reflect increases.

CGI-AMS Advantage FIN 3.8.0.1 – Financial Management System (CGI Technologies) NeoGov – Recruitment and Applicant Tracking System
Kronos Workforce Central – Time and Attendance System

The following documents are provided in the appendices:

- **Archer Classification Study - Appendix A**
Fulton County Performance Appraisal Plan- Appendix B

1.3 RFP DOWNLOAD

This document and supporting documents can be downloaded at the Fulton County Website, <http://www.fultoncountyga.gov> under "Bid Opportunities".

1.4 PRE-PROPOSAL CONFERENCE

The County will hold a Pre-Proposal Conference, on **Thursday, September 8, 2016 at 11:00 A.M.**, in the Purchasing Bid Conference Room of the Department of Purchasing, Fulton County Public Safety Building, Suite 1168, 130 Peachtree Street, S.W., Atlanta, Georgia 30303. Attendance at the Pre-Proposal Conference is voluntary for responding to this RFP; however Proposers are encouraged to attend. The purpose of the Pre-Proposal Conference is to provide information regarding the project and to address any questions and concerns regarding the services sought by the County through this RFP.

Fulton County does not discriminate on the basis of disability in the admission or access to its programs or activities. Any requests for reasonable accommodations required by individuals to fully participate in any open meeting, program or activity of Fulton County Government should be directed to Rholanda Stanberry, Contract Compliance Administrator at (404) 612-6304 or email: rholanda.stanberry@fultoncountyga.gov.

1.5 PROPOSAL DUE DATE

All proposals are due in the Department of Purchasing and Contract Compliance of Fulton County located in the Public Safety Building, Suite 1168, 130 Peachtree St, S.W., Atlanta Georgia 30303 on or before **Tuesday, October 4, 2016 at 11:00 A.M.**, legal prevailing time. All submitted proposals shall be time and date stamped according to the clock at the front desk of the Fulton County Department of Purchasing and Contract Compliance. Any proposals received after this appointed schedule will be considered late and will be returned unopened to the Proposer. The proposal due date can be changed only by addendum.

1.6 DELIVERY REQUIREMENTS

It shall be the sole responsibility of the Proposer to have his/her proposal delivered to the Fulton County Department of Purchasing and Contract Compliance for receipt on or before the above stipulated due date and time. If a

proposal is sent by U.S. Mail, the proposer shall be responsible for its timely delivery to the Department of Purchasing and Contract Compliance.

1.7 CONTACT PERSON AND INQUIRIES

Any questions or suggestions regarding this RFP, contact William E. Long, Jr., CAPA, at 130 Peachtree Street, S.W., Suite 1168, Atlanta, Georgia 30303-3459 or by Phone at (404) 612.7660 or via email at william.long@fultoncountyga.gov. Any response made by the County shall be provided in writing to all Proposers by addendum. No verbal responses shall be authoritative.

1.8 PROCUREMENT SCHEDULE

The following is the procurement schedule for this project and will be strictly adhered to.

TASKS	DATE
RFP Issued	August 23, 2016
Pre-Proposal Conference	September 8, 2016 @ 11:00 AM
Last Day for Questions to be submitted	Thursday, September 15, 2016 @ 5:00 PM
Due Date	Tuesday, October 4, 2016 @ 11:00 AM

SECTION 2 INSTRUCTIONS TO PROPOSERS

2.1 PROCUREMENT PROCESS

The procurement will be on a formally advertised basis. All technical requirements, unless otherwise specified, must be met, or be capable of being met by the Proposer or their proposal will be disqualified as being non-responsive.

2.2 CONTRACT DEFINITIONS

In addition to any other terms that may be defined in this solicitation, the following terms have the following meaning:

Addendum – Revision to the RFP documents issued by the County prior to the receipt of proposals.

Agreement – Refers to the executed contract between the County and Contracting Entity.

CAD - Computer Aided Dispatch

CJIS - Criminal Justice Information System

County – Fulton County Government and its authorized representatives.

Contact Person – Purchasing staff designated by the Fulton County Department of Purchasing and Contract Compliance to submit any questions and suggestions to.

DVR - Digital Video Recorder

GB - Gigabyte

FPS - Frames per Second

IP - Internet Protocol

MPEG - Moving Picture Expert Group

Offeror – The entity of individual submitting a proposal in response to this RFP.

Owner – Fulton County Government

Proposal – The document submitted by the offeror in response to this RFP.

Proposer – The entity or individual submitting a proposal in response to his RFP.

Request for Proposal (RFP) - All documents, whether attached or incorporated by reference, utilized for soliciting sealed proposals.

Responsible Offeror – A person or entity that has the capability in all respects to perform fully and reliably the contract requirements.

Responsive Offeror – A person or entity that has submitted a bid or proposal that conforms in all material respects to the requirements set forth in the invitation for bids or request for proposals.

RMS - Records Management System

SAML - Security Assertion Markup Language

Scope of Work – All the services specified, indicated, shown, or contemplated by the Contract, and furnishing by the Contractor of all materials, equipment, labor, methods, processes, construction and manufacturing materials and equipment, tools, plants, supplies, power, water, transportation and other things necessary to complete such services in accordance with the Contract.

Subcontractor/sub-consultant – An individual, firm, corporation or any combination thereof, as having a direct contract with Consultant/Contractor for the performance of a part of the work.

2.3 NO CONTACT DURING PROCUREMENT PROCESS

It is the policy of Fulton County that the evaluation and award process for County contracts shall be free from both actual and perceived impropriety, and that contacts between potential vendors and County officials, elected officials and staff regarding pending awards of County contracts shall be prohibited.

- A. No person, firm, or business entity, however situated or composed, obtaining a copy of or responding to this solicitation, shall initiate or continue any verbal or written communication regarding this solicitation with any County officer, elected official, employee, or designated County representative, between the date of the issuance of this solicitation and the date of the County Manager's recommendation to the Board of

Commissioners for award of the subject contract, except as may otherwise be specifically authorized and permitted by the terms and conditions of this solicitation.

- B. All verbal and written communications initiated by such person, firm, or entity regarding this solicitation, if same are authorized and permitted by the terms and conditions of this solicitation, shall be directed to the Purchasing Agent.
- C. Any violation of this prohibition of the initiation or continuation of verbal or written communications with County officers, elected officials, employees, or designated County representatives shall result in a written finding by the Purchasing Agent that the submitted bid or proposal of the person, firm, or entity in violation is “non-responsive”, and same shall not be considered for award.

2.4 CLARIFICATION & ADDENDA

Proposers may submit requests for clarifications or interpretations regarding this RFP and the Contract. Proposers must prepare such requests in writing for the County’s consideration as set forth in this section of this RFP. While the County has

not placed an initial limitation on the number of requests which can be submitted, Proposers are cautioned that if Proposers do not request meaningful clarifications or interpretations in an organized manner (e.g., limited frequency of requests), the County will set restrictions on the frequency and number of requests permitted. The County will not respond to requests, oral or written, received after **Thursday, September 15, 2016 at 5:00P.M.**, local prevailing time. Proposers are advised that this section places no obligation on the part of the County to respond to any or all requests for clarification or interpretation, and that the County’s failure to respond to any such request will not relieve the Proposer of any obligations or conditions required by this RFP.

Requests for clarification or interpretation regarding this RFP shall only be submitted in writing (letter, fax or email) to:

Fulton County Department of Purchasing & Contract Compliance

Attn: William E. Long, Jr., CAPA

Public Safety Building

130 Peachtree Street S.W. Suite 1168

Atlanta GA 30303

Email: william.long@fultoncountyga.gov

F: (404) 893-6268

**RE: 17RFP215512B-WL, Performance Management, Pay for Performance
and Compensation Consulting Services and Systems RFPA**

Telephone inquiries will not be accepted.

All responses to written requests for clarification, interpretation, or additional information will be distributed as addenda to this RFP and posted on the Fulton County website www.fultoncountyga.gov.

No oral interpretation, instruction, or information concerning this RFP given by any employee or agent of the County shall be binding on the County. Proposers who submit a Proposal in reliance on any such oral information risk having their response to this RFP deemed non-responsive by the County. Only written responses issued by addendum to this RFP should be considered by the Proposers.

During the period provided for the preparation of Proposals, the County may issue addenda to this RFP. These addenda will be numbered consecutively and will be posted on the Fulton County website, www.fultoncountyga.gov. These addenda will be issued by, or on behalf of, the County and will constitute a part of this RFP. Each Proposer is required to acknowledge receipt of each addendum by submitting an executed acknowledgment form. This acknowledgment shall include all addenda distributed prior to the Proposal Submission Date. All responses to this RFP shall be prepared with full consideration of the addenda issued prior to the Proposal Submission Date.

2.5 MULTI-YEAR CONTRACT TERM

The period of this Agreement shall consist of a series of Terms as defined below. The County is obligated only to pay such compensation under this Agreement as may lawfully be made from funds budgeted and appropriated for that purpose during the County's then current fiscal year.

a. Commencement Term

The "Commencement Term" of this Agreement shall begin on the date of execution of the Agreement in the year 2017, the starting date, and shall end absolutely and without further obligation on the part of the County on the 31st day of December, 2017. The Commencement Term shall be subject to events of termination and the County's termination rights that are described elsewhere in this Agreement. Notwithstanding anything contained in this Agreement, the County's obligation to make payments provided under this Agreement shall be subject to the County's annual appropriations of funds

for the goods, services, materials, property and/or supplies procured under this Agreement by the County's governing body and such obligation shall not constitute a pledge of the County's full faith and credit within the meaning of any constitutional debt limitation.

b. Renewal Terms

Unless the terms of this Agreement are fulfilled with no further obligation of the part of either party on or before the final date of the Commencement Term as stated above, or unless an event of termination as defined within this Agreement occurs during the Commencement Term, this Agreement may be renewed at the written option of the County upon the approval of the County Board of Commissioners for two (2) one-year ("Renewal Terms"). However, no Renewal Term of this Agreement shall be authorized nor shall any Renewal Term of this Agreement commence unless and until each Renewal Term has first been approved in writing by the County Board of Commissioners for the calendar year of such Renewal Term. If approved by the County Board of Commissioners, the First Renewal Term shall begin on the 1st day of January, 2018 and shall end no later than the 31st day of December, 2018. If approved by the County Board of Commissioners, the Second Renewal Term shall begin on the 1st day of January, 2019 and shall end no later than the 31st day of December, 2019. If the County chooses not to exercise any Renewal Term as provided in this Section, then the Term of this Agreement then in effect shall also be deemed the "Ending Term" with no further obligation on the party of either party.

c. Term Subject to Events of Termination

All "Terms" as defined within this Section are subject to the section of this Agreement which pertain to events of termination and the County's rights upon termination.

d. Same Terms

Unless mutually agreed upon in writing by the parties, or otherwise indicated herein, all provisions and conditions of any Renewal Term shall be exactly the same as those contained within in this Agreement.

e. Statutory Compliance Regarding Purchase Contracts.

The parties intend that this Agreement shall, and this Agreement shall operate in conformity with and not in contravention of the requirements of O.C.G.A. § 36-60-13, as applicable, and in the event that this Agreement

would conflict therewith, then this Agreement shall be interpreted and implemented in a manner consistent with such statute.

2.6 RFP SUBMITTALS

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.

2.7 PROPOSAL EVALUATION

Request for Qualification proposals will be evaluated on a Pass/Fail basis. The County will determine which proposals are responsive to the material terms and conditions of the RFP. Selection will include an analysis of proposals by a selection committee composed of three/two members from Personnel and one/two purchasing staff who will review the proposal submittals in accordance with the submittal requirements and the evaluation criteria set for in Section 4 of this RFP.

Proposals that are determined not to meet the standards and criteria established in the RFP will be deemed “not qualified”. Proposals receiving a score of 69 or above will be considered as a “Pass” and proposals receiving a score below 68 will be considered as a “Fail”.

2.8 DISQUALIFICATION OF PROPOSERS

The submission of more than one (1) proposal to the County as the primary Proposer or member of a joint venture for the same work by an individual firm, partnership or corporation under the same or different names may be grounds for disqualification of a Proposer and the rejection of the proposal.

2.9 RESERVED RIGHTS

The County reserves the right to accept or reject any and/or all proposals, to waive irregularities and technicalities, and to request resubmission. Any sole response that is received may or may not be rejected by the County depending on available competition and timely needs of the County. There is no obligation on the part of the County to award the contract to the lowest proposer and the County reserves the right to award the contract to the responsible proposers submitting responsive proposals with resulting agreements most advantageous and in the best interest of the County. The County shall be the sole judge of the proposals and the resulting agreements that are in its best interest and its decision shall be final. Also, the County reserves the right to make such investigation as it deems necessary to

determine the ability of any proposer to perform the work or service requested. Information the County deems necessary to make this determination shall be provided by the proposer. Such information may include, but shall not be limited to, current financial statements by an independent CPA; verification of availability of personnel; and past performance records.

2.10 APPLICABLE LAWS

All applicable laws and regulations of the State of Georgia and ordinances and regulations of Fulton County shall apply. Protestors shall seek resolution of their complaints in the manner provided in the Fulton County Code of Laws §2-324 which is incorporated by reference herein.

2.11 MINIMUM PARTICIPATION REQUIREMENTS FOR PRIME CONTRACTORS

Pursuant to Fulton County Code 102-357, Prime Bidders on the project must perform no less than 51% of the scope of work required under the project.

2.12 INSURANCE AND RISK MANAGEMENT PROVISIONS

Insurance and Risk Management provisions and Indemnification and Hold Harmless provisions are outlined in Section 7 of this RFP.

2.13 ACCURACY OF RFP AND RELATED DOCUMENTS

The County assumes no responsibility that the specified technical and background information presented in this RFP, or otherwise distributed or made available during this procurement process, is complete or accurate. Without limiting the generality of the foregoing, the County will not be bound by or be responsible for any explanation or interpretation of the Proposal documents other than those given in writing as an addendum to this RFP.

Should a recipient of this RFP find discrepancies in or omissions from this RFP and related documents, the recipient of this RFP shall immediately notify the Purchasing Contact Person identified in Section 1.7 in writing at the following address: Fulton County Department of Purchasing and Contract Compliance, Public Safety Bldg, 130 Peachtree Street S.W., Suite 1168 Atlanta, GA 30303. A written addendum, if necessary, then will be made available to each recipient of this RFP.

2.14 RESPONSIBILITY OF PROPOSER

Each Proposer is encouraged to conduct all necessary investigations and review all available and relevant data and information, which are necessary in its judgment in order to assume this responsibility prior to the submittal of its Proposal. Proposers are reminded of Fulton County's "**No Contact during Procurement**" policy and shall only contact the person designated by the RFP.

2.15 CONFIDENTIAL INFORMATION

If any Proposal contains technical, financial, or other confidential information that the Proposer believes is exempt from disclosure, the Proposer must clearly label the specific portions sought to be kept confidential and specify on what the exemption is based. The County, at its sole discretion and subject to applicable law, will determine whether such exemption applies. The County has sole discretion to make such determination regarding the disclosure of information, and by responding to this RFP, Proposers waive any challenge to the County's decisions in this regard. Marking all or substantially all of a Proposal as confidential may result in the Proposer being deemed non-responsive to this RFP.

Notwithstanding the foregoing, Proposers recognize and agree that the County, its staff, and its Consultants will not be responsible or liable in any way for any losses that the Proposer may suffer from the disclosure of information or materials to third parties.

2.16 COUNTY RIGHTS AND OPTIONS

This RFP constitutes an invitation to submit Proposals to the County. Without limitation or penalty, the County reserves and holds at its sole discretion, the following rights and options:

- This RFP does not obligate the County to select, procure or contract for any services whatsoever.
- Fulton County reserves the right to award a contract based on this RFP and the proposal(s) received (in whole or in part) to one or several vendors.
- The County reserves the right to change or alter the schedule for any events associated with this procurement and, if required, notify the Proposers. A Proposer, by submitting a Proposal, agrees to be bound by any modifications made by the County.

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- All costs incurred by a Proposer in connection with responding to this RFP, the evaluation and selection process undertaken in connection with this procurement, and any negotiations with the County will be borne by the Proposer.
 - The County reserves the right to reject all Proposals and components thereof to eliminate all Proposers responding to this RFP from further consideration for this procurement, and to notify such Proposers of the County's determination.
 - The County may cancel this RFP without the substitution of another RFP and terminate this procurement at any time without any liability whatsoever.
 - The County reserves the right to waive any technicalities or irregularities in the Proposals.
 - The County reserves the right to eliminate any Proposer who submits incomplete or inadequate responses or is not responsive to the requirements of this RFP.
 - The County may request Proposers to send representatives to the County for interviews and presentations.
 - To the extent deemed appropriate by the County, the County may select and enter into discussion and negotiations with the Proposer(s) submitting Proposal(s), which are found to be reasonably susceptible for award.
 - The County reserves the right to discontinue negotiations with any selected Proposer.
 - The County reserves the right, without prior notice, to supplement, amend, or otherwise modify this RFP.
 - All Proposals (other than portions thereof subject to patent or copyright protection) become the property of the County and will not be returned, and the County reserves the right to utilize all such information contained in the Proposals without further cost to the County
 - The County may add to or delete from the Project Scope of Work set forth in this RFP.
 - Any and all Proposals not received by the Proposal Submission Date shall

be rejected and returned unopened.

- Neither the County, its staff, its representatives, nor any of its consultants or attorneys will be liable for any claims or damages resulting from the solicitation, collection, review, or evaluation of responses to this RFP.
- The County, including its representatives and consultants, reserves the right to visit and examine any of the facilities referenced in any Proposal and to observe and investigate the operations of such facilities.

By responding to this RFP, Proposers acknowledge and consent to the rights and conditions set forth in this RFP.

2.17 COST OF PROPOSAL PREPARATION AND SELECTION PROCESS

Each Proposal, including preparation of all information required to be included in a Proposal pursuant to this RFP, shall be prepared at the sole cost and expense (including, but not limited to, engineering and legal costs) of the Proposer. In addition, the Proposer shall be solely responsible for all costs (including engineering and legal costs) incurred by such Proposer in connection with this selection process, including any costs incurred by the Proposer in any subsequent negotiations entered into in connection with developing the Proposal. There shall be no claims whatsoever against the County, its staff, or its consultants for reimbursement for the costs or expenses (including, but not limited to, engineering and legal costs) incurred during the preparation of the Proposal or other information required by this RFP or procurement process or in connection with the selection process or any negotiations.

2.18 TERMINATION OF NEGOTIATIONS

The County at its sole discretion may, at any time, to the extent permitted by Applicable Law, exclude a Proposer from further participation in any negotiation process if the County determines that such Proposer is failing to progress in the negotiations or if the terms of its Proposal are less advantageous than those of other Proposers and such Proposer is deemed to be no longer susceptible of selection. The County will give written notice of its decision to the Proposer, which shall be sent in writing, signed by the County.

2.19 WAGE CLAUSE

Pursuant to 102-391, Each Contractor shall agree that in the performance of the Contract he will comply with all lawful agreements, if any, which the Contractor had

made with any association, union, or other entity, with respect to wages, salaries, and working conditions, so as not to cause inconvenience, picketing, or work stoppage.

2.20 ADDITIONAL OR SUPPLEMENTAL INFORMATION

After receipt of the submittals, the County will evaluate the responses, including the references, financial statements, experience and other data relating to the Respondent's qualifications. If requested by the Fulton County Department of Purchasing and Contract Compliance, Respondent's maybe required to submit additional or supplemental information to determine whether the Respondent meets all of the qualification requirements.

2.21 REPORTING RESPONSIBILITIES

The successful Proposer will report directly to the Personnel Director, or designated representative.

2.22 GEORGIA SECURITY AND IMMIGRATION COMPLIANCE ACT

This Request for Proposal is subject to the Georgia Security & Immigration Compliance Act. Pursuant to the Georgia Security & Immigration Compliance Act of 2006, as amended on May 11, 2009, bidders and proposers are notified that all bids/proposals for services that are to be physically performed within the State of Georgia must be accompanied by proof of their registration with and continuing and future participation in the E-Verify program established by the United States Department of Homeland Security. A completed affidavit must be submitted on the top of the bid/proposal at the time of submission, prior to the time for opening bids/proposals. Under state law, the County cannot consider any bid/proposal which does not include a completed affidavit. It is not the intent of this notice to provide detailed information or legal advice concerning the Georgia Security & Immigration Compliance Act. All bidders/proposers intending to do business with the County are responsible for independently apprising themselves and complying with the requirements of that law and its effect on County procurements and their participation in those procurements. For additional information on the E-Verify program or to enroll in the program, go to: <https://e-verify.uscis.gov/enroll> .

See Section 5, Proposal Forms for declarations and affidavits.

2.23 AUTHORIZATION TO TRANSACT BUSINESS

If the Proposer is a Georgia corporation, the corporation, prior to contract execution, shall submit documentary evidence from the Secretary of State that the Corporation

is in good standing and that the corporation is authorized to transact business in the State of Georgia.

If the Proposer is a foreign (non-Georgia) corporation, the corporation, prior to contract execution shall submit a Certificate of Authority and documentary evidence from the Georgia Secretary of State of good standing which reflects that the corporation is authorized to do business in the State of Georgia.

2.24 RIGHT TO PROTEST

Any actual bidder or offeror who is aggrieved in connection with the solicitation or award of a contract shall protest in writing to the Director of Purchasing & Contract Compliance. An actual bidder or offeror is defined as a person or entity that has submitted a bid or proposal on the project for which they are filing a protest. A protest shall be submitted to and received by the Director of Purchasing & Contract Compliance in writing within 14 days after such aggrieved entity known or should have known of the solicitation, the award of contract to another or other acts giving rise to a protest. An oral protest or a protest to an official, employee, User Department, or other person apart from the Director of Purchasing & Contract Compliance does not comply.

2.25 FIRST SOURCE JOBS POLICY

It is the policy of Fulton County Government to provide employment opportunities to the citizens of Fulton County. This policy will apply to all contracts procured through the Department of Purchasing & Contract Compliance valued in excess of \$200,000. The Prime Contract is expected to utilize the First Source Jobs Program to fill 50% of the entry level jobs which arise as a result of any project funded in whole or in part with County funds with residents of Fulton County. Forms are provided in Section 6 of this RFP.

2.26 NON-COLLUSION

By submitting a signed proposal, Offeror certifies that there has been no collusion with any other Offeror. Reasonable grounds for believing Offeror has an interest in more than one proposal will result in rejection of all proposals in which the Offeror has an interest. Any party to collusion may not be considered in future proposals for the same or similar work. See Section 5, Proposal Forms for declarations and affidavits.

2.27 EXCEPTIONS TO THE COUNTY'S CONTRACT

If Offeror takes exception to any term or condition set forth in the Sample Contract, see Section 8 of this RFP, and any of its exhibits, appendices or attachments, said exceptions must be clearly identified in the response to this RFP. Exceptions or modifications to any of the terms and conditions must be submitted as a separate document accompanying the Offeror's proposal clearly marked as "Exceptions."

The County shall be the sole determiner of the acceptability of any exception. See Section 5, Proposal Forms for declarations and affidavits.

2.28 GENERAL REQUIREMENTS

1. Proposals may be withdrawn upon receipt of a written request prior to the stated due date and time. If a firm seeks to withdraw a proposal after the due date and time, the firm must present a notarized statement indicating that an error was made, with an explanation of how it occurred. The withdrawal request must be accompanied by documentation supporting the claim. Prior to approving or disapproving the request, an opinion will be obtained from Fulton County's Legal Counsel indicating whether the firm is bound by its proposal.

Proposals for projects that are solicited pursuant to the Georgia Local Government Public Works Construction Law (O.C.G.A. § 36-91-1 et seq.) may be withdrawn as follows:

The County must advise Offerors in the request for proposals of the number of days that Offerors will be required to honor their proposals. If an Offeror is not selected within 60 days of opening the proposals, any Offeror that is determined by the governmental entity to be unlikely of being selected for contract award will be released from the proposal.

2. Fulton County shall be the sole judge of the quality and the applicability of all proposals. Design, features, overall quality, local facilities, terms and other pertinent considerations will be taken into account in determining acceptability.
3. The successful Offeror must assume full responsibility for delivery of all goods and services proposed.
4. The successful Offeror must assume full responsibility for replacement of all defective or damaged goods and/or performance of contracted services within thirty (30) days notice by the County of such defect, damage or deficiency.

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5. The successful Offeror must assume full responsibility for providing warranty service on all goods, materials, or equipment provided to the County with warranty coverage. Should a vendor be other than the manufacturer, the vendor and not the County is responsible for contacting the manufacturer. The Offeror is solely responsible for arranging for the service to be performed.
 6. The successful Offeror shall be responsible for the proper training and certification of personnel used in the performance of the services proposed.
 7. The successful Offeror shall not assign, transfer, convey, sublet, or otherwise dispose of any contract resulting from the RFP or of any of its rights, title or interest therein without prior written consent of the Fulton County Board of Commissioners.
 8. In case of default by the successful Offeror, Fulton County may procure the articles or services from another source and hold the successful Vendor responsible for any resultant excess cost.
 9. All proposals and bids submitted to Fulton County are subject to the Georgia "Open Records Act", Official Code of Georgia, Annotated (O.C.G.A.) § 50-18-70 et seq.
 10. All proposals and bids submitted to Fulton County involving Utility Contracting are subject to the Georgia law governing licensing of Utility Contractors, O.C.G.A. §43-14-8.2(h).

**SECTION 3
PROPOSAL REQUIREMENTS**

3.1 SUBMISSION REQUIREMENTS

3.1.1 Proposal Submission Date and Submittal Format

All Proposals, including all attachments, must be received by the County in a sealed package no later than **Tuesday, October 4, 2016 at 11:00 A.M.** and must be addressed to:

**REQUEST FOR PROPOSALS RFP #17RFP215512B-WL
Fulton County Department of Purchasing & Contract Compliance
Public Safety Building
130 Peachtree Street S.W. Suite 1168
Atlanta GA 30303**

The Proposal shall consist of a Technical Proposal and all documents listed on the Required Submittal Checklist (Exhibit 1). The Technical Proposal shall include proposer information, technical information, business-related information, and any Technical Proposal forms requested.

The required content of the Technical Proposal is further specified in this section of the RFP. The Proposal must be signed and acknowledged by the Proposer, including certain information to be provided under oath as required under applicable law, in accordance with the instructions herein and the various proposal forms.

THE TECHNICAL PROPOSAL AND CONTRACT COMPLIANCE EXHIBITS SHALL BE SUBMITTED IN SEPARATE, SEALED ENVELOPES OR PACKAGES.

Each envelope or package shall be clearly marked as follows:

**REQUEST FOR QUALIFICATION
17RFP215512B-WL
Performance Management, Pay for Performance and Compensation
Consulting Services and Systems RFP
[Technical or Cost Proposal]
Proposer's Name and Address**

3.1.2 Number of Copies

Proposers shall submit the following:

Technical Proposal: One (1) original and five (5) copies on CD 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.

All Proposals must be complete with all requested information.

3.2 OVERVIEW OF PROPOSAL REQUIREMENTS

Proposers shall submit Proposals in accordance with the content and format requirements set forth in this RFP. Proposals should be clearly organized and structured in a manner that allows materials included in the document to be located easily.

Each of the instructions set forth in this section must be followed for a Proposal to be deemed responsive to this RFP. In all cases, the County reserves the right to determine, at its sole discretion, whether any aspect of the Proposal meets the requirements set forth in this section. The County reserves the right to reject any Proposal, which in its judgment, does not comply with these Proposal submission requirements.

3.3 SCOPE OF WORK

The project scope includes consulting services to design, develop, implement and assist with the administration of a comprehensive countywide performance management system including a new performance appraisal plan and pay for performance compensation system. The selected proposer will provide all materials, support, equipment, tools, collaterals and training necessary to successfully implement both systems for Fulton County. The pay for performance plan will include the establishment of performance standards that are applicable for the county departments and individual employees with the exception of elected officials. Performance standards will define the performance thresholds, requirements, or expectations that must be met in order to be appraised at a particular level of performance. A standard for 'Meets Expectation' or other designated satisfactory or successful rating must be

established for each critical job duty/responsibility for every job classification. Standards for other levels of performance covered by the plan must be documented as well. Performance standards should be specific, objective, measurable, realistic and clearly stated.

- A. The Proposer shall utilize the July 2015 Archer Classification and Compensation Study as the basis for determining critical job duties, responsibilities and/or tasks for which performance standards must be created as well as the framework for related compensation ranges.
- B. The Proposer shall recommend a pay for performance approach that will ensure proper alignment with performance results, achievement of county goals and objectives and county financials.
- C. The Proposer shall assist with establishing technical requirements and evaluating automated systems to support the pay for performance plan and the entire performance management process including:
 - Performance planning and goal/objective setting
 - Observation and feedback
 - Development planning
 - Performance review sessions
 - Progressive discipline
 - Performance appraisals

The technical requirements include but are not limited to interface capabilities with existing Fulton County systems, provisions for system maintenance, updates, troubleshooting, and manuals/electronic files containing all technical specifications and documentation. Reporting capabilities are also a key component of this category e.g. compliance and non-compliance tracking, programmable generation of notices/reminders, standardized reports, and customizable reports. Technical requirements also include a comprehensive group of features to assist Managers in the effective and objective administration of the pay for performance plan and the performance management process.

- D. The Proposer shall assist with the development and execution of a change management strategy, communications plan for internal communications and external messaging, training workshops, synchronous and asynchronous web-based training and mobile services, as appropriate.
- E. The Proposer shall make presentations to County leadership, the Board of

Commissioners (individually and/or collectively), the Personnel Board and other groups, as identified, to provide information and assist in securing support for the pay for performance plan, performance management and compensation systems.

- F. The Proposer must provide a framework for the continued sustainability of the pay for performance plan.
- G. The Proposer shall oversee a pilot to validate results including the appropriateness of performance expectations and performance standards and the assessment of employee and manager accountability. The pilot shall also ensure the seamless integration of all components. This includes a final report to designated clients and stakeholders.
- H. The Proposer must provide a plan to transfer knowledge and materials to the County's HR Performance Management and Employee Development Divisions.
- I. The Proposer shall assess county policies and regulations and make recommendations for any policy changes or development deemed necessary to support the administration of the pay for performance plan.
- J. The Proposer must identify best practices and benchmarks utilized in the approach and formulation of the pay for performance plan.
- K. The Proposer shall identify a third party vendor who has implemented and utilized their system/services and has a minimum of 5 years measurements expertise who can serve as a Project Manager for Fulton County to develop measures and/or KPIs for approximately 700 job classifications.

Project Deliverables

The project deliverables shall include:

- Recommendation for a comprehensive countywide pay for performance plan for all job classifications
- Recommendation for a user-friendly, automated performance management system representing industry best practices and including development of performance standards and measures for all job classifications to support/facilitate administration of the pay for performance plan

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- Recommendation for a Compensation Philosophy
 - Recommendation for any Personnel Policy development or changes, if required
 - A comprehensive Communications Plan with a strong focus on change management and employee engagement
 - Development of instructor led, web-based and mobile applications training for all employees
 - Research, reports, dashboards and presentations required by the County Manager, Board of Commissioners, Personnel Board or other stakeholder groups

3.4 TECHNICAL PROPOSAL FORMAT AND CONTENT

Section 1 - Executive Summary

The executive summary shall include the following information:

1. Provide the legal name of the entity responding to this proposal.
2. Provide the business type of the entity responding to this proposal (i.e. Joint Venture, Partnership, etc.).
3. Include a brief statement of the project approach to perform a Global Level Departmental Assessment, understanding of the project's goals and objectives and demonstrated understanding of the project's potential problems and concerns.
4. Name, address and telephone number of one (1) individual to whom all future correspondence and/or communications will be directed.

Section 2 –Approach

1. Describe your firm's experience in performing customer service and/or business transformation services, for governmental entities similar in size and scope to Fulton County or an organization with \$1 B in revenues with multiple locations and multiple lines of business.
2. Provide a clear and detailed description of the proposed approach of how the initial assessment will be conducted to accomplish the County's objectives. The County will consider the comprehensiveness of the approach, understanding of the project, strategies and methodology to be used.

-
3. Provide a detailed Project Plan that outlines the methods and means to be used to implement the scope of services as outlined in Section 3.3. The Project Plan must define the necessary steps to implement and accomplish the County's objectives. The Project Plan should demonstrate the processes that will be utilized to develop the Final Report.
 4. The Project Plan must, at a minimum, identify all major tasks, when the major tasks will start and finish, planned reviews of work associated with each major task, task complete date and any other information that will assist in the planning and tracking of this project including possible contingency plans.

Section 3 – Project Team Qualifications/ Qualifications of Key Personnel

1. Provide an organizational chart which includes the key personnel and their role(s) proposed for this project. Identify whether their roles are managerial, technical, support staff, etc. Provide a job description for each position proposed. Provide all proposed key personnel to be assigned to this project including their relevant experience related to this project, their qualifications to provide pay for performance, performance management, compensation, communications, change management, and instructional design/training delivery services. The Project Manager should be the Lead Person and must have a minimum of five (5) years of work experience related to this project, qualifications to provide pay for performance, performance management, compensation, communications, change management, instructional design/training delivery and business transformation services.
2. Each resume should be limited to no more than three (3) pages per person and be organized according to the following:
 - Name and Title
 - Professional Background
 - Professional Qualifications and Certifications
 - Current and Past Relevant Work Experience
 - Include two (2) references for each key personnel member on similar projects.

Section 4 – Project Schedule

Proposer shall provide a proposed project schedule showing timelines for activity for major and critical tasks to be completed.

Section 5 – Relevant Project Experience/Past Performance

Identify at least three (3) projects where the Proposer has performed pay for performance and/or business transformation services, for governmental entities similar in size and scope to Fulton County or an organization with \$1 B in revenues with multiple locations and multiple lines of business within the past five (5) years.

Limit your response to one (1) page per project; please provide the following information for each project:

- The name of the project, the owner, year performed and the project location.
- A description of the project.
- A reference, including a contact name, addresses and phone number.

This reference should be the owner's staff member who was in charge of the project for the owner.

- What (if any) special certification, educational degrees, licenses, years of experience or permits are required to do this work?

Bachelor's degree in Human Resources, Business, Project Management, Public Administration or other related field required. Five years in a prior Human Resources management position with increased responsibility for leading and managing projects. Directly related experience in Performance Management, Pay for Performance Compensation and/or Data Analytics preferred. Prior experience implementing large-scale Talent Management Solutions and HRIS System Management in government.

Certified Compensation Professional (CCP) preferred

Certificate or Certification in Project Management preferred

- What skills or resources would be helpful in the performance of this work (desired or mandatory)?

Must possess strong leadership, organizing and analytical skills; strong customer-service orientation; excellent communications, and decision-making skills. Possesses a broad range of knowledge relating to all facets of performance management and performance based compensation program design, development and implementation. Ability to develop a multi-faceted approach in training design and delivery. Ability to work effectively with multiple client groups in different lines of business. Demonstrates the ability to apply a broad range of knowledge to large scale implementations in government including prior knowledge of Talent Management and/or HRIS systems. The ability to work independently and as a team player.

- Among the desired skill or resource requirements you have listed, which are the top priorities?
 - Talent Management Solution Project Management experience
 - Human Resources Performance Management and Pay for Performance Compensation experience
 - Bachelor's degree in Human Resources, Business, Project Management or other related field required
 - Experience in Change Management/Employee Engagement

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.

Section 7 - Availability of Key Personnel

- (1) Percentage of time key personnel will spend on this project.

Section 8 - Local Preference

Local Preference is given to businesses that have a business location within the geographic boundaries of Fulton County. In order to receive the Local Preference points of ten (10) points. The proposer must provide one (1) of the following supporting documentation to the Department of Purchasing & Contract Compliance:

1. Copy of occupational tax certificate (business license) form Fulton County or a city located within Fulton County, or;
2. Copy of a lease or rental agreement, or;
3. Proof of ownership interest in a location within the geographical boundaries of Fulton County.

The term business location means a physical structure, office or suite but does not include a post office box or a temporary job or project site location. If submitting as a Joint Venture or Partnership, provide a copy of the Joint Venture or partnership; provide a copy of the Joint Venture or Partnership agreement including the business address of all members.

Failure to provide the required supporting documentation with your proposal submittal shall result in your firm receiving a “0” (zero) for Local Preference.

Section 9 – Service Disabled Veterans Preference

Service Disabled Veterans Business Enterprise Preference is given to businesses that are independent and continuing operations for profit, performing commercially useful functions, and which are owned and controlled by one or more individuals who are a least thirty percent (30%) disabled as a result of military service who have been honorably discharged, designated as such by the United States Department of Veterans Affairs, and is located within the geographic boundaries of Fulton County. The Service Disabled Veteran Business Enterprise (“SDVBE”) must be certified as such by the County’s Office of Contract Compliance.

In order to receive the SDVBE Preference points of five (5) points the Proposer must submit a copy of their certification letter from the Office of Contract Compliance and certify under oath that it is eligible to receive the SDVBE preference points by signing and submitting Form I, Service Disabled Veterans Preference Affidavit located in Section 5 of this RFP.

Section 10 – Disclosure Form and Questionnaire

It is the policy of Fulton County to review the history of litigation of each Proposer that includes bankruptcy history, insolvency history, civil and criminal proceedings, judgments and termination for cause in order to determine whether a firm’s business practices, legal practices and overall reputation in the industry is one that would be acceptable to perform work for Fulton County. The Disclosure Form and Questionnaire is provided in Section 5, Proposal Forms, Form D.

PRICING SHEET
(Must be submitted in a Separately Sealed Identifiable Envelope)

Position Title	Hourly Rate	Estimated No. of Hours	Total Fee
			\$
			\$
			\$
			\$
			\$
			\$
			\$

No.	Project Components	Cost
1	Performance Management System Cost	\$
2	Compensation System Cost	\$
3	Materials Cost	\$
	Total Not to Exceed Price	\$

SECTION 4 EVALUATION CRITERIA

4.1 PROPOSAL EVALUATION – SELECTION CRITERIA

The following criteria will be used to evaluate the proposals submitted in response to this RFP:

Evaluation Criteria	Weight
Approach	25%
Qualifications of Key Personnel	15%
Relevant Project Experience/ Past performance	15%
Project Schedule	9%
Availability of Key Personnel	9%
Local Preference	5%
Service Disabled Veterans Preference	2%
Cost	20%
TOTAL POINTS	100%

SECTION 5 PROPOSAL FORMS

5.1 INTRODUCTION

To be deemed responsive to this RFQ, Proposers must provide the information requested and, where applicable, complete in detail all Proposal Forms. The appropriate individual(s) authorized to commit the Proposer to the Project must sign the Proposal Forms. As appropriate, Proposers shall reproduce each Proposal Form and complete the appropriate portions of the forms provided in this section.

Form A: Certification Regarding Debarment

Form B: Non-Collusion Affidavit of Bidder/Offeror

Form C: Certificate of Acceptance of Request for Proposal Requirements

Form D: Disclosure Form and Questionnaire

Form E: Georgia Security and Immigration Contractor Affidavit/Agreement

Form F: Georgia Security and Immigration Subcontractor Affidavit

Form G: Professional License

Form H: Local Preference Affidavit of Bidder/Offeror

Form I: Service Disabled Veteran Preference Affidavit of Bidder/Offeror

5.2 PROPOSAL FORMS DESCRIPTION

Certification Regarding Debarment

Proposer shall complete and submit **Form A**, which certifies that neither it nor its subcontractors are presently debarred, suspended, proposed for debarment, declared ineligible, or otherwise excluded from doing business with any government agency.

Non-Collusion Affidavit of Bidder/Offeror

Proposer shall complete and submit **Form B**, executed by an authorized officer of the corporation. Proposals developed by a joint venture shall be similarly executed by all joint venture participants.

Certificate of Acceptance of Request for Proposal Requirements

Proposer shall complete and submit **Form C**, which certifies that Proposer has read the solicitation including all addenda, exhibits, attachments and appendices.

Disclosure Form and Questionnaire

The offerors and their joint venture partners or team members and first-tier subcontractors, shall complete and submit **Form D**, which requests disclosure of business and litigation.

Georgia Security and Immigration Contractor Affidavit and Agreement

Proposer shall complete and submit **Form E**, in order to comply with the requirements of O.C.G.A. 13-10-91 and the Georgia Department of Labor Rule 300-10-01-.02.

Georgia Security and Immigration Subcontractor Affidavit

Proposer shall ensure that any and all subcontractor(s), that will be utilized for this project shall complete and submit **Form F**, Subcontractor Affidavit.

Professional License

Proposer and any subcontractor(s) performing work required by state law to be licensed shall complete and submit **Form G** and attach a copy of their license for the work they will perform on this project.

Local Preference Affidavit of Bidder/Offeror

Proposer shall complete and submit **Form H**, which certifies that the Proposer is eligible to receive local preference points.

Service Disabled Veteran Preference Affidavit of Bidder/Offeror

Proposer shall complete and submit **Form I**, which certifies that the Proposer is certified as Service Disabled Veteran Business Enterprise ("SVDBE") by the County's Office of Contract Compliance.

FORM A:

CERTIFICATION REGARDING DEBARMENT

- (1) The Offeror certifies that neither it or its subcontractors is presently debarred, suspended, proposed for debarment, declared ineligible, or otherwise excluded from doing business with any government agency. Any such exclusion may cause prohibition of your firm from participating in any procurement by the Fulton County Government.
- (2) If the Offeror is unable to certify to any of the statements in this certification, such Offeror or subcontractor shall attach an explanation to this bid or proposal.

INSTRUCTIONS FOR CERTIFICATION

By signing and submitting this certification, the Offeror is providing the certification set out below:

- (1) The certification in this clause is a material representation of fact upon which reliance will be placed. If it is later determined that the prospective vendor knowingly rendered a false certification, the Purchasing Agent may pursue all available remedies, including suspension and/or debarment, for withdrawal of award or termination of a contract.
- (2) The prospective Offeror shall provide immediate written notice to the Purchasing Agent if at anytime the Offeror learns that its certification was erroneous when submitted or has become erroneous by reason of changed circumstances.
- (3) Offeror shall be under a continuing duty to immediately inform the Purchasing Agent in writing of any changes, if as a result of such changes, the Offeror certification regarding debarment is affected.

DEBARMENT ORDINANCE

The following Section 2-322 of Fulton County Code of Laws establishes the procedure for the debarment of contractors.

(a) ***Authority to suspend.***

After reasonable notice to the entity involved and reasonable opportunity for that entity to be heard, the Purchasing Agent, after consultation with user department, the County Manager and the County Attorney shall have the authority to suspend an entity for cause from consideration for award of county contracts. As used in this section, the term entity means any business entity, individual, firm, contractor, subcontractor or business corporation, partnership, limited liability corporation, firm, contractor, subcontractor or business structured; provided, further, that any such entity shall also be subject to suspension under this section if any of its constituents, members, subcontractors at any tier of such entity's and the entity, or any constituent or member, knew or should have known of the commission of the act. The suspension shall be for a period not to exceed three (3) years unless cause is based on a felony conviction for an offense related or associated with fraudulent contracting or misappropriation of funds wherein the suspension shall not exceed seven (7) years.

(b) Causes for Suspension. The causes for suspension include:

- 1) Conviction for commission of a criminal offense as an incident to obtain or attempting to obtain a public or private contract or subcontract, or in performance of such contract or subcontract;
- 2) Conviction of state or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property or other offense indicating a lack of business integrity or business honesty which currently, seriously and directly affects responsibility as a county contractor.
- 3) Conviction of state or federal anti-trust statutes arising out of the solicitation and submission of bids and proposals;
- 4) Violation of contract provisions, as set forth below, of a character which is regarded by the Purchasing Agent to be so serious as to justify suspension action:
 - a. Failure to perform in accordance with the specifications within a time limit provided in a county contract;
 - b. A recent record of failure to perform or unsatisfactory performance in accordance with the terms of one or more contracts; provided, that failure to perform or unsatisfactory performance caused by acts beyond the control of the contractor shall not be considered to be a basis for suspension;
 - c. Material representation of the composition of the ownership or workforce or business entity certified to the county as a minority business enterprise; or
 - d. Falsification of any documents.
- i. For violation of the ethical standards set forth in Fulton County Code Chapter 9, Code of Ethics.
- ii. Knowing misrepresentation to the county, of the use which a majority owned contractor intends to make a minority business enterprise (a business entity at least 51 percent of which is owned and controlled by minority persons, as defined in Fulton County Code Chapter 6, Article B, Minority Business Enterprise Affirmative Action Program and certified as such by the County) as a subcontractor or a joint venture partner, in performing work under contract with the County.

Failure to fully and truthfully provide the information required, may result in the disqualification of your bid/proposal from consideration or termination of the Contract, once awarded. This document must be completed and included as a part of the bid/proposal package along with other required documents.

[SIGNATURES ON NEXT PAGE]

Under penalty of perjury, I declare that I have examined this certification and all attachments hereto, if applicable, to the best of my knowledge and belief, and all statements contained hereto are true, correct, and complete.

On this _____ day of _____, 20__

(Legal Name of Proponent) (Date)

(Signature of Authorized Representative) (Date)

(Title)

STATE OF GEORGIA

COUNTY OF FULTON

FORM B: NON-COLLUSION AFFIDAVIT OF BIDDER/OFFEROR

I, _____ certify that pursuant to Fulton County Code Section 2-320 (11), this bid or proposal is made without prior understanding, agreement or connection with any corporation, firm or person submitting a bid for the same work, labor or service to be done or the supplies, materials or equipment to be furnished and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of state and federal law and can result in fines, prison sentences and civil damages awards. I agree to abide by all conditions of this bid or proposal and certify that I am authorized to sign this bid or proposal for the bidder.

Affiant further states that pursuant to O.C.G.A. Section 36-91-21 (d) and (e), _____ has not, by itself or with others, directly or indirectly, prevented or attempted to prevent competition in such bidding or proposals by any means whatsoever. Affiant further states that (s)he has not prevented or endeavored to prevent anyone from making a bid or offer on the project by any means whatever, nor has Affiant caused or induced another to withdraw a bid or offer for the work.

Affiant further states that the said offer of _____ is bona fide, and that no one has gone to any supplier and attempted to get such person or company to furnish the materials to the bidder only, or if furnished to any other bidder, that the material shall be at a higher price.

(COMPANY NAME)

(PRESIDENT/VICE PRESIDENT)

Sworn to and subscribed before me this _____ day of _____, 20__.

(SECRETARY/ASSISTANT SECRETARY)

(Affix corporate seal here, if a corporation)

Notary Public: _____

County: _____

Commission Expires: _____

NOTE:

IF THE OFFEROR IS A PARTNERSHIP, ALL OF THE PARTNERS AND ANY OFFICER, AGENT, OR OTHER PERSON WHO MAY HAVE REPRESENTED OR ACTED FOR THEM IN BIDDING FOR OR PROCURING THE CONTRACT SHALL ALSO MAKE THIS OATH.

IF THE OFFEROR IS A CORPORATION, ALL OFFICERS, AGENTS, OR OTHER PERSONS WHO MAY HAVE ACTED FOR OR REPRESENTED THE CORPORATION IN BIDDING FOR OR PROCURING THE CONTRACT SHALL MAKE THE OATH.

FORM C: CERTIFICATE OF ACCEPTANCE OF REQUEST
FOR PROPOSAL REQUIREMENTS

This is to certify that on this day, offeror acknowledges that he/she has read this solicitation document, pages # _____ to # _____ inclusive, including any addenda # _____ to # _____ exhibit(s) # _____ to # _____, attachment(s) # _____ to # _____, and/or appendices # _____ to # _____, in its entirety, and agrees that no pages or parts of the document have been omitted, that he/she understands, accepts and agrees to fully comply with the requirements therein, and that the undersigned is authorized by the offeror to submit the proposal herein and to legally obligate the offeror thereto.

This is also to certify that the offeror has reviewed the form Fulton County contract included in the solicitation documents and agrees to be bound by its terms, or that the offeror certifies that it is submitting any proposed modification to the contract terms with its proposal. The offeror further certifies that the failure to submit proposed modifications with the proposal waives the offeror's right to submit proposed modifications later. The offeror also acknowledges that the indemnification and insurance provisions of Fulton County's contract included in the solicitation documents are non-negotiable and that proposed modifications to said terms may be reason to declare the offeror's proposal as non-responsive.

Company: _____

Signature: _____

Name: _____

Title: _____ Date: _____

(Affix Corporate Seal)

Form D: OFFEROR'S DISCLOSURE FORM AND QUESTIONNAIRE

1. Please provide the names and business addresses of each of the Offeror's firm's officers and directors.

For the purposes of this form, the term "Offeror" means an entity that responds to a solicitation for a County contract by either submitting a proposal in response to a Request for Proposal or a Request for Qualification or a Bid in response to an Invitation to Bid. Describe accurately, fully and completely, their respective relationships with said Offeror, including their ownership interests and their anticipated role in the management and operations of said Offeror.

2. Please describe the general development of said Offeror's business during the past five (5) years, or such shorter period of time that said Offeror has been in business.

3. Please state whether any employee, agent or representative of said Offeror who is or will be directly involved in the subject project has or had within the last five (5) years: (i) directly or indirectly had a business relationship with Fulton County; (ii) directly or indirectly received revenues from Fulton County; or (iii) directly or indirectly receives revenues from the result of conducting business on Fulton County property or pursuant to any contract with Fulton County. Please describe in detail any such relationship.

LITIGATION DISCLOSURE:

Failure to fully and truthfully disclose the information required, may result in the disqualification of your bid or proposal from consideration or termination of the Contract, once awarded.

1. Please state whether any of the following events have occurred in the last five (5) years with respect to said Offeror. If any answer is yes, explain fully the following:

(a) whether a petition under the federal bankruptcy laws or state insolvency laws was filed by or against said Offeror, or a receiver fiscal agent or similar officer was appointed by a court for the business or property of said Offeror;

Circle One: YES NO

(b) whether Offeror was subject of any order, judgment, or decree not subsequently reversed, suspended or vacated by any court of competent jurisdiction, permanently enjoining said Offeror from engaging in any type of business practice, or otherwise eliminating any type of business practice; and

Circle One: YES NO

(c) whether said Offeror's business was the subject of any civil or criminal proceeding in which there was a final adjudication adverse to said or Offeror, which directly arose from activities conducted by the business unit or corporate division of said Offeror which submitted a bid or proposal for the subject project. If so please explain.

Circle One: YES NO

2. Have you or any member of your firm or team to be assigned to this engagement ever been indicted or convicted of a criminal offense within the last five (5) years?

Circle One: YES NO

3. Have you or any member of your firm or team been terminated (for cause or otherwise) from any work being performed for Fulton County or any other Federal, State or Local Government?

Circle One: YES NO

-
4. Have you or any member of your firm or team been involved in any claim or litigation adverse to Fulton County or any other federal, state or local government, or private entity during the last three (3) years?

Circle One: YES NO

5. Has any Offeror, member of Offeror's team, or officer of any of them (with respect to any matter involving the business practices or activities of his or her employer), been notified within the five (5) years preceding the date of this offer that any of them are the target of a criminal investigation, grand jury investigation, or civil enforcement proceeding?

Circle One: YES NO

If you have answered "YES" to any of the above questions, please indicate the name(s) of the person(s), the nature, and the status and/or outcome of the information, indictment, conviction, termination, claim or litigation, the name of the court and the file or reference number of the case, as applicable. Any such information should be provided on a separate page, attached to this form and submitted with your proposal.

NOTE: If any response to any question set forth in this questionnaire has been disclosed in any other document, a response may be made by attaching a copy of such disclosure. (For example, said Offeror's most recent filings with the Securities and Exchange Commission ("SEC") may be provided if they are responsive to certain items within the questionnaire.) However, for purposes of clarity, Offeror should correlate its responses with the exhibits by identifying the exhibit and its relevant text.

Disclosures must specifically address, completely respond and comply with all information requested and fully answer all questions requested by Fulton County. Such disclosure must be submitted at the time of the bid or proposal submission and included as a part of the bid/proposal submitted for this project. Disclosure is required for Offerors, joint venture partners and first-tier subcontractors.

Failure to provide required disclosure, submit officially signed and notarized documents or respond to any and all information requested/required by Fulton County can result in the bid/proposal declared as non-responsive. This document must be completed and included as a part of the bid/proposal package along with other required documents.

[SIGNATURES ON NEXT PAGE]

Under penalty of perjury, I declare that I have examined this questionnaire and all attachments hereto, if applicable, to the best of my knowledge and belief, and all statements contained hereto are true, correct, and complete.

On this _____ day of _____, 20__

(Legal Name of Proponent) (Date)

(Signature of Authorized Representative) (Date)

(Title)

Sworn to and subscribed before me,

This _____ day of _____, 20__

(Notary Public) (Seal)

Commission Expires: _____
(Date)

**FORM E: GEORGIA SECURITY AND IMMIGRATION CONTRACTOR
AFFIDAVIT**

Instructions:

Contractors must attest to compliance with the requirements of O.C.G.A 13-10-91 and the Georgia Department of Labor Rule 300-10-01-.02 by executing the Contractor Affidavit.

STATE OF GEORGIA

COUNTY OF FULTON

**FORM E: GEORGIA SECURITY AND IMMIGRATION CONTRACTOR AFFIDAVIT
AND AGREEMENT**

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 under a contract with **[insert name of prime contractor]** _____ on behalf of **Fulton County Government** has registered with and is participating in a federal work authorization program* [any of the electronic verification of work authorization programs operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603], in accordance with the applicability provisions and deadlines established in O.C.G.A. 13-10-91.

The undersigned further agrees that, should it employ or contract with any subcontractor(s) in connection with the physical performance of services to this contract with **Fulton County Government**, contractor will secure from such subcontractor(s) similar verification of compliance with O.C.G.A. 13-10-91 on the Subcontractor Affidavit provided in Rule 300-10-01-.08 or a substantially similar form. Contractor further agrees to maintain records of such compliance and provide a copy of each such verification to the **Fulton County Government** at the time the subcontractor(s) is retained to perform such service.

EEV/Basic Pilot Program* User Identification Number

BY: Authorized Officer of Agent
(Insert Contractor Name)

Title of Authorized Officer or Agent of Contractor

Printed Name of Authorized Officer or Agent

Sworn to and subscribed before me this _____ day of _____, 20__.

Notary Public: _____

County: _____

Commission Expires: _____

NOTE:

* As of the effective date of O.C.G.A. 13-10-91, the applicable federal work authorization program is the "EEV/Basic Pilot Program" operated by the U.S. Citizenship and Immigration Services Bureau of the U.S. Department of Homeland Security, in conjunction with the Social Security Administration (SSA).

**FORM F: GEORGIA SECURITY AND IMMIGRATION SUBCONTRACTOR
AFFIDAVIT**

Instructions:

In the event that your company is awarded the contract for this project, and will be utilizing the services of any subcontractor(s) in connection with the physical performance of services pursuant to this contract, the following affidavit must be completed by such subcontractor(s). Your company must provide a copy of each such affidavit to Fulton County Government, Department of Purchasing & Contract Compliance with the proposal submittal.

All subcontractor affidavit(s) shall become a part of the contract and all subcontractor(s) affidavits shall be maintained by your company and available for inspection by Fulton County Government at any time during the term of the contract. All subcontractor(s) affidavit(s) shall become a part of any contractor/subcontractor agreement(s) entered into by your company.

STATE OF GEORGIA

COUNTY OF FULTON

FORM F: GEORGIA SECURITY AND IMMIGRATION SUBCONTRACTOR AFFIDAVIT

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 **[insert name of prime contractor]** _____ behalf of **Fulton County Government** has registered with and is participating in a federal work authorization program* [any of the electronic verification of work authorization programs operated by the United States Department of Homeland Security or any equivalent federal work authorization program operated by the United States Department of Homeland Security to verify information of newly hired employees, pursuant to the Immigration Reform and Control Act of 1986 (IRCA), P.L. 99-603], in accordance with the applicability provisions and deadlines established in O.C.G.A. 13-10-91.

EEV/Basic Pilot Program* User Identification Number

BY: Authorized Officer of Agent
(Insert Subcontractor Name)

Title of Authorized Officer or Agent of Subcontractor

Printed Name of Authorized Officer or Agent

Sworn to and subscribed before me this _____ day of _____, 20__.

Notary Public: _____

County: _____

Commission Expires: _____

NOTE:

* As of the effective date of O.C.G.A. 13-10-91, the applicable federal work authorization program is the "EEV/Basic Pilot Program" operated by the U.S. Citizenship and Immigration Services Bureau of the U.S. Department of Homeland Security, in conjunction with the Social Security Administration (SSA).

FORM G: GEORGIA PROFESSIONAL LICENSE CERTIFICATION

NOTE: Please complete this form for the work your firm will perform on this project.

Contractor's Name: _____

Performing work as: Prime Contractor _____ Sub-Contractor _____

Professional License Type: _____

Professional License Number: _____

Expiration Date of License: _____

I certify that the above information is true and correct and that the classification noted is applicable to the Bid for this Project.

Signed: _____

Date: _____

(ATTACH COPY OF LICENSE)

STATE OF GEORGIA

COUNTY OF FULTON

FORM H: LOCAL PREFERENCE AFFIDAVIT OF BIDDER/OFFEROR

I hereby certify that pursuant to Fulton County Code Section 102-358(f), the Bidder/Offeror _____ is eligible to receive local preference points and has a staffed, fixed, physical, place of business located within Fulton County and has had the same for at least one (1) year prior to the date of submission of its proposal or bid and has held a valid business license from Fulton County or a city within Fulton County boundaries for the business at a fixed, physical, place of business, for at least one (1) year prior to the date of submission of its proposal or bid.

Affiant further acknowledges and understands that pursuant to Fulton County Code Section 102-358(f), in the event this affidavit is determined to be false, the business named herein shall be deemed "non-responsive" and shall not be considered for award of the applicable contract.

(BUSINESS NAME) (Affix corporate seal here, if a corporation)

(FULTON COUNTY BUSINESS ADDRESS)

(OFFICIAL TITLE OF AFFIANT)

(NAME OF AFFIANT)

(SIGNATURE OF AFFIANT)

Sworn to and subscribed before me this _____ day of _____, 20_____.

Notary Public: _____

County: _____

Commission Expires: _____

STATE OF GEORGIA

Section 5

17RFP215512B-WL, Performance Management, Pay for
Performance and Compensation Consulting Services and Systems RFP
Request for Proposal

COUNTY OF FULTON

**FORM I: SERVICE DISABLED VETERAN PREFERENCE AFFIDAVIT OF
BIDDER/OFFEROR**

I hereby certify that pursuant to Fulton County Code Section 102-361, the Bidder/Offeror _____ is eligible to receive Service Disabled Veteran Business Enterprise preference points and is independent and continuing operation for profit, performing a commercially useful function, and is owned and controlled by one or more individuals who are at least thirty percent (30%) disabled as a result of military service who has been honorably discharged, designated as such by the United States Department of Veterans Affairs, and that the businesses is located within the geographic boundaries of Fulton County.

Affiant further acknowledges and understands that pursuant to Fulton County Code Section 102-361(e), in the event this affidavit is determined to be false, the business named herein shall be deemed "non-responsive" and shall not be considered for award of the applicable contract.

_____ (Affix corporate seal here, if a corporation)
(BUSINESS NAME)

(FULTON COUNTY BUSINESS ADDRESS)

(OFFICIAL TITLE OF AFFIANT)

(NAME OF AFFIANT)

(SIGNATURE OF AFFIANT)

Sworn to and subscribed before me this _____ day of _____, 20____.

Notary Public: _____

County: _____

Commission Expires: _____

SECTION 6
CONTRACT COMPLIANCE REQUIREMENTS

6.1 NON-DISCRIMINATION IN PURCHASING AND CONTRACTING

It is the policy of Fulton County Government that discrimination against businesses by reason of the race, color, gender or national origin of the ownership of any such business is prohibited. Furthermore, it is the policy of the Board of Commissioners ("Board") that Fulton County and all vendors and contractors doing business with Fulton County shall provide to all businesses the opportunity to participate in contracting and procurement paid, in whole or in part, with monetary appropriations of the Board without regard to the race, color, gender or national origin of the ownership of any such business. Similarly, it is the policy of the Board that the contracting and procurement practices of Fulton County should not implicate Fulton County as either an active or passive participant in the discriminatory practices engaged in by private contractors or vendors seeking to obtain contracts with Fulton County.

Implementation of Equal Employment Opportunity (EEO) Policy

Pursuant to Fulton County Code section §102-391, Equal Opportunity Clause, the County effectuates Equal Employment Opportunity. This policy considers racial and gender workforce availability. The availability of each workgroup is derived from the work force demographics set forth in the 2010 Census EEO file prepared by the United States Department of Commerce for the applicable labor pool normally utilized for the contract.

Monitoring of EEO Policy

Upon award of a contract with Fulton County, the successful bidder/proposer must complete Exhibit B, Equal Employment Opportunity Report ("EEOR"), describing the racial and gender make-up of the firm's work force. If the EEOR indicates that the firm's demographic composition indicates underutilization of employee's of a particular ethnic group for each job category, the EEOR will be submitted to the Division of Diversity and Civil Rights Compliance for further action.

6.2 EQUAL BUSINESS OPPORTUNITY PLAN (EBO PLAN)

In addition to the proposal submission requirements, each vendor **must** submit an Equal Business Opportunity Plan (EBO Plan) with their bid/proposal. The EBO Plan is designed to enhance the utilization of a particular racial, gender or ethnic group by a bidder/proposer, contractor, or vendor or by Fulton County. The respondent **must** outline a plan of action to encourage and achieve diversity and equality in the available procurement and contracting opportunities with *this solicitation*.

The EBO Plan **must** identify and include:

1. Potential opportunities within the scope of work of *this solicitation* that will allow for participation of racial, gender or ethnic groups.
2. Efforts that will be made by the bidder/proposer to encourage and solicit minority and female business utilization in *this solicitation*.

6.3 DETERMINATION OF GOOD FAITH EFFORTS

In accordance with Fulton County Code Section §102-426, the Prime Contractor **must** demonstrate that they have made all efforts reasonably possible to ensure that Minority and Female Business Enterprises (MFBE) have had a full and fair opportunity to compete and win subcontracts on this project. The Prime Contractor is required to include all outreach attempts that would demonstrate a "Good Faith Effort" in the solicitation of sub-consultants/subcontractors.

Written documentation demonstrating the Prime Contractor's outreach efforts to identify, contact, contract with or utilize Minority or Female owned businesses shall include holding pre-bid conferences, publishing advertisements in general circulation media, trade association publications, minority-focused media, and the County's bid board, as well as other efforts.

Include a list of publications where the advertisement was placed as well as a copy of the advertisement. Advertisement shall include at a minimum, scope of work, project location, location(s) of where plans and specifications may be viewed or obtained and trade or scopes of work for which subcontracts are being solicited.

6.4 PROMPT PAYMENT

The prime contractor must certify in writing and must document that all subcontractors, sub-consultants and suppliers have been promptly paid for work and materials, (less any retainage by the prime contractor prior to receipt of any further progress payments). In the event the prime contractor is unable to pay subcontractors, sub-consultants or suppliers until it has received a progress payment from Fulton County, the prime contractor shall pay all subcontractors, sub-consultants or suppliers funds due from said progress payment within ten days (10) of receipt of payment from Fulton County. In no event shall a subcontractor, sub-consultant or supplier be paid later than ten (10) days as provided for by state

6.5 REQUIRED FORMS (To be submitted with Technical Proposal)

In order to be compliant with the intent and provisions of the Fulton County Non-Discrimination in Purchasing and Contracting Policy, bidders/proposers **must** submit the following completed documents with the Technical Proposal.

- Exhibit A – Promise of Non-Discrimination
- Exhibit C – Schedule of Intended Subcontractor Utilization

The following documents must be completed as instructed if awarded the project:

- Exhibit B – Equal Employment Opportunity Report (EEOR)
- Exhibit D – Letter of Intent to Perform as a Subcontractor or Provide Materials or Services **(To be submitted only by subcontractor/sub-consultant/suppliers of winning Prime prior to contract execution)**
- Exhibit E – Prime Contractor’s Subcontractor Utilization Report **(To be submitted monthly with pay applications)**

All Contract Compliance documents (Exhibits A, C and the EBO Plan) are to be placed in a **separate sealed envelope** clearly marked **“CONTRACT COMPLIANCE”**. These documents are considered part of and must be submitted with the Technical Proposal.

EXHIBIT A – PROMISE OF NON-DISCRIMINATION

“Know all persons by these presents, that I/We (_____),
Name

_____ Title Firm Name
Hereinafter “Company”, in consideration of the privilege to bid on or obtain contracts funded, in whole or in part, by Fulton County, hereby consent, covenant and agree as follows:

- 1) No person shall be excluded from participation in, denied the benefit of, or otherwise discriminated against on the basis of race, color, national origin or gender in connection with any bid submitted to Fulton County for the performance of any resulting there from,
- 2) That it is and shall be the policy of this Company to provide equal opportunity to all businesses seeking to contract or otherwise interested in contracting with this Company without regard to the race, color, gender or national origin of the ownership of this business,
- 3) That the promises of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption,
- 4) That the promise of non-discrimination as made and set forth herein shall be made a part of, and incorporated by reference into, any contract or portion thereof which this Company may hereafter obtain,
- 5) That the failure of this Company to satisfactorily discharge any of the promises of non-discrimination as made and set forth herein shall constitute a material breach of contract entitling the Board to declare the contract in default and to exercise any and all applicable rights and remedies, including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and/or forfeiture of compensation due and owing on a contract; and
- 6) That the bidder shall provide such information as may be required by the Director of Purchasing & Contract Compliance pursuant to Section 102.436 of the Fulton County Non-Discrimination in Purchasing and Contracting Policy.

NAME: _____ **TITLE:** _____

SIGNATURE: _____

ADDRESS: _____

PHONE NUMBER: _____ **EMAIL:** _____

EXHIBIT B – EMPLOYMENT REPORT

The demographic employment make-up for the bidder must be identified and submitted with this bid/proposal. In addition, if subcontractors will be utilized by the bidder/proposer to complete this project, then the demographic employment make-up of the subcontractor(s) must be identified and submitted with this bid.

JOB CATEGORIES	TOTAL EMPLOYED		TOTAL MINORITIES		BLACK or AFRICAN AMERICAN (Not of Hispanic Origin)		HISPANIC or LATINO		AMERICAN INDIAN or ALASKAN NATIVE (AIAN)		ASIAN		NATIVE HAWAIIAN or OTHER PACIFIC ISLANDER (NHOP)		TWO or MORE RACES		
	M	F	M	F	M	F	M	F	M	F	M	F	M	F	M	F	
EXECUTIVE/SENIOR LEVEL OFFICIALS and MANAGERS																	
FIRST/MID LEVEL OFFICIALS and MANAGERS																	
PROFESSIONALS																	
TECHNICIANS																	
SALES WORKERS																	
ADMINISTRATIVE SUPPORT WORKERS																	
CRAFT WORKERS																	
OPERATIVES																	
LABORERS & HELPERS																	
SERVICE WORKERS																	
TOTAL																	

FIRM'S NAME: _____

ADDRESS: _____

CONTACT NAME: _____

EMAIL: _____ PHONE NUMBER: _____

SUBMITTED BY: _____

EXHIBIT C - SCHEDULE OF INTENDED SUBCONTRACTOR UTILIZATION

If the bidder/proposer intends to subcontract any portion of this scope of work/service(s), this form **must be** completed and **submitted with the bid/proposal**. All prime bidders/proposers **must** submit Letter(s) of Intent (Exhibit D) for all subcontractors who will be utilized under the scope of work/services prior to contract execution.

Prime Bidder/Proposer Company Name _____

ITB/RFP Name & Number: _____

1. My firm, as Prime Bidder/Proposer on this scope of work/service(s) is , is not a minority or female owned and controlled business enterprise. (Please indicate below the portion of work, including, percentage of bid/proposal amount that your firm will carry out directly):
 \$ _____ or _____ %
2. This highlighted information below must be completed and submitted with the bid/proposal if a **joint venture (JV)** approach is to be undertaken. Please provide JV breakdown information below and attach a copy of the executed Joint Venture Agreement.

JV Partner(s) information:

Business Name	Business Name	Business Name
% of JV _____	% of JV _____	% of JV _____
Ethnicity _____	Ethnicity _____	Ethnicity _____
Gender _____	Gender _____	Gender _____
Phone# _____	Phone# _____	Phone# _____

3. Sub-Contractors (including suppliers) to be utilized in the performance of this scope of work/service(s), if awarded, are:

SUBCONTRACTOR NAME: _____

ADDRESS: _____

PHONE: _____

CONTACT PERSON: _____

ETHNIC GROUP*: _____ COUNTY CERTIFIED** _____

WORK TO BE PERFORMED: _____

DOLLAR VALUE OF WORK: \$ _____ PERCENTAGE VALUE: _____ %

***Ethnic Groups: African American (AABE); Asian American (ABE); Hispanic American (HBE); Native American (NABE); White Female American (WFBE); **If yes, please attach copy of recent certification.**

SUBCONTRACTOR NAME: _____
ADDRESS: _____
PHONE: _____
CONTACT PERSON: _____
ETHNIC GROUP*: _____ COUNTY CERTIFIED** _____
WORK TO BE PERFORMED: _____
DOLLAR VALUE OF WORK: \$ _____ PERCENTAGE VALUE: _____ %

SUBCONTRACTOR NAME: _____
ADDRESS: _____
PHONE: _____
CONTACT PERSON: _____
ETHNIC GROUP*: _____ COUNTY CERTIFIED** _____
WORK TO BE PERFORMED: _____
DOLLAR VALUE OF WORK: \$ _____ PERCENTAGE VALUE: _____ %

SUBCONTRACTOR NAME: _____
ADDRESS: _____
PHONE: _____
CONTACT PERSON: _____
ETHNIC GROUP*: _____ COUNTY CERTIFIED** _____
WORK TO BE PERFORMED: _____
DOLLAR VALUE OF WORK: \$ _____ PERCENTAGE VALUE: _____ %

SUBCONTRACTOR NAME: _____
ADDRESS: _____
PHONE: _____
CONTACT PERSON: _____
ETHNIC GROUP*: _____ COUNTY CERTIFIED** _____
WORK TO BE PERFORMED: _____
DOLLAR VALUE OF WORK: \$ _____ PERCENTAGE VALUE: _____ %

***Ethnic Groups: African American (AABE); Asian American (ABE); Hispanic American (HBE); Native American (NABE); White Female American (WFBE); **If yes, please attach copy of recent certification.**

Total Dollar Value of Subcontractor Agreements: (\$)

Total Percentage of Subcontractor Value: (%)

CERTIFICATION: The undersigned certifies that he/she has read, understands and agrees to be bound by the Bid/Proposer provisions, including the accompanying Exhibits and other terms and conditions regarding sub-contractor utilization. The undersigned further certifies that he/she is legally authorized by the Bidder/Proposer to make the statement and representation in this Exhibit and that said statements and representations are true and correct to the best of his/her knowledge and belief. The undersigned understands and agrees that if any of the statements and representations are made by the Bidder/Proposer knowing them to be false, or if there is a failure of the intentions, objectives and commitments set forth herein without prior approval of the County, then in any such event the Contractor's acts or failure to act, as the case may be, shall constitute a material breach of the contract, entitling the County to terminate the Contract for default. The right to so terminate shall be in addition to, and in lieu of, any other rights and remedies the County may have for other defaults under the contract.

Signature: _____ **Title:** _____

Business or Corporate Name: _____

Address: _____

Telephone: () _____

Fax Number: () _____

Email Address: _____

EXHIBIT D

**LETTER OF INTENT TO PERFORM AS A SUBCONTRACTOR
OR
PROVIDE MATERIALS OR SERVICES**

This form **must** be completed by **ALL** known subcontractors and submitted only by subs of awarded Prime prior to contract execution.

To: _____
(Name of Prime Contractor Firm)

From: _____
(Name of Subcontractor Firm)

ITB/RFP Number: _____

Project Name: _____

The undersigned is prepared to perform the following described work or provide materials or services in connection with the above project (specify in detail particular work items, materials, or services to be performed or provided):

Description of Work	Project Commence Date	Project Completion Date	Estimated Dollar Amount

(Prime Bidder)

(Subcontractor)

Signature _____

Signature _____

Title _____

Title _____

Date _____

Date _____

EXHIBIT E - PRIME CONTRACTOR/SUB-CONTRACTOR UTILIZATION REPORT

This report must be submitted by the **tenth day** of each month, along with a copy of your monthly invoice (schedule of values/payment application) to Contract Compliance. Failure to comply shall result in the County commencing proceedings to impose sanctions to the prime contractor, in addition to pursuing any other available legal remedy. Sanctions may include the suspending of any payment or part thereof, termination or cancellation of the contract, and the denial of participation in any future contracts awarded by Fulton County.

REPORTING PERIOD	PROJECT NAME:
FROM:	PROJECT NUMBER:
TO:	PROJECT LOCATION:

PRIME CONTRACTOR	Contract Award Date	Contract Award Amount	Change Order Amount	Contract Period	% Complete to Date
Name:					
Address:					
Phone #:					
Email:					

AMOUNT OF PAY APPLICATION THIS PERIOD: \$
 TOTAL PAYMENT(S) RECEIVED FROM COUNTY THIS PERIOD: \$
 TOTAL AMOUNT PAID YEAR TO DATE: \$

SUBCONTRACTOR UTILIZATION (add additional rows as necessary)						
Name of Sub-Contractor	Description of Work	Contract Amount	Amount Paid To Date	Amount of Pay Application This Period	Starting Date	Contract Period Ending Date
TOTALS						

Executed By: _____ (Signature) _____ (Printed Name)
 Notary: _____ Date: _____

My Commission Expires: _____

Should you have questions regarding any of the documents contained in Section 6, please feel free to contact the Office of Contract Compliance at (404) 612-6300, for further assistance.

SECTION 7

Insurance and Risk Management Provisions Performance and Compensation Consulting Services

The following is the minimum insurance and limits that the Contractor/Vendor must maintain. If the Contractor/Vendor maintains higher limits than the minimum shown below, Fulton County Government requires and shall be entitled to coverage for the higher limits maintained by the Contractor/Vendor.

It is Fulton County Government's practice to obtain Certificates of Insurance from our Contractors and Vendors. Insurance must be written by a licensed agent in a company licensed to write insurance in the State of Georgia. Respondents shall submit with the bid/proposal evidence of insurability satisfactory to Fulton County Government as to form and content. Either of the following forms of evidence is acceptable:

- A letter from an insurance carrier stating that upon your firm/company being the successful Bidder/Respondent that a Certificate of Insurance shall be issued in compliance with the Insurance and Risk Management Provisions outlined below.
- A Certificate of Insurance complying with the Insurance and Risk Management Provisions outlined below (Request for Bid/Proposal number and Project Description must appear on the Certificate of Insurance).
- A combination of specific policies written with an umbrella policy covering liabilities in excess of the required limits is acceptable to achieve the applicable insurance coverage levels.

Any and all Insurance Coverage(s) and Bonds required under the terms and conditions of the contract shall be maintained during the entire length of the contract, including any extensions or renewals thereto, and until all work has been completed to the satisfaction of Fulton County Government.

Accordingly the Respondent shall provide a certificate evidencing the following:

1. WORKERS COMPENSATION/EMPLOYER'S LIABILITY INSURANCE – STATUTORY (In compliance with the Georgia Workers Compensation Acts and any other State or Federal Acts or Provisions in which jurisdiction may be granted)

Employer's Liability Insurance BY ACCIDENT - EACH ACCIDENT \$100,000.
Employer's Liability Insurance BY DISEASE - POLICY LIMIT \$500,000.
Employer's Liability Insurance BY DISEASE - EACH EMPLOYEE \$100,000.

2. COMMERCIAL GENERAL LIABILITY INSURANCE (Including contractual Liability Insurance)

Bodily Injury and Property Damage Liability Each Occurrence- \$1,000,000

(Other than Products/Completed Operations)	General Aggregate-		\$2,000,000
Products\Completed Operations	Aggregate Limit	-	\$2,000,000
Personal and Advertising Injury	Limits	-	\$1,000,000
Damage to Rented Premises	Limits	-	\$100,000

3. BUSINESS AUTOMOBILE LIABILITY INSURANCE

Bodily Injury & Property Damage Each Occurrence - \$1,000,000
(Including operation of non-owned, owned, and hired automobiles).

4. UMBRELLA LIABILITY

(In excess of Auto, GL and Employers Liability) Each Occurrence - \$1,000,000

5. PROFESSIONAL LIABILITY Per Occurrence or Claim/Aggregate - \$1,000,000/\$1,000,000

Policy shall be kept in force and uninterrupted for a period of thirty-six (36) months after completion of services. If coverage is discontinued for any reason during this three (3) year term, contractor/vendor must procure and evidence full Extended Reporting period (ERP) coverage.

Certificates:

Contractor/Vendor shall provide written notice to Fulton County Government immediately if it becomes aware of or receives notice from any insurance company that coverage afforded under such policy or policies shall expire, be cancelled or altered. Certificates of Insurance are to list Fulton County Government as an Additional Insured (except for Workers Compensation and Professional Liability) using ISO Additional Insured Endorsement form CG 20 10 (11/85) version, its equivalent or on a blanket basis.

The Contractor/Vendor insurance shall apply as Primary Insurance before any other insurance or self-insurance, including any deductible, non-contributory, and Waiver of Subrogation provided in favor of Fulton County Government.

Additional Insured under the General Liability, Auto Liability, Umbrella Policies (with exception of Workers Compensation), with no Cross Suits exclusion.

If Fulton County Government shall so request, the Respondent, Contractor or Vendor will furnish the County for its inspection and approval such policies of insurance with all endorsements, or confirmed specimens thereof certified by the insurance company to be true and correct copies.

Such certificates and notices shall be sent to:

Fulton County Government – Purchasing Department
130 Peachtree Street, S.W.
Suite 1168
Atlanta, Georgia 30303-3459

Important:

It is understood that neither failure to comply nor full compliance with the foregoing insurance requirements shall limit or relieve the Contractor/Vendor from any liability incurred as a result of their activities/operations in conjunction with the Contract and/or Scope of Work.

USE OF PREMISES

Contractor/Vendor shall confine its apparatus, the storage of materials and the operations of its workers to limits/requirements indicated by law, ordinance, permits and any restrictions of Fulton County Government and shall not unreasonably encumber the premises with its materials (where applicable).

PROTECTION OF PROPERTY

Contractor/Vendor will adequately protect its own work from damage, will protect Fulton County Government's property from damage or loss and will take all necessary precautions during the progress of the work to protect all persons and the property of others from damage or loss.

Contractor/Vendor shall take all necessary precautions for the safety of employees of the work and shall comply with all applicable provisions of the Federal, State and local safety laws and building codes to prevent accidents or injury to persons on, about, or adjacent to the premises where work is being performed.

Contractor/Vendor shall erect and properly maintain at all times as required by the conditions and progress of the work, all necessary safeguards for the protection of its employees, Fulton County Government employees and the public and shall post all applicable signage and other warning devices to protect against potential hazards for the work being performed (where applicable).

THE RESPONDENT ACKNOWLEDGES HAVING READ, UNDERSTANDING, AND AGREES TO COMPLY WITH THE ABOVE STATEMENTS, AND IS AUTHORIZED TO SIGN CONTRACTS ON BEHALF OF THE RESPONDING COMPANY.

COMPANY: _____ SIGNATURE: _____

NAME: _____ TITLE: _____

DATE: _____

SECTION 8
PROFESSIONAL SERVICES SAMPLE CONTRACT

SAMPLE CONTRACT



FULTON COUNTY

Vision
People Families Neighborhoods

Mission
To serve, protect and govern in concert with local municipalities

Values
People Customer Services
Ethics Resource Management
Innovation Equal Opportunity

CONTRACT DOCUMENTS FOR

17RFP215512-WL, PERFORMANCE MANAGEMENT, PAY FOR PERFORMANCE AND COMPENSATION CONSULTING SERVICES AND SYSTEMS RFP

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APPENDICES

APPENDIX 1:	<u>POLICY 800-6, PROCEDURES FOR HANDLING CHANGE ORDERS</u>
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CONTRACT AGREEMENT

Consultant: **[Insert Consultant Name]**
Contract No.: **[Insert Project Number and Title]**
Address: **[Insert Consultant Address]**
City, State
Telephone: **[Insert Consultant telephone #]**
Email: **[Insert Consultant Email]**
Contact: **[Insert Consultant Contact Name]**
[Insert Consultant Contact Title]

This Agreement made and entered into effective the _____ day of _____, 20____ by and between **FULTON COUNTY, GEORGIA**, a political subdivision of the State of Georgia, hereinafter referred to as "**County**", and **[Insert Consultant Company Name]**, hereinafter referred to as "**Consultant**", authorized to transact business in the State of Georgia.

WITNESSETH

WHEREAS, County through its County Manager's Office hereinafter referred to as the "**Department**", desires to retain a list of qualified and experienced Consultants to provide executive search services to assist the County in the recruitment of several Senior Management positions on an as needed basis., hereinafter, referred to as the "**Project**".

WHEREAS, Consultant has represented to County that it is experienced and has qualified and local staff available to commit to the Project and County has relied upon such representations.

NOW THEREFORE, for and in consideration of the mutual covenants contained herein, and for other good and valuable consideration, County and Consultant agree as follows:

ARTICLE 1. CONTRACT DOCUMENTS

County hereby engages Consultant, and Consultant hereby agrees, to perform the services hereinafter set forth in accordance with this Agreement, consisting of the following contract documents:

- I. Form of Agreement;
- II. Addenda;
- III. Exhibit A: General Conditions;

- IV. Exhibit B: Special Conditions [where applicable];
- V. Exhibit C: Scope of Work
- VI. Exhibit D: Project Deliverables;
- VII. Exhibit E: Compensation;
- VIII. Exhibit F: Purchasing Forms
- IX. Exhibit G: Office of Contract Compliance Forms;
- X. Exhibit H: Insurance and Risk Management Forms
- XI. Appendix 1: Policy 800-6, Procedure for Handling Change Orders

The foregoing documents constitute the entire Agreement of the parties pertaining to the Project hereof and is intended as a complete and exclusive statement of promises, representations, discussions and agreements oral or otherwise that have been made in connection therewith. No modifications or amendment to this Agreement shall be binding upon the parties unless the same is in writing, conforms to Fulton County Policy and Procedure 800-6 governing change orders, is signed by the County's and the Consultant's duly authorized representatives, and entered upon the meeting minutes of the Fulton County Board of Commissioners.

If any portion of the Contract Documents shall be in conflict with any other portion, the various documents comprising the Contract Documents shall govern in the following order of precedence: 1) the Agreement, 2) the RFP, 3) any Addenda, 4) change orders, 5) the exhibits, and 6) portions of Consultant's proposal that was accepted by the County and made a part of the Contract Documents.

The Agreement was approved by the Fulton County Board of Commissioners on **[Insert Board of Commissioners approval date and item number]**.

ARTICLE 2. **SEVERABILITY**

If any provision of this Agreement is held to be unenforceable for any reason, the unenforceability thereof shall not affect the remainder of the Agreement, which shall remain in full force and effect, and enforceable in accordance with its terms.

ARTICLE 3. **DESCRIPTION OF PROJECT**

County and Consultant(s) agree the Project is to perform executive search services to assist the County in the recruitment of several senior management positions on an as needed basis. All exhibits referenced in this agreement are incorporated by reference and constitute an integral part of this Agreement as if they were contained herein.

ARTICLE 4. **SCOPE OF WORK**

Unless modified in writing by both parties in the manner specified in the

agreement, duties of Consultant shall not be construed to exceed those services specifically set forth herein. Consultant agrees to provide all services, products, and data and to perform all tasks described in Exhibit C, Scope of Work.

ARTICLE 5. DELIVERABLES

Consultant shall deliver to County all reports prepared under the terms of this Agreement that are specified in Exhibit D, Project Deliverables. Consultant shall provide to County all deliverables specified in Exhibit D, Project Deliverables. Deliverables shall be furnished to County by Consultant in a media of form that is acceptable and usable by County at no additional cost at the end of the project.

ARTICLE 6. SERVICES PROVIDED BY COUNTY

Consultant shall gather from County all available non-privileged data and information pertinent to the performance of the services for the Project. Certain services as described in Exhibit C, Scope of Work, if required, will be performed and furnished by County in a timely manner so as not to unduly delay Consultant in the performance of said obligations. County shall have the final decision as to what data and information is pertinent.

County will appoint in writing a County authorized representative with respect to work to be performed under this Agreement until County gives written notice of the appointment of a successor. The County's authorized representative shall have complete authority to transmit instructions, receive information, and define County's policies, consistent with County rules and regulations. Consultant may rely upon written consents and approvals signed by County's authorized representative that are consistent with County rules and regulations.

ARTICLE 7. MODIFICATIONS

If during the course of performing the Project, County and Consultant agree that it is necessary to make changes in the Project as described herein and referenced exhibits, such changes will be incorporated by written amendments in the form of Change Orders to this Agreement. Any such Change Order and/or supplemental agreement shall not become effective or binding unless approved by the Board of Commissioners and entered on the minutes. Such modifications shall conform to the requirements of Fulton County Policy 800-6, specified in Appendix 1.

ARTICLE 8. SCHEDULE OF WORK

Consultant shall not proceed to furnish such services and County shall not become obligated to pay for same until a written authorization to proceed (Notice to Proceed) has been sent to Consultant from County. The Consultant shall begin work under this Agreement no later than five (5) days after the effective date of notice to proceed.

ARTICLE 9. CONTRACT TERM

Those firms qualified by the County shall be maintained on a list of pre-qualified firms pursuant to this Request for Qualification and that list shall be valid for One (1) year from issuance of the Notice to Proceed, with an option to renew for two (2), additional one (1) year periods.

ARTICLE 10. COMPENSATION

Compensation for work performed by Consultant on Project shall be in accordance with the payment provisions and compensation schedule, attached as Exhibit E, Compensation.

The total contract amount for the Project shall not exceed [insert amount approved by BOC], which is full payment for a complete scope of work/services.

ARTICLE 11. PERSONNEL AND EQUIPMENT

Consultant shall designate in writing a person(s) to serve as its authorized representative(s) who shall have sole authority to represent Consultant on all manners pertaining to this contract.

Consultant represents that it has secured or will secure, at its' own expense, all equipment and personnel necessary to complete this Agreement, none of whom shall be employees of or have any contractual relationship with County. All of the services required hereunder will be performed by Consultant under his supervision and all personnel engaged in the work shall be fully qualified and shall be authorized or permitted under law to perform such services.

Written notification shall be immediately provided to County upon change or severance of any of the authorized representative(s), listed key personnel or sub-consultant performing services on this Project by Consultant. No changes or substitutions shall be permitted in Consultant's key personnel or sub-consultant as set forth herein without the prior written approval of the County. Requests for changes in key personnel or sub-consultants will not be unreasonably withheld by County.

ARTICLE 12. SUSPENSION OF WORK

Suspension Notice: The County may by written notice to the Consultant, suspend at any time the performance of all or any portion of the services to be performed under this Agreement. Upon receipt of a suspension notice, the Consultant must, unless the notice requires otherwise:

- 1) Immediately discontinue suspended services on the date and to the extent specified in the notice;

- 2) Place no further orders or subcontracts for material, services or facilities with respect to suspended services, other than to the extent required in the notice; and
- 3) Take any other reasonable steps to minimize costs associated with the suspension.

Notice to Resume: Upon receipt of notice to resume suspended services, the Consultant will immediately resume performance under this Agreement as required in the notice.

ARTICLE 13. DISPUTES

Except as otherwise provided in this Agreement, any dispute concerning a question of fact arising under this contract which is not disposed of by agreement shall be decided by **County Manager**. The representative shall reduce the decision to writing and mail or otherwise furnish a copy thereof to the Consultant. The Consultant shall have 30 days from date the decision is sent to appeal the decision to the County Manager or his designee by mailing or otherwise furnishing to the County Manager or designee, copy of the written appeal. The decision of the County Manager or his designee for the determination of such appeal shall be final and conclusive. Pending any final decision of a dispute hereunder, Consultant shall proceed diligently with performance of the Agreement and in accordance with the decision of the **County Manager** designated representative.

ARTICLE 14. TERMINATION OF AGREEMENT FOR CAUSE

- (1) Either County or Consultant may terminate work under this Agreement in the event the other party fails to perform in accordance with the provisions of the Agreement. Any party seeking to terminate this Agreement is required to give thirty (30) days prior written notice to the other party.
- (2) Notice of termination shall be delivered by certified mail with receipt for delivery returned to the sender.
- (3) **TIME IS OF THE ESSENCE** and if the Consultant refuses or fails to perform the work as specified in Exhibit C, Scope of Work and maintain the scheduled level of effort as proposed, or any separable part thereof, with such diligence as will insure completion of the work within the specified time period, or any extension or tolling thereof, or fails to complete said work within such time. The County may exercise any remedy available under law or this Agreement. Failure to maintain the scheduled level of effort as proposed or deviation from the aforesaid proposal without prior approval of County shall constitute cause for termination

- (4) The County may, by written notice to Consultant, terminate Consultant's right to proceed with the Project or such part of the Project as to which there has been delay. In such event, the County may take over the work and perform the same to completion, by contract or otherwise, and Consultant shall be required to provide all copies of finished or unfinished documents prepared by Consultant under this Agreement to the County as stated in Exhibit D, "Project Deliverables".
- (5) Consultant shall be entitled to receive compensation for any satisfactory work completed on such documents as reasonably determined by the County.
- (6) Whether or not the Consultant's right to proceed with the work has been terminated, the Consultant shall be liable for any damage to the County resulting from the Consultant's refusal or failure to complete the work within the specified time period, and said damages shall include, but not be limited to, any additional costs associated with the County obtaining the services of another Consultant to complete the project.

ARTICLE 15. TERMINATION FOR CONVENIENCE OF COUNTY

Notwithstanding any other provisions, the County may terminate this Agreement for its convenience at any time by a written notice to Consultant. If the Agreement is terminated for convenience by the County, as provided in this article, Consultant will be paid compensation for those services actually performed. Partially completed tasks will be compensated for based on a signed statement of completion to be submitted by Consultant which shall itemize each task element and briefly state what work has been completed and what work remains to be done.

If, after termination, it is determined that the Consultant was not in default, or that the default was excusable, the rights and obligations of the parties shall be the same as if the termination had been issued for the convenience of the government.

ARTICLE 16. WAIVER OF BREACH

The waiver by either party of a breach or violation of any provision of this Agreement, shall not operate or be construed to be, a waiver of any subsequent breach or violation of the same or other provision thereof.

ARTICLE 17. INDEPENDENT CONSULTANT

Consultant shall perform the services under this Agreement as an independent Consultant and nothing contained herein shall be construed to be inconsistent with such relationship or status. Nothing in this Agreement shall be interpreted or construed to constitute Consultant or any of its agents or employees to be the

agent, employee or representative of County.

ARTICLE 18. PROFESSIONAL RESPONSIBILITY

Consultant represents that it has, or will secure at its own expenses, all personnel appropriate to perform all work to be completed under this Agreement;

All the services required hereunder will be performed by Consultant or under the direct supervision of Consultant. All personnel engaged in the Project by Consultant shall be fully qualified and shall be authorized or permitted under applicable State and local law to perform such services.

None of the work or services covered by this Agreement shall be transferred, assigned, or subcontracted by Consultant without the prior written consent of the County.

ARTICLE 19. COOPERATION WITH OTHER CONSULTANTS

Consultant will undertake the Project in cooperation with and in coordination with other studies, projects or related work performed for, with or by County's employees, appointed committee(s) or other Consultants. Consultant shall fully cooperate with such other related Consultants and County employees or appointed committees. Consultant shall provide within his schedule of work, time and effort to coordinate with other Consultants under contract with County. Consultant shall not commit or permit any act, which will interfere with the performance of work by any other consultant or by County employees. Consultant shall not be liable or responsible for the delays of third parties not under its control nor affiliated with the Consultant in any manner.

ARTICLE 20. ACCURACY OF WORK

Consultant shall be responsible for the accuracy of his work and shall promptly correct its errors and omissions without additional compensation. Acceptance of the work by the County will not relieve Consultant of the responsibility of subsequent corrections of any errors and the clarification of any ambiguities. Consultant shall prepare any plans, report, fieldwork, or data required by County to correct its errors or omissions. The above consultation, clarification or correction shall be made without added compensation to Consultant. Consultant shall give immediate attention to these changes so there will be a minimum of delay to others.

ARTICLE 21. REVIEW OF WORK

Authorized representatives of County may at all reasonable times review and inspect Project activities and data collected under this Agreement and amendments thereto. All reports, drawings, studies, specifications, estimates, maps and computations prepared by or for Consultant, shall be available to

authorized representatives of County for inspection and review at all reasonable times in the main office of County. Acceptance shall not relieve Consultant of its professional obligation to correct, at its expense, any of its errors in work. County may request at any time and Consultant shall produce progress prints or copies of any work as performed under this Agreement. Refusal by Consultant to submit progress reports and/or plans shall be cause for County, without any liability thereof, to withhold payment to consultant until Consultant complies with County's request in this regard. County's review recommendations shall be incorporated into the plans by Consultant.

ARTICLE 22. INDEMNIFICATION

Consultant hereby agrees to release, indemnify, defend and hold harmless Fulton County, its Commissioners, officers, employees, sub-consultants, successors, assigns and agents, from and against any and all losses (including death), claims, damages, liabilities, costs and expenses (including but not limited to all actions, proceedings, or investigations in respect thereof and any costs of judgments, settlements, court costs, attorney's fees or expenses, regardless of the outcome of any such action, proceeding, or investigation), caused by, relating to, based upon or arising out of any act or omission by Consultant, its directors, officers, employees, sub-consultants, successors, assigns or agents, or otherwise in connection (directly or indirectly) with its acceptance, or the performance, or nonperformance, of its obligations under these agreements. Such obligations shall not be construed to negate, abridge or otherwise reduce any other rights or obligations of indemnity which would otherwise exist as to any party or person as set forth in this paragraph.

Consultant obligation to protect, defend, indemnify and hold harmless, as set forth hereinabove, shall also include, but is not limited to, any matter arising out of any actual or alleged infringement of any patent, trademark, copyright, or service mark, or other actual or alleged unfair competition disparagement of product or service, or other tort or any type whatsoever, or any actual or alleged violation of trade regulations.

Consultant further agrees to protect, defend, indemnify and hold harmless Fulton County, its Commissioners, officers, employees, sub-consultants, successors, assigns and agents from and against any and all claims or liability for compensation under the Worker's Compensation Act, Disability Benefits Act, or any other employee benefits act arising out of injuries sustained by any employees of Consultant. These indemnities shall not be limited by reason of the listing of any insurance coverage.

These indemnity provisions are for the protection of the County indemnities only and shall not establish, of themselves, any liability to third parties. The provisions of this article shall survive termination of this Agreement.

ARTICLE 23. CONFIDENTIALITY

Consultant agrees that its conclusions and any reports are for the confidential information of County and that it will not disclose its conclusions in whole or in part to any persons whatsoever, other than to submit its written documentation to County, and will only discuss the same with it or its authorized representatives, except as required under this Agreement to provide information to the public. Upon completion of this Agreement term, all documents, reports, maps, data and studies prepared by Consultant pursuant thereto and any equipment paid for by County as a result of this Agreement, shall become the property of County and be delivered to the **County Manager**.

Articles, papers, bulletins, reports, or other materials reporting the plans, progress, analyses, or results and findings of the work conducted under this Agreement shall not be presented publicly or published without prior approval in writing of County.

It is further agreed that if any information concerning the Project, its conduct results, or data gathered or processed should be released by Consultant without prior approval from County, the release of the same shall constitute grounds for termination of this Agreement without indemnity to Consultant, but should any such information be released by County or by Consultant with such prior written approval, the same shall be regarded as Public information and no longer subject to the restrictions of this Agreement.

ARTICLE 24. OWNERSHIP OF INTELLECTUAL PROPERTY AND INFORMATION

Consultant agrees that Fulton County is the sole owner of all information, data, and materials that are developed or prepared subject to this Agreement. Consultant or any sub-consultant is not allowed to use or sell any information subject to this contract for educational, publication, profit, research or any other purpose without the written and authorized consent of the County. All electronic files used in connection to this Agreement, which are by definition, any custom software files used in connection to this Agreement, (collectively, the "Software"), shall be turned over to the County for its use after termination hereof and Consultant shall have no interest of any kind in such electronic files. Any required licenses and fees for the Software or other required materials shall be purchased and/or paid for by Consultant and registered in the name of the County, if possible. The Software as defined hereunder, specifically excludes all software, documentation, information, and materials in which Consultant has pre-existing proprietary rights and/or has otherwise been licensed to Consultant prior to this Agreement, and any upgrades, updates, modifications or enhancements thereto. Consultant agrees to provide at no cost to County any upgrades to any software used in connection with this Agreement which may be subsequently developed or upgraded for a period of three (3) years from the date of completion of the work under the Agreement, except in the case of commercial Software licensed

to the County. Any information developed for use in connection with this Agreement may be released as public domain information by the County at its sole discretion.

ARTICLE 25. COVENANT AGAINST CONTINGENT FEES

Consultant warrants that no person or selling agency has been employed or retained to solicit or secure this Agreement upon an agreement or understanding for a commission, percentage, brokerage or contingent fee, excepting bona fide employees maintained by Consultant for the purpose of securing business and that Consultant has not received any non-County fee related to this Agreement without the prior written consent of County. For breach or violation of this warranty, County shall have the right to annul this Agreement without liability or at its discretion to deduct from the Contract Price or consideration the full amount of such commission, percentage, brokerage or contingent fee.

ARTICLE 26. INSURANCE

Consultant agrees to obtain and maintain during the entire term of this Agreement, all of the insurance required as specified in the Agreement documents, Exhibit G, Insurance and Risk Management Forms, with the County as an additional insured and shall furnish the County a Certificate of Insurance showing the required coverage. The cancellation of any policy of insurance required by this Agreement shall meet the requirements of notice under the laws of the State of Georgia as presently set forth in the Georgia Code.

ARTICLE 27. PROHIBITED INTEREST

Section 27.01 Conflict of interest:

Consultant agrees that it presently has no interest and shall acquire no interest direct or indirect that would conflict in any manner or degree with the performance of its service hereunder. Consultant further agrees that, in the performance of the Agreement, no person having any such interest shall be employed.

Section 27.02 Interest of Public Officials:

No member, officer or employee of County during his tenure shall have any interest, direct or indirect, in this Agreement or the proceeds thereof.

ARTICLE 28. SUBCONTRACTING

Consultant shall not subcontract any part of the work covered by this Agreement or permit subcontracted work to be further subcontracted without prior written approval of County.

ARTICLE 29. ASSIGNABILITY

Consultant shall not assign or subcontract this Agreement or any portion thereof without the prior expressed written consent of County. Any attempted assignment or subcontracting by Consultant without the prior expressed written consent of County shall at County's sole option terminate this Agreement without any notice to Consultant of such termination. Consultant binds itself, its successors, assigns, and legal representatives of such other party in respect to all covenants, agreements and obligations contained herein.

ARTICLE 30. ANTI-KICKBACK CLAUSE

Salaries of engineers, surveyors, draftsmen, clerical and technicians performing work under this Agreement shall be paid unconditionally and not less often than once a month without deduction or rebate on any account except only such payroll deductions as are mandatory by law. Consultant hereby promises to comply with all applicable "Anti-Kickback" Laws, and shall insert appropriate provisions in all subcontracts covering work under this Agreement.

ARTICLE 31. AUDITS AND INSPECTORS

At any time during normal business hours and as often as County may deem necessary, Consultant shall make available to County and/or representatives of the County for examination all of its records with respect to all matters covered by this Agreement.

It shall also permit County and/or representative of the County to audit, examine and make copies, excerpts or transcripts from such records of personnel, conditions of employment and other data relating to all matters covered by this Agreement. Consultant's records of personnel, conditions of employment, and financial statements (hereinafter "Information") constitute trade secrets and are considered confidential and proprietary by Consultant. To the extent County audits or examines such Information related to this Agreement, County shall not disclose or otherwise make available to third parties any such Information without Consultant's prior written consent unless required to do so by a court order. Nothing in this Agreement shall be construed as granting County any right to make copies, excerpts or transcripts of such information outside the area covered by this Agreement without the prior written consent of Consultant. Consultant shall maintain all books, documents, papers, accounting records and other evidence pertaining to costs incurred on the Project and used in support of its proposal and shall make such material available at all reasonable times during the period of the Agreement and for eight years from the date of final payment under the Agreement, for inspection by County or any reviewing agencies and copies thereof shall be furnished upon request and at no additional cost to County. Consultant agrees that the provisions of this Article shall be included in any Agreements it may make with any sub-consultant, assignee or transferee.

ARTICLE 32. ACCOUNTING SYSTEM

Consultant shall have an accounting system, which is established, and maintaining in accordance with generally accepted accounting principles. Consultant must account for cost in a manner consistent with generally accepted accounting procedures, as approved by Fulton County.

ARTICLE 33. VERBAL AGREEMENT

No verbal agreement or conversation with any officer, agent or employee of County either before, during or after the execution of this Agreement, shall affect or modify any of the terms of obligations herein contained, nor shall such verbal agreement or conversation entitle Consultant to any additional payment whatsoever under the terms of this Agreement. All changes to this shall be in writing and the form of a change order in supplemental agreement, approved by the County, and entered on the Minutes of the Board of Commissioners.

ARTICLE 34. NOTICES

All notices shall be in writing and delivered in person or transmitted by certified mail, postage prepaid.

Notice to County, shall be addressed as follows:

[Insert User Department Representative Position for project]

[Insert User Department Address]

Atlanta, Georgia 30303

Telephone:

Email:

Attention: **[Insert User Department Representative for project]**

With a copy to:

Department of Purchasing & Contract Compliance

Director

130 Peachtree Street, S.W., Suite 1168

Atlanta, Georgia 30303

Telephone: (404) 612-5800

Email: felicia.strong-whitaker@fultoncountyga.gov

Attention: Felicia Strong-Whitaker

Notices to Consultant shall be addressed as follows:

[Insert Consultant Representative for project]

[Insert Consultant Address]

Telephone:

Email:

Attention: **[Insert Consultant Representative for project]**

ARTICLE 35. **JURISDICTION**

This Agreement will be executed and implemented in Fulton County. Further, this Agreement shall be administered and interpreted under the laws of the State of Georgia. Jurisdiction of litigation arising from this Agreement shall be in the Fulton County Superior Courts. If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void insofar as it is in conflict with said laws, but the remainder of this Agreement shall be in full force and effect.

Whenever reference is made in the Agreement to standards or codes in accordance with which work is to be performed, the edition or revision of the standards or codes current on the effective date of this Agreement shall apply, unless otherwise expressly stated.

ARTICLE 36. **EQUAL EMPLOYMENT OPPORTUNITY**

During the performance of this Agreement, Consultant agrees as follows:

Section 36.01 Consultant will not discriminate against any employee or applicant for employment because of race, creed, color, sex or national origin;

Section 36.02 Consultant will, in all solicitations or advertisements for employees placed by, or on behalf of, Consultant state that all qualified applicants, will receive consideration for employment without regard to race, creed, color, sex or national origin;

Section 36.03 Consultant will cause the foregoing provisions to be inserted in all subcontracts for any work covered by the Agreement so that such provision will be binding upon each sub-consultant, provided that the foregoing provisions shall not apply to contracts or subcontracts for standard commercial supplies or raw materials.

ARTICLE 37. **FORCE MAJEURE**

Neither County nor Consultant shall be deemed in violation of this Agreement if either is prevented from performing its obligations hereunder for any reason beyond its control, including but not limited to acts of God, civil or military authority, act of public enemy, accidents, fires, explosions, earthquakes, floods or catastrophic failures of public transportation, provided however, that nothing herein shall relieve or be construed to relieve Consultant from performing its obligations hereunder in the event of riots, rebellions or legal strikes.

ARTICLE 38. OPEN RECORDS ACT

The Georgia Open Records Act, O.C.G.A. Section 50-18-70 et seq., applies to this Agreement. The Consultant acknowledges that any documents or computerized data provided to the County by the Consultant may be subject to release to the public. The Consultant also acknowledges that documents and computerized data created or held by the Consultant in relation to the Agreement may be subject to release to the public, to include documents turned over to the County. The Consultant shall cooperate with and provide assistance to the County in rapidly responding to Open Records Act requests. The Consultant shall notify the County of any Open Records Act requests no later than 24 hours following receipt of any such requests by the Consultant. The Consultant shall promptly comply with the instructions or requests of the County in relation to responding to Open Records Act requests.

ARTICLE 39. CONSULTANT'S COMPLIANCE WITH ALL ASSURANCES OR PROMISES MADE IN RESPONSE TO PROCUREMENT

Where the procurement documents do not place a degree or level of service relating to the scope of work, M/FBE participation, or any other matter relating to the services being procured, should any Consultant submit a response to the County promising to provide a certain level of service for the scope of work, M/FBE participation, or any other matter, including where such promises or assurances are greater than what is required by the procurement documents, and should this response containing these promises or assurances be accepted by the County and made a part of the Contract Documents, then the degree or level of service promised relating to the scope of work, M/FBE participation, or other matter shall be considered to be a material part of the Agreement between the Consultant and the County, such that the Consultant's failure to provide the agreed upon degree or level of service or participation shall be a material breach of the Agreement giving the County just cause to terminate the Agreement for cause, pursuant to ARTICLE 14 of the Agreement.

ARTICLE 40. INVOICING AND PAYMENT

Consultant shall submit monthly invoices for work performed during the previous calendar month, in a form acceptable to the County and accompanied by all support documentation requested by the County, for payment and for services that were completed during the preceding phase. The County shall review for approval of said invoices. The County shall have the right not to pay any invoice or part thereof if not properly supported, or if the costs requested or a part thereof, as determined by the County, are reasonably in excess of the actual stage of completion.

Time of Payment: Invoices for payment shall be submitted to County by the first (1st) calendar day of the month to facilitate processing for payment in that same month. Invoices received after the first (1st) calendar day of the month may not

be paid until the last day of the following month. The County shall make payments to Consultant by U.S. mail approximately thirty (30) days after receipt of a proper invoice. Parties hereto expressly agree that the above contract term shall supersede the rates of interest, payment periods, and contract and subcontract terms provided for under the Georgia Prompt Pay Act, O.C.G.A. 13-11-1 et seq., pursuant to 13-11-7(b), and the rates of interest, payment periods, and contract and subcontract terms provided for under the Prompt Pay Act shall have no application to this Agreement; parties further agree that the County shall not be liable for any interest or penalty arising from late payments.

Submittal of Invoices: Consultant shall submit all invoices in original and one (1) copy to:

[Insert User Department Representative Position for project]

[Insert User Department Address]

Atlanta, Georgia 30303

Telephone:

Email:

Attention: **[Insert User Department Representative for project]**

Consultant's cumulative invoices shall not exceed the total not-to-exceed fee established for this Agreement.

County's Right to Withhold Payments: The County may withhold payments for services that involve disputed costs, involve disputed audits, or are otherwise performed in an inadequate fashion. Payments withheld by the County will be released and paid to the Consultant when the services are subsequently performed adequately and on a timely basis, the causes for disputes are reconciled or any other remedies or actions stipulated by the County are satisfied. The County shall promptly pay any undisputed items contained in such invoices.

Payment of Sub-consultants/Suppliers: The Consultant must certify in writing that all sub-consultants of the Consultant and suppliers have been promptly paid for work and materials and previous progress payments received. In the event the prime Consultant is unable to pay sub-consultants or suppliers until it has received a progress payment from Fulton County, the prime Consultant shall pay all sub-consultants or supplier funds due from said progress payments within forty-eight (48) hours of receipt of payment from Fulton County and in no event later than fifteen days as provided for by State Law.

Acceptance of Payments by Consultant; Release: The acceptance by the Consultant of any payment for services under this Agreement will, in each instance, operate as, and be a release to the County from, all claim and liability to the Consultant for work performed or furnished for or relating to the service for which payment was accepted, unless the Consultant within five (5) days of its receipt of a payment, advises the County in writing of a specific claim it contends

is not released by that payment.

ARTICLE 41. TAXES

The Consultant shall pay all sales, retail, occupational, service, excise, old age benefit and unemployment compensation taxes, consumer, use and other similar taxes, as well as any other taxes or duties on the materials, equipment, and labor for the work provided by the Consultant which are legally enacted by any municipal, county, state or federal authority, department or agency at the time bids are received, whether or not yet effective. The Consultant shall maintain records pertaining to such taxes as well as payment thereof and shall make the same available to the County at all reasonable times for inspection and copying. The Consultant shall apply for any and all tax exemptions which may be applicable and shall timely request from the County such documents and information as may be necessary to obtain such tax exemptions. The County shall have no liability to the Consultant for payment of any tax from which it is exempt.

ARTICLE 42. PERMITS, LICENSES AND BONDS

All permits and licenses necessary for the work shall be secured and paid for by the Consultant. If any permit, license or certificate expires or is revoked, terminated, or suspended as a result of any action on the part of the Consultant, the Consultant shall not be entitled to additional compensation or time.

ARTICLE 43. NON-APPROPRIATION

This Agreement states the total obligation of the County to the Consultant for the calendar year of execution. Notwithstanding anything contained in this Agreement, the obligation of the County to make payments provided under this Agreement shall be subject to annual appropriations of funds thereof by the governing body of the County and such obligation shall not constitute a pledge of the full faith and credit of the County within the meaning of any constitutional debt limitation. The Director of Finance shall deliver written notice to the Consultant in the event the County does not intend to budget funds for the succeeding Contract year.

Notwithstanding anything contained in this Agreement, if sufficient funds have not been appropriated to support continuation of this Agreement for an additional calendar year or an additional term of the Agreement, this Agreement shall terminate absolutely and without further obligation on the part of the County at the close of the calendar year of its execution and at the close of each succeeding calendar year of which it may be renewed, unless a shorter termination period is provided or the County suspends performance pending the appropriation of funds.

ARTICLE 44. WAGE CLAUSE

Consultant shall agree that in the performance of this Agreement the Consultant will comply with all lawful agreements, if any, which the Consultant had made with any association, union, or other entity, with respect to wages, salaries, and working conditions, so as not to cause inconvenience, picketing, or work stoppage.

SAMPLE CONTRACT

IN WITNESS THEREOF, the Parties hereto have caused this Contract to be executed by their duly authorized representatives as attested and witnessed and their corporate seals to be hereunto affixed as of the day and year date first above written.

OWNER:

FULTON COUNTY, GEORGIA

CONSULTANT:

[Insert Consultant COMPANY NAME]

John H. Eaves, Commission Chair
Board of Commissioners

[Insert Name & Title of person authorized to sign contract]

ATTEST:

ATTEST:

Mark Massey
Clerk to the Commission (Seal)

Secretary/
Assistant Secretary

(Affix Corporate Seal)

APPROVED AS TO FORM:

Office of the County Attorney

APPROVED AS TO CONTENT:

[Insert Department Head Name]
[Insert Department Head Title]

ADDENDA

SAMPLE CONTRACT

EXHIBIT A
GENERAL CONDITIONS

SAMPLE CONTRACT

EXHIBIT B
SPECIAL CONDITIONS

SAMPLE CONTRACT

EXHIBIT C
SCOPE OF WORK

SAMPLE CONTRACT

EXHIBIT D
PROJECT DELIVERABLES

SAMPLE CONTRACT

EXHIBIT E
COMPENSATION

SAMPLE CONTRACT

EXHIBIT F
PURCHASING FORMS

SAMPLE CONTRACT

EXHIBIT G

**OFFICE OF CONTRACT
COMPLIANCE FORMS**

SAMPLE CONTRACT

EXHIBIT H

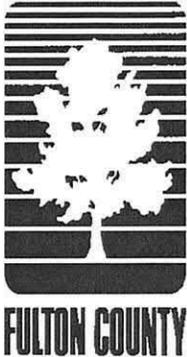
INSURANCE AND RISK MANAGEMENT FORMS

SAMPLE CONTRACT

APPENDIX 1

POLICY 800-6, PROCEDURES FOR HANDLING CHANGE ORDERS

SAMPLE CONTRACT



POLICY AND PROCEDURE

SUBJECT: Procedures for Handling Change Orders

DATE: September 19, 2001

800-6

A. STATEMENT OF POLICY:

Fulton County is committed to a policy of open, non-discriminatory and competitive purchasing. When circumstances arise after award of a contract, requiring modification of that contract, such modification will be accomplished in accordance with this Change Order Policy and Procedure, to achieve the following goals:

- (1) Ensure that Fulton County does not pay more than is necessary to complete the contract;
- (2) Preclude a contractor from tendering the lowest bid and then increasing the cost of the contract through the change order process;
- (3) Ensure that the terms and conditions upon which the contract was awarded are met throughout the term of the contract, including any and all change orders;
- (4) Ensure that the change order procedure is not used to bypass the competitive bidding process; and
- (5) Ensure that change orders are not used for work that is independent of and outside the scope of the original contract.

B. BACKGROUND:

A change order is a written order from Fulton County to a contractor, directing a change within the scope of the contract and necessary for completion of the contract, in the specifications, services, time of performance or terms and conditions of the contract. A change is within the scope of a contract if it concerns the work required by the original contract documents and any subsequent change orders approved to accomplish the intent of the project as described in the solicitation documents.

A contractor is any person or entity, whether designated as a contractor, vendor, consultant or by any other title, having a contractual relationship with Fulton County. In Fulton County, except as otherwise provided in this Policy and Procedure, change orders shall be effected only through a written, bilateral agreement (Modification) between the County,

acting through its Board of Commissioners, and the contractor. The Modification modifies the contract and will specify all changes to the contract and the costs thereof.

C. JUSTIFICATION FOR CHANGE ORDERS:

Change orders are authorized only for the following reasons:

- (1) Situations creating an immediate need to protect the public health, safety or welfare;
- (2) Corrections of deficiencies in design or construction documents provided by architects or engineers other than the contractor;
- (3) Changes in applicable laws or regulations, or changes that result from public participation when such participation is mandated by laws or regulations;
- (4) Concealed conditions, differing site conditions or abnormal inclement weather;
- (5) Owner requested changes within the scope of the original contract. Such changes may include: deductive change orders and accommodation of value engineering and administrative matters such as closeout change orders for unit price contracts, deductions for approved material substitutions and administrative no-cost change orders.

D. CHANGE ORDER AUTHORITY: Except as otherwise provided in this procedure, change orders may be approved only by the Board of Commissioners of Fulton County. Such approval shall be demonstrated by a formal vote on the Contract Modification.

E. CHANGE ORDER PROCEDURE: The ordinary sequence of a change order is as follows:

- (1) Need for contract change is identified.
- (2) Contractor is requested to propose price for change and if necessary, schedule changes.
- (3) Contractor and County negotiate price and scope of change.
- (4) Agreement between County and contractor for change is clearly defined in a written Modification.
- (5) Contractor signs Modification and returns it to County.
- (6) Modification is submitted to Board of Commissioners for approval and signature.

Circumstances may alter this general description of change order procedure. The administrative actions necessary to accomplish a change order are described in Section "F" of this Policy and Procedure.

- F. ADMINISTRATIVE ACTIONS:** Department heads have primary responsibility for completion of the administrative steps necessary to complete a change order. Such responsibility may be exercised through designees and in consultation with other interested departments. Except for change orders falling under Section G, the following regular administrative procedures will govern all change orders:
- (1) The department head will confirm the necessity for and the appropriateness of a change order under this procedure.
 - (2) The department head will submit to the contractor a written description of the proposed change and request that the contractor submit a cost proposal. The written description must provide sufficient details of the change to permit the contractor to submit a realistic price.
 - (3) The department head, in conjunction with the Purchasing Agent, shall review the cost proposal for general reasonableness and compliance with applicable County purchasing policies.
 - (4) If appropriate and necessary, the department head may negotiate the cost and scope of the proposed change with the contractor.
 - (5) If agreement is reached with the contractor, the terms of the agreement shall be reduced to a written Contract Modification suitable for execution by the contractor and Fulton County. The Modification shall clearly describe the changes to the contract, including any changes to the schedule and the obligations of the parties. The Modification also shall clearly describe all elements of the cost of the changes, all previous change orders and the total change to the contract cost.
 - (6) The department head shall submit the proposed Modification to the County Attorney for preliminary review, and to the Purchasing Agent, the Director of Finance and the Director of Contract Compliance for their review. The department head shall attach to the Modification, the documents listed in Attachment 1 to this Procedure. When change order packages are submitted to the County Attorney's Office for review, the original contract and all previous change orders must be attached.
 - (7) Upon completion of the reviews, the department head shall make such changes to the proposed Modification and related documents as necessary and then shall submit five copies of the Modification to the contractor for execution.
 - (8) The Modification, as executed by the contractor, the explanatory memorandum and the Uniform Contract/Purchasing Sign-Off Sheet (Sign-Off Sheet) shall be submitted to the County Attorney's Office for final review, to include review of the formalities of execution by the contractor.

- (9) The Modification and accompanying documentation shall be submitted to the County Manager for approval and placement on the Board of Commissioners' agenda. The County Manager shall ensure that all required reviews have been completed and that all necessary documents are attached to the Modification. However, the County Manager may disapprove a change order and return it to the department head to have the work procured through the competitive process.
- (10) Following approval by the Board of Commissioners and receipt of the approval letter from the County Manager, the user department shall forward the originals (with a copy of the approval letter and the routing sheet) to the County Manager for execution. The County Manager shall forward the documents to the Chairman's Office for his/her signature. The Chairman's Office shall forward the documents to the Clerk to the Commission for his/her signature. The Clerk's Office shall retain one original for the file designated by the Board of Commissioners for filing contracts and making them available for public inspection, and shall forward one original to Purchasing and the remainder of the documents to the user department.
- (11) The user department shall distribute copies of the approved and signed Modifications as set out in Section H. The Purchasing Agent shall issue any necessary purchase order modifications to the contractor and the department concerned, and the department head shall issue to the contractor any necessary notices to proceed.

G. COUNTY MANAGER'S AUTHORITY: In the following described situations, the County Manager is authorized to approve change orders and authorize the commencement of work pursuant to such change orders, subject to ratification by the Board of Commissioners. The Board of Commissioners will not withhold ratification unless there is credible evidence showing that the contractor induced or procured the change order by fraud.

(1) Change orders less than 10% of original contract amount:

- (a) The County Manager is authorized to approve change orders having a total cost that is less than 10% of the original contract cost. A change order may be approved under this procedure if its cost, when combined with that of all previous change orders to the same contract, is an amount less than 10% of the original contract cost. The County Manager may decline to exercise this authority and return change orders for processing through the regular change order procedure, or may direct that the work be procured through the competitive process.

- (b) Change orders submitted under this authority shall be processed according to the regular administrative procedure described in the preceding Section F, up through Step (8).

The procedure thereafter shall be as follows, substituting the numbered steps below:

- (9) The Modification and required documentation shall be submitted to the County Manager for approval. The County Manager shall review the documents for compliance with this Policy and Procedure and the completion of all required reviews. The County Manager may decline to exercise the authority to approve the change order and may either submit it to the Board of Commissioners under the regular administrative procedure or return it to the department head to procure the work through the competitive process.
- (10) The County Manager shall document approval of the change order by signature on the Sign-Off Sheet and shall notify the user department and the Purchasing Agent of such approval. The department head and the Purchasing Agent shall issue any necessary notices to proceed and purchase order amendments. Work may proceed upon approval by the County Manager.
- (11) Not more than sixty (60) days following approval of a change order under this authority, the County Manager shall have it spread on the minutes by placing it on the consent agenda and subsequently obtaining the signature of the Chairman of the Board of Commissioners on the Modification. The user department shall distribute copies of the executed Modification as stipulated under the regular procedure.

(2) Extraordinary Circumstances:

- (a) The County Manager is authorized to approve change orders regardless of the amount when due to extraordinary circumstances, work must be implemented before the Board of Commissioners can act. The County Manager may decline to exercise the authority granted hereunder and may require that the change order be submitted under the regular procedure, or he/she may direct that the work be procured through the competitive process.
- (b) The authority granted in this section may be exercised when immediate action must be taken to protect the County's interests, and only under the following circumstances (in addition to meeting the requirements of Section C):
 - (i) Threat to public health, welfare or safety; or

- (ii) Threat of litigation when it appears likely that litigation will be commenced and that Fulton County's legal position may be compromised by delay in implementing the change order. Change orders citing this circumstance must be approved by the Office of the County Attorney; or
 - (iii) Loss of substantial resources due to delay, including delay to critical path schedule.
- (c) Department heads proceeding under this authority must comply with as much of the procedure set out in Section G (1) as the situation will permit.
- (d) At a minimum, the following procedures must be observed:
 - (i) The contractor shall execute a written contract Modification that clearly describes the work to be done and its cost. If costs cannot be fully detailed due to the exigencies of the situation, the Modification must set out a maximum cost and state that the cost will be definitized in a final change order.
 - (ii) The department head shall obtain the approval of the Purchasing Agent, prior to submitting the change order to the County Manager.
 - (iii) The work may proceed upon approval by the County Manager. The department head shall prepare all other documentation normally required for a change order, including completion of the Sign-Off Sheet.
 - (iv) Not later than sixty (60) days following approval of the change order, the County Manager shall place the change order on the consent agenda.
 - (v) In cases of change orders without definitive costs under Subsection (i) above, the department head shall commence processing a final change order as soon as circumstances permit.



Fulton County
Pay for Performance Appraisal Plan
Performance Planning and Progress Review
Document

Approved by Fulton County
Board of Commissioners
February 26, 1992
Revised 7/1/02

PERFORMANCE APPRAISAL PLAN - FULTON COUNTY

Performance Planning and Progress Review Document

INSTRUCTIONS

I. Performance Planning Conference: The purpose of this conference is to discuss the performance plan for the employee. The Plan will be put into final form after discussion with the employee and the Plan will inform employee of the tasks to be performed, what the supervisor expects in each task, the rating weight for each task, and the standard of evaluation to obtain a proficient rating in each task. This planning conference should take place when an employee reports for duty to a position, when a change takes place in the tasks to be performed in that position, or when moving to a new position. During this process, the employee should be informed of the appraisal process and allowed to ask questions and have some input into the planning process.

II. Progress Review Meeting: The purpose of this meeting is to review the employee's total performance and discuss areas of success as well as problem areas. The supervisor will offer corrective actions and mandate improvement plans as necessary. Employee may make written comments. Both supervisor and employee will sign off on the form. One progress review meeting must be held during the performance appraisal period, during January of the appraisal year. More must be scheduled, as needed, if the employee is failing.

III. Performance Appraisal Conference: The purpose of this conference is to present and discuss total performance of the employee for the full year of the performance appraisal period. At this time, the supervisor will make recommendations for raises. If the employee is failing, raises will not be provided in that appraisal period. If performance continues below appropriate levels, disciplinary action or dismissal may result.

RATING SCALE AND DESCRIPTIONS

3 Outstanding: Employee exceeds the basic requirements in key performance areas and requires minimal supervision or no supervision. Employee anticipates job needs and exhibits initiative pertinent to the position; demonstrates resourcefulness, leadership or effective problem-solving skills; creates a harmonious and cooperative work environment. Work is of high quality and exceeds normal deadline requirement.

2 Acceptable: Performance is fully acceptable, meets basic requirements and results are achieved. This rating describes the employee who possesses the required skill and knowledge for the position.

1 Fair, but needs improvement: Employee inconsistently meets the basic requirements in key performance areas. Employee's work performance is becoming unacceptable. Performance must be improved and sustained. Employee demonstrates insufficient judgment and initiative, often requiring supervision and direction. Often communicates inappropriately with customers, supervisor, and co-workers. Work needs to be more thorough, accurate and timely.

0 Failing/Failed: Employee fails to meet the basic requirements in key performance areas. Employee demonstrates consistently poor judgment in performance of duties; lacks initiative and requires constant supervision and direction; fails to communicate appropriately with supervisors, co-workers or customers. Work is seldom completed thoroughly accurately or on time. If employee receives a Failing rating at end of appraisal period, a work plan for improvement to a rating of at least Fair shall be implemented whereby performance is measured at 45 days and 90 days. If performance has not improved to Fair or higher rating by end of work plan, employee may be subject to termination.

Warning Period: At any time during appraisal period that employee reaches a failing status employee should be advised in writing and a work plan for improvement to a rating of Fair shall be implemented. Failure to show marked improvement within the period will result in an official written warning. Further disciplinary action will be taken in accordance with Fulton County Personnel Regulations, as appropriate.

PERFORMANCE PLANNING FULTON COUNTY

DEPARTMENT

(This document used for performance planning and progress review report)

Name _____

Social Security Number _____ Date of Hire _____

Job Title/Classification _____ Pay Range _____

FSLA Category _____ Exempt Non-Exempt EEO Classification _____

Date of Last Appraisal: _____ Appraisal Period _____ to _____

Type of Appraisal: Planning/Progress Review

Immediate Supervisor and Title _____

Length of Time Supervised Employee _____

Dates Planned for Next Progress Reviews: _____

This form is designed to help the employee and supervisor develop performance plans and evaluate progress for the next twelve months. After the employee and supervisor discuss the draft written performance plan, the employee will receive the final plan in writing. The performance under this plan will be evaluated periodically over the following twelve months. Employee and supervisor should sign and date this document each time a review is held. Signature indicates plan and progress have been reviewed and received by employee. Signature is not an indication of acceptance of the review on the employee's part. Space for employee comments has been provided.

Employee's Signature/Date _____ Supervisor's Signature/Date _____

BASIC CONDITIONS OF EMPLOYMENT

Minimum Job Requirements: Refer to the appropriate County codes, administrative procedures, and executive orders that relate to these minimum requirements. For each item below, check whether the employee's overall record is satisfactory or unsatisfactory in conforming with policy that applies to that area. Unsatisfactory rating in one area means that the overall rating cannot exceed a Fair, But Needs Improvement rating. Employee must have suspension occur for violation of one of the basic conditions for unsatisfactory to be checked.

Adherence to County personnel regulations, to include but not limited to:

	Satisfactory	Unsatisfactory
Mandated EEO Training (Supervisors Only)	<input type="checkbox"/>	<input type="checkbox"/>
Attendance	<input type="checkbox"/>	<input type="checkbox"/>
Punctuality	<input type="checkbox"/>	<input type="checkbox"/>
Ethics	<input type="checkbox"/>	<input type="checkbox"/>
Smoking Policy	<input type="checkbox"/>	<input type="checkbox"/>
Political Activity	<input type="checkbox"/>	<input type="checkbox"/>
Insubordination	<input type="checkbox"/>	<input type="checkbox"/>
Gambling	<input type="checkbox"/>	<input type="checkbox"/>
Drug or Alcohol Use in the Work Place	<input type="checkbox"/>	<input type="checkbox"/>
Professional Treatment of Co-Workers and Public	<input type="checkbox"/>	<input type="checkbox"/>
EEO/Sexual Harassment Policy	<input type="checkbox"/>	<input type="checkbox"/>
Voice Mail/Telephone Administration	<input type="checkbox"/>	<input type="checkbox"/>

PERFORMANCE APPRAISAL - FULTON COUNTY

Department	Employee's Name		
Date of Hire	Pay Range		
Classification	Date of Last Appraisal		
FLSA Category	Exempt <input type="checkbox"/>	Non-Exempt <input type="checkbox"/>	EEO Classification
Type of Appraisal	Period of Review	to	

OVERALL PERFORMANCE RATING FOR EMPLOYEE'S PERMANENT PERSONNEL RECORDS Rating Score

Outstanding Acceptable Fair: But Needs Improvement Failing/Failed:

BASIC TERMS AND CONDITIONS OF EMPLOYMENT:

- Performance fulfills terms and conditions of employment (Satisfactory.)
- Performance needs improvement in fulfilling terms and conditions of employment. (Provide Explanation.)

- Performance does not fulfill terms and conditions of employment (Unsatisfactory. Attach copy of suspension.)

PERFORMANCE SUMMARY: Summarize reason for employee's overall rating including any strengths or weaknesses that are pertinent to the appraisal.

Signature of immediate Supervisor: _____ Date: _____

Signature of Next Level Supervisor: _____ Date: _____

EMPLOYEE'S COMMENTS:

Employee's Signature: _____ Date: _____

Signing this review does not constitute agreement or disagreement and only indicates employee has read and received a copy of Performance Appraisal.

FORWARD ORIGINAL TO PERSONNEL DEPARTMENT ~ RETAIN COPY IN DEPARTMENT ~ PROVIDE COPY TO EMPLOYEE

RATING SUMMARY

Responsibility Area	Weight	x	Rating (Whole Numbers)	=	Weighted Rating
1.	()				
2.	()				
3.	()				
4.	()				
5.	()				
6.	()				
7.	()				
8.	()				
9.	()				
	<hr style="width: 100%;"/> 1,000				<hr style="width: 100%;"/>

**OVERALL
PERFORMANCE
RATING***

WEIGHTED RATING TOTAL ÷ 1,000 =

*Once overall performance rating has been calculated, the rating should be rounded. Anything **.5** or above should be rounded up to the nearest whole number. Anything **.49** or below should be rounded down to the nearest whole number.

<u>OVERALL PERFORMANCE LEVELS</u>	
Outstanding	3
Acceptable	2
Fair, But Needs Improvement	1
Failing/Failed	0

Rater Signature: _____ Date _____

PLANNING AND PROGRESS REVIEW REPORT WORKSHEET - FULTON COUNTY PERFORMANCE APPRAISAL

Name:

	DUTIES	WEIGHT FACTOR	PERFORMANCE EXPECTATIONS	STANDARDS FOR EACH RATING LEVEL (Outstanding, Acceptable, Fair, Failing)
1.				
2.				
3.				
4.				
5.				
6.				
7.				
8.				
9.				



Fulton County Government
2016 Classification and Compensation Plan
Effective January 1, 2016



New Class Code	Classification Title	Grade	MIN	MAX	FLSA_ID
210014	Accountant I	17	42,631	63,947	E
210016	Accountant II	19	49,940	74,910	E
210012	Accounting Associate	13	36,733	55,099	N
210042	Accounting Manager	25	70,291	105,436	E
210018	Accounting Supervisor	21	56,723	85,085	E
118124	ADA Administrator	22	60,115	90,173	E
990010	Administrative Clerk	6	26,411	39,616	N
990050	Administrative Coordinator I	14	38,208	57,311	N
990060	Administrative Coordinator II	16	41,157	61,735	N
310050	Administrative Manager, Fire	24	66,899	100,348	E
185116	Administrative Manager, HHS	24	66,899	100,348	E
220004	Administrative Manager, I.T.	24	66,899	100,348	E
490025	Administrative Manager, Public Defender	24	66,899	100,348	E
990040	Administrative Secretary	12	35,258	52,888	N
990030	Administrative Specialist	10	32,309	48,464	N
990020	Administrative Technician	8	29,360	44,040	N
521001	Administrator, FTS Administration	26	73,683	110,524	E
527501	Administrator, FTS Bond Construction	28	89,631	134,447	E
526001	Administrator, FTS Bulding & Grounds	29	97,032	145,548	E
527001	Administrator, FTS Construction	28	89,631	134,447	E
522001	Administrator, FTS Fleet & Transportation	29	97,032	145,548	E
525702	Administrator, Land Acquisition	26	73,683	110,524	E
540004	Administrator, Public Works Transportation	29	97,302	145,548	N
540009	Administrator, Water Administration	27	77,074	115,612	E
540002	Administrator, Water Reclamation/Collections	29	97,032	145,548	E
540008	Administrator, Water Systems Maintenance	28	89,631	134,447	E
540003	Administrator, Water Technical Services	29	97,032	145,548	E
528005	Airport Maintenance Worker	9	30,835	46,252	N
528001	Airport Manager	25	70,291	105,436	E
240012	Appraisal Data Collector	12	35,258	52,888	N
240004	Appraisal Manager	24	66,899	100,348	E
125048	Aquatic Instructor	12	35,258	52,888	N
185019	Aquatics Supervisor	16	41,157	61,735	N
650024	Archivist	23	63,507	95,261	E
181014	Arts Center Manager	22	60,115	90,173	E
181015	Arts Center Manager, SWAC	23	63,507	95,261	E
181022	Arts Education Coordinator	18	44,106	66,159	E



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522005	Assistant Administrator, FTS Fleet & Trans	26	73,683	110,524	E
528003	Assistant Airport Manager	21	56,723	85,085	E
119005	Assistant Audit Manager	25	70,291	105,436	E
210008	Assistant Budget Manager	25	70,291	105,436	E
480018	Assistant Chief Investigator, D.A.	20	53,332	79,997	E
490019	Assistant Chief Investigator, Public Defender	19	49,940	74,910	N
750116	Assistant Director of Nursing	25	70,291	105,436	E
480007	Assistant District Attorney I	22	60,115	90,173	E
480009	Assistant District Attorney II	24	66,899	100,348	E
480005	Assistant District Attorney III	25	70,291	105,436	E
480011	Assistant District Attorney IV	26	73,683	110,524	E
480033	Assistant District Attorney, Supervising	28	89,631	134,447	E
245007	Assistant Division Manager, Tax Commissioner	19	49,940	74,910	E
340016	Assistant Forensics Supervisor	14	38,208	57,311	E
185026	Assistant Manager, Children & Youth	22	60,115	90,173	E
490007	Assistant Public Defender I	22	60,115	90,173	E
490005	Assistant Public Defender II	24	66,899	100,348	E
490035	Assistant Public Defender III	25	70,291	105,436	E
490033	Assistant Public Defender IV	26	73,683	110,524	E
230013	Assistant Purchasing Agent	16	41,157	61,735	N
210064	Assistant Risk Manager	22	60,115	90,173	E
320203	Assistant Security Manager	16	41,157	61,735	N
400009	Assistant Solicitor I	22	60,115	90,173	E
400007	Assistant Solicitor II	24	66,899	100,348	E
400010	Assistant Solicitor III	25	70,291	105,436	E
118010	Assistant to the Chief Operating Officer	28	89,631	134,447	E
340006	Associate Medical Examiner	58	148,880	193,544	E
181026	Audio/Visual Technician	14	38,208	57,311	N
119013	Audit Coordinator	22	60,115	90,173	E
119003	Audit Manager	27	77,074	115,612	E
522109	Automotive Technician	12	35,258	52,888	N
522107	Automotive Technician, Senior	13	36,733	55,099	N
540070	Backflow Prevention Coordinator	17	42,631	63,947	N
540072	Backflow Prevention Inspector	15	39,682	59,523	N
750093	Behavior Health Program Manager	23	63,507	95,261	E
750038	Behavioral Health Assistant	11	33,784	50,676	N
750056	Behavioral Health Assistant, Lead	17	42,631	63,947	N



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750036	Behavioral Health Clinician I	19	49,940	74,910	N
750034	Behavioral Health Clinician II	20	53,332	79,997	E
750057	Behavioral Health Technician	15	39,682	59,523	N
130217	Broadcast Engineer	14	38,208	57,311	N
210038	Budget Analyst	19	49,940	74,910	E
210006	Budget Manager	30	104,432	156,648	E
125011	Building Inspector	16	41,157	61,735	N
125012	Building Inspector, Senior	17	42,631	63,947	N
526201	Building Maintenance Manager	25	70,291	105,436	E
181004	Building Maintenance Manager, A&C	19	49,940	74,910	E
526219	Building Maintenance Supervisor	16	41,157	61,735	N
526209	Building Maintenance Technician	11	33,784	50,676	N
526113	Building Services Manager	24	66,899	100,348	E
526111	Building Services Supervisor	15	39,682	59,523	N
185120	Bus Driver	6	26,411	39,616	N
210046	Business Tax Specialist	11	33,784	50,676	N
130203	Cable / Production Manager	22	60,115	90,173	E
240028	Cadastral Cartographer	9	30,835	46,252	N
130120	Call Center Representative	6	26,411	39,616	N
220060	Central Records Technician	7	27,886	41,828	N
185112	Certified Nursing Assistant	11	33,784	50,676	N
181010	CFS Program Coordinator	17	42,631	63,947	E
330123	Chaplain	15	39,682	59,523	N
340008	Chief Administrative and Investigative Officer	28	89,631	134,447	E
240001	Chief Appraiser	31	111,832	167,749	E
230009	Chief Assistant Purchasing Agent	21	56,723	85,085	E
400003	Chief Assistant Solicitor General	29	97,032	145,548	E
470002	Chief Deputy Clerk, COSC	28	89,631	134,447	E
430015	Chief Deputy Clerk, Juvenile Court	23	63,507	95,261	E
110003	Chief Deputy County Clerk	18	44,106	66,159	E
480013	Chief Deputy District Attorney	31	111,832	167,749	E
419003	Chief Deputy Marshal	28	89,631	134,447	E
330001	Chief Deputy Sheriff	32	119,233	178,849	E
245003	Chief Deputy Tax Commissioner	29	97,032	145,548	E
118003	Chief Financial Officer	35	141,434	212,151	E
480021	Chief Investigator, District Attorney	25	70,291	105,436	E
490021	Chief Investigator, Public Defender	24	66,899	100,348	E



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400011	Chief Investigator, Solicitor General	23	63,507	95,261	E
340001	Chief Medical Examiner	60	168,352	218,857	E
111019	Chief of Staff, Chair's Office	24	66,899	100,348	E
480015	Chief of Staff, District Attorney	24	66,899	100,348	E
111017	Chief of Staff, District Office	23	63,507	95,261	E
118004	Chief Operations Officer	35	141,434	212,151	E
430005	Chief Probation Officer, Juvenile Court	27	77,074	115,612	E
118005	Chief Strategic Officer	35	141,434	212,151	E
130005	Child Attorney I	22	60,115	90,173	E
130007	Child Attorney II	24	66,899	100,348	E
130008	Child Attorney III	25	70,291	105,436	E
130003	Child Attorney, Supervising	28	89,631	134,447	E
430013	Clerk of Juvenile Court	26	73,683	110,524	E
110001	Clerk to the Commission	26	73,683	110,524	E
320101	Code Enforcement Manager	21	56,723	85,085	E
320109	Code Enforcement Officer I	12	35,258	52,888	N
320107	Code Enforcement Officer II	13	36,733	55,099	N
320105	Code Enforcement Team Leader	14	38,208	57,311	N
240007	Commercial / Industrial Property Appraiser	18	44,106	66,159	N
240006	Commercial / Industrial Property Appraiser, Senior	20	53,332	79,997	E
540042	Commercial Pretreatment Inspector I	12	35,258	52,888	N
540040	Commercial Pretreatment Inspector II	13	36,733	55,099	N
540039	Commercial Pretreatment Manager	21	56,723	85,085	E
540038	Commercial Pretreatment Supervisor	15	39,682	59,523	N
185040	Community Development Manager	22	60,115	90,173	E
185042	Community Development Specialist	19	49,940	74,910	E
750040	Community Epidemiologist	21	56,723	85,085	E
185124	Community Information & Assistance Coordinator	14	38,208	57,311	N
185072	Community Information & Assistance Representative	8	29,360	44,040	N
130116	Community Relations Coordinator	14	38,208	57,311	N
220068	Computer Operations Supervisor	18	44,106	66,159	N
220070	Computer Operator	12	35,258	52,888	N
523101	Construction & Operations Manager	25	70,291	105,436	E
529023	Construction Project Manager	21	56,723	85,085	E
529025	Construction Project Manager, Senior	24	66,899	100,348	E
526217	Constuction & Rennovation Specialist	12	35,258	52,888	N
230012	Contract Administration Specialist	15	39,682	59,523	N



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New Class Code	Classification Title	Grade	MIN	MAX	FLSA_ID
230005	Contract Compliance Administrator	23	63,507	95,261	E
230007	Contract Compliance Manager	19	49,940	74,910	E
230011	Contract Compliance Officer	15	39,682	59,523	N
210004	Controller	30	104,432	156,648	E
185022	Cook	4	23,462	35,193	N
330121	Corrections Counselor	15	39,682	59,523	N
419001	County Marshal	30	104,432	156,648	E
265030	Courier	4	23,462	35,193	N
265028	Courier Supervisor	9	30,835	46,252	N
430001	Court Administrator, Juvenile	32	119,233	178,849	E
410003	Court Administrator, Probate	29	97,032	145,548	E
420002	Court Administrator, State Court	32	119,233	178,849	E
450001	Court Administrator, Superior Court	32	119,233	178,849	E
420022	Court Clerk	9	30,835	46,252	N
420021	Court Clerk, Senior	11	33,784	50,676	N
470052	Court Docket Supervisor	17	42,631	63,947	N
470018	Court Program Administrator	23	63,507	95,261	E
420014	Court Reporter	15	39,682	59,523	N
430017	Court Support Manager I	20	53,332	79,997	E
420004	Court Support Manager II	24	66,899	100,348	E
420034	Court Support Supervisor I	16	41,157	61,735	N
420038	Court Support Supervisor II	19	49,940	74,910	N
470004	Courts Director, COSC	26	73,683	110,524	E
990107	Crew Leader	11	33,784	50,676	N
990108	Crew Leader, Senior	13	36,733	55,099	N
990109	Crew Supervisor	16	41,157	61,735	N
990111	Crew Supervisor, Senior	17	42,631	63,947	N
330303	Crime Scene Technician	13	36,733	55,099	N
526107	Custodial Inspector	5	24,936	37,405	N
526109	Custodial Inspector, Lead	7	27,886	41,828	N
526101	Custodian	3	21,987	32,981	N
526103	Custodian, Lead	6	26,411	39,616	N
130118	Customer Service Coordinator	14	38,208	57,311	N
210093	Customer Service Representative	8	29,360	44,040	N
220046	Data Security & Email Administrator	18	44,106	66,159	N
220054	Database Administrator	20	53,332	79,997	E
220056	Database Specialist	17	42,631	63,947	N



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New Class Code	Classification Title	Grade	MIN	MAX	FLSA_ID
750082	Dental Assistant	12	35,258	52,888	N
750078	Dental Hygienist	16	41,157	61,735	N
750075	Dental Services Manager	56	129,409	168,232	E
750150	Dentist	53	100,202	130,262	E
750076	Dentist Supervisor	54	109,938	142,919	E
215905	Departmental HR Generalist	17	42,631	63,947	E
215903	Departmental HR Manager	21	56,723	85,085	E
400016	Deputy Assistant Solicitor/ General	27	77,074	115,612	E
240002	Deputy Chief Appraiser	26	73,683	110,524	E
340004	Deputy Chief Medical Examiner	59	158,616	206,201	E
430007	Deputy Chief Probation Officer	24	66,899	100,348	E
420029	Deputy Clerk I	8	29,360	44,040	N
420027	Deputy Clerk II	9	30,835	46,252	N
420023	Deputy Clerk III	10	32,309	48,464	N
235001	Deputy County Attorney, CA	30	104,432	156,648	E
110007	Deputy County Clerk	14	38,208	57,311	N
420008	Deputy Court Administrator, Administration	26	73,683	110,524	E
420010	Deputy Court Administrator, Operations	24	66,899	100,348	E
450002	Deputy Court Administrator, Superior Court	27	77,074	115,612	E
185006	Deputy Director, Aging & Youth	28	89,631	134,447	E
230003	Deputy Director, Contract Compliance	27	77,074	115,612	E
118122	Deputy Director, EEO & Disability Affairs	25	70,291	105,436	E
750084	Deputy Director, Environmental Health	27	77,074	115,612	E
210002	Deputy Director, Finance	31	111,832	167,749	E
185004	Deputy Director, HCD	28	89,631	134,447	E
215002	Deputy Director, Human Resources	28	89,631	134,447	E
220002	Deputy Director, I.T.	31	111,832	167,749	E
125014	Deputy Director, Planning and Development	27	77,074	115,612	E
230002	Deputy Director, Purchasing	26	73,683	110,524	E
520002	Deputy Director, Real Estate	29	97,032	145,548	E
333003	Deputy E911 Director	26	73,683	110,524	E
265007	Deputy Elections Chief	21	56,723	85,085	E
310003	Deputy Fire Chief	28	89,631	134,447	E
310105	Deputy Fire Marshal	23	63,507	95,261	E
419017	Deputy Marshal	15	39,682	59,523	N
419007	Deputy Marshal, Captain	24	66,899	100,348	E
419015	Deputy Marshal, Corporal	16	41,157	61,735	N



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New Class Code	Classification Title	Grade	MIN	MAX	FLSA_ID
419009	Deputy Marshal, Lieutenant	21	56,723	85,085	E
419005	Deputy Marshal, Major	26	73,683	110,524	E
419011	Deputy Marshal, Sergeant	17	42,631	63,947	N
320003	Deputy Police Chief	30	104,432	156,648	E
330019	Deputy Sheriff I	15	39,682	59,523	N
330017	Deputy Sheriff II	16	41,157	61,735	N
330015	Deputy Sheriff III	17	42,631	63,947	N
330009	Deputy Sheriff, Captain	25	70,291	105,436	E
330003	Deputy Sheriff, Colonel	30	104,432	156,648	E
330011	Deputy Sheriff, Lieutenant	21	56,723	85,085	N
330005	Deputy Sheriff, Lt. Colonel	28	89,631	134,447	E
330007	Deputy Sheriff, Major	27	77,074	115,612	E
330013	Deputy Sheriff, Sergeant	18	44,106	66,159	N
330107	Detention Captain	24	66,899	100,348	E
330109	Detention Lieutenant	19	49,940	74,910	N
330115	Detention Officer I	12	35,258	52,888	N
330113	Detention Officer II	13	36,733	55,099	N
330111	Detention Sergeant	16	41,157	61,735	N
430029	Detention Shift Supervisor, Juvenile Crt	16	41,157	61,735	N
125024	Development Services Manager	20	53,332	79,997	E
125010	Development Site Inspector	16	41,157	61,735	N
750142	Dietitian	16	41,157	61,735	E
130108	Digital Communications Specialist	17	42,631	63,947	E
750001	Director Health & Wellness	59	158,616	206,201	E
750114	Director of Nursing	28	89,631	134,447	E
185002	Director, Aging & Youth	31	111,832	167,749	E
130001	Director, Child Attorney	30	104,432	156,648	E
750110	Director, Clinical Services	28	89,631	134,447	E
630003	Director, Cooperative Extension	26	73,683	110,524	E
118121	Director, EEO & Disability Affairs	28	89,631	134,447	E
118601	Director, Emergency Management	28	89,631	134,447	E
130101	Director, External Affairs	29	97,032	145,548	E
210001	Director, Finance	34	134,033	201,050	E
520001	Director, FTS	33	126,633	189,950	E
185001	Director, HCD	31	111,832	167,749	E
215001	Director, Human Resources	32	119,233	178,849	E
220001	Director, Information Technology	34	134,033	201,050	E



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119001	Director, Internal Audit	32	119,233	178,849	E
650001	Director, Library Arts & Culture	30	104,432	156,648	E
125028	Director, Parks & Recreation	27	77,074	115,612	E
125002	Director, Planning and Community Services	31	111,832	167,749	E
230001	Director, Purchasing	31	111,832	167,749	E
265002	Director, Registration and Elections	29	97,032	145,548	E
540001	Director, Water Resources	33	126,633	189,950	E
750042	Disease Investigator	13	36,733	55,099	N
185102	District Administrator HHS	20	53,332	79,997	E
183401	Division Manager, Aging Services	27	77,074	115,612	E
181003	Division Manager, Arts & Culture	27	77,074	115,612	E
183301	Division Manager, Children & Youth	25	70,291	105,436	E
130102	Division Manager, Communications	27	77,074	115,612	E
183501	Division Manager, Emergency Housing	26	73,683	110,524	E
130202	Division Manager, FGTV	27	77,074	115,612	E
183801	Division Manager, Grants & Community Partnerships	25	70,291	105,436	E
220006	Division Manager, I.T.	27	77,074	115,612	E
220010	Division Manager, I.T. GIS	27	77,074	115,612	E
220008	Division Manager, I.T. Project Mgmt	27	77,074	115,612	E
650003	Division Manager, Library	27	77,074	115,612	E
245005	Division Manager, Tax Commissioner	26	73,683	110,524	E
183701	Division Manager, Work Force Development	26	73,683	110,524	E
333001	E911 Communications Director	29	97,032	145,548	E
333017	E911 Communications Officer I	11	33,784	50,676	N
333015	E911 Communications Officer II	12	35,258	52,888	N
333013	E911 Communications Officer III	13	36,733	55,099	N
333023	E911 Emergency Services Manager	22	60,115	90,173	E
333007	E911 Quality Assurance Officer	17	42,631	63,947	N
333021	E911 Radio Systems Administrator	21	56,723	85,085	N
333011	E911 Supervisor	15	39,682	59,523	N
333009	E911 Supervisor Senior	18	44,106	66,159	N
333025	E911 Support Manager	22	60,115	90,173	E
333005	E911 Training Coordinator	19	49,940	74,910	E
750126	Early Intervention Coordinator	19	49,940	74,910	E
750124	Early Intervention Coordinator, Lead	21	56,723	85,085	E
750128	Early InterventionProgram Specialist	17	42,631	63,947	E
125052	Economic Development Administrator	26	73,683	110,524	E



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125055	Economic Development Liaison/Researcher	18	44,106	66,159	E
125054	Economic Development Specialist	19	49,940	74,910	E
430021	Education Advocate	19	49,940	74,910	E
118128	EEO/ADA Officer	18	44,106	66,159	E
118126	EEO/ADA Officer, Senior	20	53,332	79,997	E
265016	Election Specialist Supervisors	14	38,208	57,311	N
265006	Elections Chief	25	70,291	105,436	E
265012	Elections Equipment Manager	17	42,631	63,947	N
265014	Elections Officer	21	56,723	85,085	E
265008	Elections System Supervisor	19	49,940	74,910	E
265010	Elections Systems Specialist	11	33,784	50,676	N
750106	Emergency Preparedness Administrator	23	63,507	95,261	E
750108	Emergency Preparedness Officer	18	44,106	66,159	E
210058	Employee Benefits Manager	25	70,291	105,436	E
210052	Employee Benefits Specialist	12	35,258	52,888	N
210054	Employee Benefits Specialist, Senior	16	41,157	61,735	N
210056	Employee Benefits Supervisor	22	60,115	90,173	E
529019	Engineering Administrator	27	77,074	115,612	E
529001	Engineering Technician	15	39,682	59,523	N
529003	Engineering Technician, Senior	17	42,631	63,947	N
540062	Environmental Compliance Manager	26	73,683	110,524	E
320103	Environmental Court Coordinator	16	41,157	61,735	N
540024	Environmental Education Coordinator	19	49,940	74,910	E
750088	Environmental Health Manager	24	66,899	100,348	E
750090	Environmental Health Supervisor	21	56,723	85,085	E
540010	Environmental Program Manager	25	70,291	105,436	E
540022	Environmental Quality and Education Manager	23	63,507	95,261	E
540027	Environmental Quality Associate	14	38,208	57,311	N
540026	Environmental Quality Specialist	19	49,940	74,910	E
750094	Environmental Specialist	15	39,682	59,523	N
750092	Environmental Specialist Senior	18	44,106	66,159	N
540020	Environmental Water Technician	14	38,208	57,311	N
990104	Equipment Operator	8	29,360	44,040	N
990105	Equipment Operator, Senior	10	32,309	48,464	N
125009	Erosion & Soil Control Inspector	15	39,682	59,523	N
990070	Executive Assistant	18	44,106	66,159	N
526221	Exterminator	10	32,309	48,464	N



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525704	Facility and Assests Appraiser, Dream	19	49,940	74,910	N
340032	Facility Assistant	4	23,462	35,193	N
185064	Facility Operator HHS	5	24,936	37,405	N
245017	Field Tax Representative	11	33,784	50,676	N
181030	Financial Administrator, Arts & Culture	25	70,291	105,436	E
118048	Financial Systems Manager	23	63,507	95,261	E
210030	Financial Systems Supervisor	20	53,332	79,997	E
310005	Fire Battalion Chief	24	66,899	100,348	E
310007	Fire Captain, Company Officer	21	56,723	85,085	N
310001	Fire Chief	32	119,233	178,849	E
310021	Fire Education Specialist	14	38,208	57,311	N
310009	Fire Lieutenant	20	53,332	79,997	N
310103	Fire Marshal	27	77,074	115,612	E
310019	Fire Prevention Officer	16	41,157	61,735	N
310015	Firefighter I	15	39,682	59,523	N
310013	Firefighter II	16	41,157	61,735	N
310011	Firefighter III	17	42,631	63,947	N
210089	Fiscal Support Specialist I	9	30,835	46,252	N
210090	Fiscal Support Specialist II	11	33,784	50,676	N
522101	Fleet Manager	24	66,899	100,348	E
320317	Fleet Service Coordinator, Police	17	42,631	63,947	N
340024	Forensic Histotechnologist	13	36,733	55,099	E
340018	Forensic Technician	13	36,733	55,099	N
340014	Forensics Supervlsor, ME	19	49,940	74,910	E
320301	Forensics Supervisor, Police	17	42,631	63,947	N
522113	Fuel Manager	13	36,733	55,099	N
650032	GED Examiner	8	29,360	44,040	N
523103	General Supervisor, Roads	19	49,940	74,910	E
541004	General Supervisor, Water & Sewer	19	49,940	74,910	E
220083	GIS Specialist II	16	41,157	61,735	N
220084	GIS Specialist III	19	49,940	74,910	E
220086	GIS Specialist Supervisor	21	56,723	85,085	E
210040	Grants Administrator	25	70,291	105,436	E
210044	Grants Coordinator	19	49,940	74,910	E
185038	Grants Monitor Liaison HHS	15	39,682	59,523	N
480017	Graphic Designer	17	42,631	63,947	E
130114	Graphic Designer, Senior	19	49,940	74,910	E



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125036	Grounds & Parks Maintenance Worker	7	27,886	41,828	N
185050	Head Cook	10	32,309	48,464	N
750054	Health Associate	7	27,886	41,828	N
750148	Health Associate - WIC	10	32,309	48,464	N
750134	Health Associate Coordinator - WIC	21	56,723	85,085	E
750146	Health Associate Lead - WIC	13	36,733	55,099	N
750144	Health Associate Supervisor - WIC	17	42,631	63,947	N
750046	Health Care Interpreter	14	38,208	57,311	N
750048	Health Coordinator	18	44,106	66,159	N
750070	Health Outreach Worker	12	35,258	52,888	N
750068	Health Outreach Worker Supervisor	19	49,940	74,910	E
750004	Health Program Administrator	25	70,291	105,436	E
750006	Health Program Manager	23	63,507	95,261	E
522105	Heavy Equipment Mechanic	13	36,733	55,099	N
990106	Heavy Equipment Operator	12	35,258	52,888	N
185044	Housing Inspector	14	38,208	57,311	N
215109	HR Consultant I	17	42,631	63,947	E
215107	HR Consultant II	19	49,940	74,910	E
215105	HR Consultant III	21	56,723	85,085	E
215103	HR Consulting Manager	25	70,291	105,436	E
215505	HR Performance Analyst	19	49,940	74,910	E
215503	HR Performance Manager	24	66,899	100,348	E
215403	HR Policy Advisor	25	70,291	105,436	E
215011	HRIS Analyst	19	49,940	74,910	E
215907	Human Resources Specialist	11	33,784	50,676	N
185020	Human Services Outreach Specialist	9	30,835	46,252	N
185054	Human Services Site Supervisor	8	29,360	44,040	N
540016	Industrial Monitoring Manager	22	60,115	90,173	E
220052	Info System Project Manager	22	60,115	90,173	E
220050	Info System Senior Project Manager	24	66,899	100,348	E
220036	Information Systems Analyst I	17	42,631	63,947	N
220034	Information Systems Analyst II	19	49,940	74,910	E
220032	Information Systems Analyst III	21	56,723	85,085	E
220018	Information Systems Manager	25	70,291	105,436	E
430027	Intake Attorney	24	66,899	100,348	E
119011	Internal Auditor I	18	44,106	66,159	E
119009	Internal Auditor II	20	53,332	79,997	E



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119007	Internal Auditor III	22	60,115	90,173	E
470050	Investigations Coordinator, Pre-trial Services	19	49,940	74,910	N
130009	Investigator, Child Attorney	18	44,106	66,159	N
480023	Investigator, D.A.	18	44,106	66,159	N
490011	Investigator, P.D.	18	44,106	66,159	N
470040	Investigator, Pre-trial Services	15	39,682	59,523	N
400013	Investigator, Solicitor	17	42,631	63,947	N
210050	Investment Officer	26	73,683	110,524	E
220066	IT Operations Manager	22	60,115	90,173	E
185086	Job Development Specialist	19	49,940	74,910	E
420012	Judicial Law Clerk I	20	53,332	79,997	E
420013	Judicial Law Clerk II	23	63,507	95,261	E
420018	Judicial Assistant	14	38,208	57,311	N
420024	Judicial Case Manager	15	39,682	59,523	N
420030	Judicial Case Manager, Senior	16	41,157	61,735	N
410001	Judicial Hearing Officer	28	89,631	134,447	E
527003	Landscape Architect	19	49,940	74,910	E
490015	Legal Assistant	12	35,258	52,888	N
490017	Legal Secretary	11	33,784	50,676	N
490009	Legal Specialist	20	53,332	79,997	E
490027	Legal Support Supervisor	21	56,723	85,085	E
650014	Librarian I	16	41,157	61,735	E
650012	Librarian II	17	42,631	63,947	E
650008	Librarian, Principal	22	60,115	90,173	E
650010	Librarian, Senior	19	49,940	74,910	E
650020	Library Assistant	6	26,411	39,616	N
650018	Library Associate	10	32,309	48,464	N
650006	Library Manager	26	73,683	110,524	E
650016	Library Support Supervisor	15	39,682	59,523	N
185110	Licensed Practical Nurse	14	38,208	57,311	N
750059	Licensed Practical Nurse, Senior	19	49,940	74,910	N
185018	Lifeguard	7	27,886	41,828	N
210086	Lock-Off Supervisor	16	41,157	61,735	N
526215	Locksmith	10	32,309	48,464	N
990102	Maintenance Worker	5	24,936	37,405	N
990103	Maintenance Worker, Senior	7	27,886	41,828	N
990201	Management / Policy Analyst I	15	39,682	59,523	N



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990200	Management / Policy Analyst II	17	42,631	63,947	E
990203	Management / Policy Analyst III	19	49,940	74,910	E
990205	Management / Policy Analyst IV	23	63,507	95,261	E
235002	Managing Attorney, CA	28	89,631	134,447	E
540034	Material & Assets Supervisor	16	41,157	61,735	N
540032	Material Management Manager	21	56,723	85,085	E
540056	Materials Assistant	7	27,886	41,828	N
340022	Medical Examiner Investigator	16	41,157	61,735	N
750032	Medical Laboratory Assistant	9	30,835	46,252	N
750026	Medical Laboratory Supervisor	22	60,115	90,173	E
750030	Medical Laboratory Technician	12	35,258	52,888	N
340028	Medical Legal Photographer	13	36,733	55,099	N
340026	Medical Legal Transcriptionist	12	35,258	52,888	N
750002	Medical Program Administrator	56	129,409	168,232	E
750016	Medical Records Administrator	20	53,332	79,997	E
750022	Medical Records Assistant	6	26,411	39,616	N
750020	Medical Records Specialist	8	29,360	44,040	N
750018	Medical Records Supervisor	16	41,157	61,735	N
750050	Medical Technologist	19	49,940	74,910	N
210087	Meter Reader	7	27,886	41,828	N
210085	Meter Reader Supervisor	13	36,733	55,099	N
210095	Meter Repair Technician	9	30,835	46,252	N
210092	Meter Services Supervisor	17	42,631	63,947	N
540048	Microbiologist, Water Resources	16	41,157	61,735	E
340030	Morgue Attendant	7	27,886	41,828	N
185024	Multipurpose Center Worker	3	21,987	32,981	N
185008	Multipurpose Facility Manager	24	66,899	100,348	E
181018	Museum Manager, Hammonds House	22	60,115	90,173	E
220042	Network Administrator	20	53,332	79,997	E
220040	Network Manager (Security)	22	60,115	90,173	E
220044	Network Specialist	17	42,631	63,947	N
750118	Nurse I	17	42,631	63,947	N
750062	Nurse II	19	49,940	74,910	N
750060	Nurse III	21	56,723	85,085	E
750058	Nurse Practitioner	50	83,164	108,114	E
750120	Nurse Supervisor	23	63,507	95,261	E
750072	Nurse Technician	10	32,309	48,464	N



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750138	Nutrition Coordinator	21	56,723	85,085	E
750140	Nutritionist	13	36,733	55,099	N
750136	Nutritionist Supervisor	20	53,332	79,997	E
540028	Occupational Health and Safety Manager	21	56,723	85,085	E
540014	Operations Administrator, Water Resources	25	70,291	105,436	E
340010	Operations Manager	24	66,899	100,348	E
526211	Painter	10	32,309	48,464	N
235011	Paralegal	16	41,157	61,735	N
125032	Park Services Manager	23	63,507	95,261	E
125034	Park Services Supervisor	16	41,157	61,735	N
215309	Payroll & Leave Specialist	9	30,835	46,252	N
230021	P-Card Coordinator	16	41,157	61,735	N
210028	Pension Administrator	24	66,899	100,348	E
125027	Permit Specialist	11	33,784	50,676	N
125026	Permit Supervisor	14	38,208	57,311	N
220082	Personal Computer Specialist	9	30,835	46,252	N
215303	Personnel Manager	23	63,507	95,261	E
215307	Personnel Payroll Coordinator	14	38,208	57,311	N
215305	Personnel Supervisor	20	53,332	79,997	E
750014	Pharmacy Technician	10	32,309	48,464	N
125020	Planner I	15	39,682	59,523	E
125019	Planner II	17	42,631	63,947	E
125018	Planner III	19	49,940	74,910	E
125022	Plans Reviewer	17	42,631	63,947	N
320007	Police Captain	25	70,291	105,436	E
320001	Police Chief	32	119,233	178,849	E
320011	Police Detective	18	44,106	66,159	N
320009	Police Lieutenant	21	56,723	85,085	N
320005	Police Major	27	77,074	115,612	E
320019	Police Officer I	15	39,682	59,523	N
320017	Police Officer II	16	41,157	61,735	N
320015	Police Officer III	17	42,631	63,947	N
320021	Police Officer, Pilot	21	56,723	85,085	N
320012	Police Sergeant (FTO)	18	44,106	66,159	N
420040	Pre-trial Investigator	15	39,682	59,523	N
470022	Pre-trial Release Officer I	15	39,682	59,523	N
470024	Pre-trial Release Officer II	17	42,631	63,947	N



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New Class Code	Classification Title	Grade	MIN	MAX	FLSA_ID
470026	Pre-trial Release Supervisor	19	49,940	74,910	N
430011	Probation Officer	17	42,631	63,947	N
430033	Probation Security Officer	9	30,835	46,252	N
430031	Probation Security Supervisor	19	49,940	74,910	N
430009	Probation Supervisor	21	56,723	85,085	E
230015	Procurement Officer	13	36,733	55,099	N
130213	Producer / Reporter	16	41,157	61,735	E
130215	Production Assistant	13	36,733	55,099	N
130205	Production Manager	22	60,115	90,173	E
130207	Production Supervisor	21	56,723	85,085	E
529015	Professional Engineer	24	66,899	100,348	E
529017	Professional Engineer, Senior	26	73,683	110,524	E
185053	Program Assistant, Children & Youth	15	39,682	59,523	N
185051	Program Coordinator, Aging	18	44,106	66,159	E
185052	Program Coordinator, Children & Youth	18	44,106	66,159	E
185032	Program Coordinator, HCD	18	44,106	66,159	E
650026	Program Development Director	22	60,115	90,173	E
185114	Program Evaluation Specialist	19	49,940	74,910	E
185010	Program Manager	24	66,899	100,348	E
185058	Program Manager, Emergency Housing	24	66,899	100,348	E
185036	Program Manager, Grants & Community Partnerships	24	66,899	100,348	E
240010	Property Appraiser Trainee	15	39,682	59,523	N
185082	Provider Relations Specialist	19	49,940	74,910	E
750010	Psychiatrist	55	119,673	155,575	E
130104	Public Affairs Manager	23	63,507	95,261	E
130110	Public Affairs Officer	17	42,631	63,947	E
130112	Public Affairs Officer, Senior	19	49,940	74,910	E
181006	Public Art / CFS Manager	21	56,723	85,085	E
181008	Public Art Conservator	17	42,631	63,947	E
181012	Public Art Program Coordinator	17	42,631	63,947	E
490003	Public Defender Attorney, Supervising	28	89,631	134,447	E
750066	Public Health Educator	19	49,940	74,910	E
750064	Public Health Senior Educator	20	53,332	79,997	E
540046	Public Service Coordinator, Water Resources	21	56,723	85,085	E
230017	Purchasing Systems Coordinator	18	44,106	66,159	N
220048	Quality Assurance Liaison	18	44,106	66,159	N
185080	Quality Assurance Specialist	18	44,106	66,159	N



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525703	Real Estate Specialist	19	49,940	74,910	E
540036	Receiving & Inventory Specialist	9	30,835	46,252	N
185056	Receptionist/Office Support HHS	7	27,886	41,828	N
540050	Records and Documents Coordinator	11	33,784	50,676	N
540082	Records and Documents Supervisor	16	41,157	61,735	N
470010	Records Manager	21	56,723	85,085	E
125042	Recreation Center Supervisor	16	41,157	61,735	N
125044	Recreation Center Supervisor, Assistant	14	38,208	57,311	N
125040	Recreation Manager	22	60,115	90,173	E
125046	Recreation Specialist	7	27,886	41,828	N
265020	Registration Chief	25	70,291	105,436	E
265022	Registration Manager	23	63,507	95,261	E
265024	Registration Officer	10	32,309	48,464	N
265018	Registration & Elections Assistant	4	23,462	35,193	N
240009	Residential Property Appraiser	17	42,631	63,947	N
240008	Residential Property Appraiser, Senior	19	49,940	74,910	E
210060	Risk Analyst	16	41,157	61,735	N
210074	Risk Management Supervisor	19	49,940	74,910	E
210068	Risk Manager	25	70,291	105,436	E
210066	Risk Specialist	10	32,309	48,464	N
526213	Roofer	10	32,309	48,464	N
540030	Safety Assistant	12	35,258	52,888	N
210076	Safety Coordinator	18	44,106	66,159	N
210072	Safety Officer/Investigator	17	42,631	63,947	N
320201	Security Manager	21	56,723	85,085	E
650028	Security Manager, Library	21	56,723	85,085	E
320209	Security Specialist	10	32,309	48,464	N
320205	Security Team Leader	12	35,258	52,888	N
125008	Senior Arborist	18	44,106	66,159	E
210036	Senior Budget Analyst	22	60,115	90,173	E
750080	Senior Dental Assistant	14	38,208	57,311	N
480019	Senior Investigator, D.A.	19	49,940	74,910	N
340020	Senior Medical Examiner Investigator	19	49,940	74,910	E
210084	Senior Meter Reader	8	29,360	44,040	N
125016	Senior Planner	23	63,507	95,261	E
430023	Senior Probation Officer	19	49,940	74,910	N
220072	Senior Records Administrator	19	49,940	74,910	E



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185011	Senior Services Instructor	12	35,258	52,888	N
215205	Senior Training Officer	19	49,940	74,910	E
220078	Service Desk Specialist	13	36,733	55,099	N
540078	Sewer Detection Specialist	12	35,258	52,888	N
523211	Sign Fabricator	10	32,309	48,464	N
750052	Skills Trainer	9	30,835	46,252	N
130011	Social Service Coordinator II	21	56,723	85,085	E
470032	Social Services Coordinator I	17	42,631	63,947	N
750096	Social Services Program Manager	20	53,332	79,997	E
490029	Social Work Coordinator I	20	53,332	79,997	E
490031	Social Work Coordinator II	21	56,723	85,085	E
235007	Staff Attorney I	22	60,115	90,173	E
235009	Staff Attorney II	24	66,899	100,348	E
235013	Staff Attorney III	25	70,291	105,436	E
235005	Staff Attorney IV	26	73,683	110,524	E
235003	Staff Attorney, Supervising	28	89,631	134,447	E
529011	Staff Engineer	19	49,940	74,910	E
529013	Staff Engineer, Senior	21	56,723	85,085	E
750012	Staff Pharmacist	25	70,291	105,436	E
750008	Staff Physician	55	119,673	155,575	E
540066	Stormwater Inspections Supervisor	15	39,682	59,523	N
540064	Stormwater Inspector	13	36,733	55,099	N
541003	Superintendent, Water & Sewer I	24	66,899	100,348	E
541002	Superintendent, Water & Sewer II	25	70,291	105,436	E
522103	Supervisor, Fleet Maintenance	17	42,631	63,947	N
240022	Tax Appraisal Analyst	16	41,157	61,735	N
240038	Tax Appraisal Clerk I	8	29,360	44,040	N
240036	Tax Appraisal Clerk II	9	30,835	46,252	N
240034	Tax Appraisal Clerk III	10	32,309	48,464	N
240014	Tax Appraisal Support Manager	23	63,507	95,261	E
240032	Tax Appraisal Support Supervisor	14	38,208	57,311	N
240020	Tax Assessor GIS Specialist II	15	39,682	59,523	N
240018	Tax Assessor GIS Specialist III	18	44,106	66,159	N
240016	Tax Assessor GIS Supervisor	21	56,723	85,085	E
245015	Tax Tag Clerk I	8	29,360	44,040	N
245013	Tax Tag Clerk II	9	30,835	46,252	N
245011	Tax Tag Clerk III	10	32,309	48,464	N



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245009	Tax Tag Supervisor	14	38,208	57,311	N
110005	Technical Liason - County Clerk	19	49,940	74,910	E
220058	Technical Purchasing Manager	19	49,940	74,910	E
181020	Theatrical Production Manager	19	49,940	74,910	E
526203	Trades Supervisor	18	44,106	66,159	N
526207	Tradesworker I	13	36,733	55,099	N
526205	Tradesworker II	15	39,682	59,523	N
523201	Traffic Operations Manager	25	70,291	105,436	E
523205	Traffic Signal Technician	14	38,208	57,311	N
523203	Traffic Signals Supervisor	18	44,106	66,159	N
523209	Traffic Signs & Markings Specialist	10	32,309	48,464	N
523207	Traffic Signs & Markings Technician	9	30,835	46,252	N
750061	Training Center Instructor	11	33,784	50,676	N
215203	Training Manager	24	66,899	100,348	E
215207	Training Officer	16	41,157	61,735	N
185122	Transportation Coordinator	14	38,208	57,311	N
210048	Treasury Manager	22	60,115	90,173	E
210080	Utility Billing & Collection Manager	26	73,683	110,524	E
540076	Utility Locate Coordinator	15	39,682	59,523	N
540074	Utility Locate Technician	11	33,784	50,676	N
230019	Vendor Coordinator	10	32,309	48,464	N
480025	Victim / Witness Advocate	14	38,208	57,311	N
480029	Victim / Witness Advocate, Senior	19	49,940	74,910	E
480031	Victim / Witness Advocate, Supervisor	20	53,332	79,997	E
480027	Victim / Witness Counselor	15	39,682	59,523	N
130211	Video Producer	17	42,631	63,947	E
130209	Video Producer, Senior	19	49,940	74,910	E
185068	Vocational / Education Specialist	16	41,157	61,735	N
540052	Water Meter Repair Technician	13	36,733	55,099	N
540060	Water Quality Manager	22	60,115	90,173	E
540058	Water Quality Supervisor	19	49,940	74,910	E
540080	Water Systems Technician	9	30,835	46,252	N
210091	Water/Sewer Account Coordinator	19	49,940	74,910	E
210088	Water/Sewer Account Specialist	9	30,835	46,252	N
210082	Water/Sewer Account Specialist, Sr.	13	36,733	55,099	N
210094	Water/Sewer Billing Supervisor	16	41,157	61,735	N
220038	Web Developer	19	49,940	74,910	E



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220030	Webmaster	22	60,115	90,173	E
750132	WIC Nutrition Manager	25	70,291	105,436	E
220076	Wireless Support Specialist	10	32,309	48,464	N
181016	Wolf Creek Amphitheater Manager	23	63,507	95,261	E
210062	Workers Compensation Coordinator	16	41,157	61,735	N
210070	Workers Compensation Specialist	11	33,784	50,676	N
210078	Workers Compensation Supervisor	22	60,115	90,173	E
185096	Workforce Development Assistant	6	26,411	39,616	N
185092	Workforce Development Associate	10	32,309	48,464	N
185076	Workforce Development Site Manager	20	53,332	79,997	E
185074	Workforce Development Site Supervisor	19	49,940	74,910	E
185088	Workforce Development Specialist	16	41,157	61,735	N
185090	Workforce Development Specialist, Senior	17	42,631	63,947	E
750024	X-Ray Technician	12	35,258	52,888	N
750130	Youth Development Coordinator	17	42,631	63,947	E